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28 February, 2018

Dear Councillor,

**CABINET**

**4:00 PM ON THURSDAY, 8 MARCH, 2018**

**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. McGovern,  
Managing Director

To: Councillors:

G. Adamson	Leader of the Council
G. Alcott	Deputy Leader of the Council and Economic Development and Planning Portfolio Leader
J.T. Kraujalis	Corporate Improvement Portfolio Leader
C. Bennett	Crime and Partnerships Portfolio Leader
Mrs. C. Mitchell	Culture and Sport Portfolio Leader
J.P.T.L. Preece	Environment Portfolio Leader
Mrs. M.A. Davis	Health and Wellbeing Portfolio Leader
F.W.C. Allen	Housing Portfolio Leader
Mrs. D.M. Todd	Town Centre Regeneration Portfolio Leader

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## **A G E N D A**

### **PART 1**

**1. Apologies**

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

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.

**3. Updates from Portfolio Leaders**

To receive and consider oral updates (if any), from the Leader of the Council, the Deputy Leader, and Portfolio Leaders.

**4. Minutes**

To approve the Minutes of the meeting held on 25 January, 2018 (enclosed).

**5. Forward Plan**

Forward Plan of Decisions to be taken by the Cabinet: March to May, 2018 (Item 5.1 – 5.2).

**6. Quarter 3 Performance Report 2017/18**

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.34).

**7. Exclusion of the Public**

The Leader to move:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).

### **PART 2**

**8. Debt Recovery**

Not for Publication Report of the Head of Finance (Item 8.1 – 8.6).

This Report is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council). No representations have been received in respect of this matter.

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**CABINET**

**HELD ON THURSDAY 25 JANUARY 2018 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

PRESENT: Councillors:

Alcott, G.	Deputy Leader of the Council and Economic Development and Planning Portfolio Leader
Bennett, C.	Crime and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Davis, Mrs. M.A.	Health and Wellbeing Portfolio Leader
Allen, F.W.C.	Housing Portfolio Leader
Todd, Mrs. D.M.	Town Centre Regeneration Portfolio Leader

**69. Apologies**

Apologies were submitted for Councillors G. Adamson, Leader of the Council and J.T. Kraujalis, Corporate Improvement Portfolio Leader.

In the Leader's absence the meeting was chaired by the Deputy Leader.

**70. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members**

No other Declarations of Interest were made in addition to those already confirmed by Members in the Register of Members' Interests.

**71. Updates from Portfolio Leaders**

**Crime and Partnerships**

Safer Neighbourhood Panels Recruitment

The Portfolio Leader advised that during the summer the Police and Crime Commissioner would be launching an advertising campaign aimed at increasing public involvement in the Staffordshire-wide Safer Neighbourhood Panels.

Concerns were also noted about lack of Police involvement in some of the meetings, but this was due to reduced capacity of front line police officers.

## **Culture and Sport**

### Cannock Stadium Site

The Portfolio Leader advised that the redevelopment was progressing well, with work currently focussed on the HUB, play area, footpaths, lighting and outdoor gym.

Videos of the redevelopment could also be viewed on the Council's website.

#### **72. Minutes of Cabinet Meeting of 14 December 2017**

RESOLVED:

That the Minutes of the meeting held on 14 December, 2017, be approved as a correct record and signed.

#### **73. Forward Plan**

The Forward Plan of Decisions for the period January to March, 2018 (Item 5.1 – 5.2 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period January to March, 2018 be noted.

#### **74. General Fund Budget and Capital Programme 2017/18 to 2020/21**

Consideration was given to the Report of the Head of Finance (Item 6.1 – 6.70 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The following be recommended to Council, at its meeting to be held on 7 February, 2018, as part of the formal budget setting process:-
- (a) The level of net spending for the General Fund Revenue Budget for 2018-19 be set at £11.645 million; with indicative net spending for 2019-20 and 2020-21 of £12.265 million and £12.764 million, respectively.
  - (b) The detailed portfolio budgets as set out in Appendix 2 of the Report.
  - (c) The forecast outturn net budget of £10.994 million be approved.
  - (d) The use of Government Grants in 2018-19 of £1.093 million, with indicative figures of £1.198 million and £1.282 million for 2019-20 and 2020-21, respectively.
  - (e) The working balances be set at £0.638 million; £0.672 million and £1.032 million for 2018-19 to 2020-21, respectively.
  - (f) A Council Tax of £212.94 for 2018-19, with indicative increases of £1.95% to the level of Council Tax for 2019-20 and 2020-21.
  - (g) The Council's Tax Base be set at 28,396.76.
  - (h) The revised Capital Programme, including new schemes, as set out in Appendices 3 and 4 of the Report.

- (B) It be noted that the Government has indicated that an amendment will be made to Provisional Local Government Finance Settlement for all authorities in relation to the Business Rates Tariff adjustment.

#### Reason for Decisions

The Report set out a draft standstill budget for 2018-19, as well as indicative budgets for 2019-20 and 2020-21 and associated issues, and also included current indications of the impact this would have on Council Tax. It also set out the updated Capital Programme, and set out the capital resources available to the Authority to finance the Capital Programme.

The Business Rates Tariff adjustment amounted to a reduction in Business Rates of £4,700 in 2017/18, rising to £4,900 in 2020/21. The adjustment impacted upon the transfer to/from Working Balances but did not require any change to the recommendations to 7 February Council.

#### **75. Housing Revenue Account Budgets 2017/18 to 2020/21**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing and Partnerships (Item 7.1 – 7.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The revised position with regard to estimated income and expenditure in respect of the 2017-18 Housing Revenue Account Budget and Housing Revenue Account Budgets for the period 2018-19 to 2020-21 as summarised in Appendix 1 of the Report be noted.
- (B) Council, at its meeting to be held on 7 February, 2018, be recommended to:
- (i) Determine a minimum level of working balances of £1.671 million for 2018-19 and indicative working balances of £1.706 million and £1.731 million for 2019-20 and 2020-21, respectively.
  - (ii) To note the further 1% reduction in rents in 2018-19 in accordance with the Government's Social Rent Policy.
  - (iii) Approve the Housing Revenue Account Budgets for 2018-19, 2019-20 and 2020-21 (and note the estimated outturn for 2017-18) as summarised in Appendix 1 of the Report.

#### Reasons for Decisions

The Report considered the proposed three-year Housing Revenue Account (HRA) Budgets for 2018-19, 2019-20 and 2020-21, which were formulated within the framework provided by the Approved HRA Business Plan.

A review of the 2017-18 HRA Budget, together with base HRA Budgets for the period 2018-19 to 2020-21 were attached to the Report as Appendix 1. The Budgets were formulated in accordance with the assumption set out in the HRA Business Plan, with projected levels of income and expenditure as summarised In Report paragraph 3.2.

Rent income continued to reflect an annual rent reduction of 1% per annum for

2018-19 and 2019-20, reflecting the revised national rent policy as determined by the Government's 2015 Summer Budget (the rent policy was due to revert to the Consumer Price Index plus 1% with effect from 2020-21).

No material changes were made in relation to inflation and cost pressures, with the exception of pay awards. Provision of 1% existed within the indicative budgets for 2018-19 and 2019-20, however as a result of the National Employers for Local Government offer, made of 5 December 2017, the provision now amounted to 2.47% in 2018-19, rising to a combined impact of 4.9% in 2019-20 as compared to the 2% originally provided.

No direct account had been taken at this stage for the impact of Vacant High Value Housing Payments associated with the Housing and Planning Act 2016. The Council was still awaiting details re. the threshold for High Value Vacant Payments however it was considered that its implementation would not impact until after the 2018-19 financial year. The full impact of the actual High Value Baseline would be assessed following publication of the proposed regulations and would then be subject to a further report.

In considering the HRA Revenue Account, consideration also needed to be given to the HRA Capital Programme and the level of Working Balances. A key consideration of the Capital Programme was the Revenue Contribution to Capital Outlay (RCCO) and Major Repairs Allowance (MRA). The latter had been replaced with a Depreciation Charge and although this was lower than the previous MRA a compensating increase in RCCO had been made. In accordance with the Approved Business Plan the RCCO also represented the net surplus on the Revenue Account after determining the level of Working Balances.

In view of the risks associated with the management of the HRA under self-financing, minimum working balances of 10% of net operating expenditure had been assumed throughout the three-year budget period.

## **76. Housing Revenue Account Capital Programme 2017/18 to 2022/23**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing and Partnerships (Item 8.1 – 7.8 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The estimated availability of Housing Revenue Account capital resources for the period 2018-19 to 2022-23, as set out in Appendix 1 of the Report, be noted.
- (B) It be noted that the Capital Programme now also included an allocation of £12 million for new social housing.
- (C) Options to increase social housing based upon the housing needs of the District and land availability be developed and the subject of a separate Cabinet report as soon as practically possible.
- (D) Council, at its meeting to be held on 7 February, 2018, be recommended to approve the five-year Housing Revenue Account Capital Programme for the period 2018-19 to 2022-23 (as set out in Appendix 2 of the Report).

### Reasons for Decisions

The Report considered the draft proposed five-year HRA Capital Programme for the period 2018-19 to 2022-23, together with the forecast outturn for 2017-18, compiled within the financial framework provided by the Approved HRA Business Plan.

Details of the estimated availability of HRA capital resources during the five-year period were set out in Appendix 1 of the Report, whilst a five-year Capital Programme was set out in Appendix 2.

A comparison of estimated resource availability with the proposed HRA capital expenditure programmes was set out in Report paragraph 3.3.

In addition to the above, the voluntary Minimum Revenue Provision (Debt Repayment) set aside from 2017-18 will by 2022-23 have effectively created a headroom in capital financing of £9.672 million that could be used in the medium term to supplement resources available without impacting upon long term sustainability.

The use of the Minimum Revenue Provision headroom together with the uncommitted capital resources provided in excess of £12.0 million for new council build / estate regeneration.

#### **77. Treasury Management Strategy, Minimum Revenue Provision Policy and Annual Investment Strategy 2018/19**

Consideration was given to the Report of the Head of Finance (Item 9.1 – 9.28 of the Official Minutes of the Council).

RESOLVED:

That Council, at its meeting to be held on 7 February, 2018, be recommended to approve:

- (a) The Prudential and Treasury Indicators;
- (b) The Minimum Revenue Provision (MRP) Policy Statement;
- (c) The Treasury Management Policy;
- (d) The Annual Investment Strategy for 2018-19.

#### Reason for Decision

The Council was required to approve its treasury management and investment strategies to ensure that cash flow was adequately planned and that surplus monies were invested appropriately.

#### **78. Housing and Homelessness Strategy 2018-2023**

Consideration was given to the Report of the Head of Housing and Partnerships (Item 10.1 – 10.22 of the Official Minutes of the Council).

RESOLVED:

That the proposed Housing and Homelessness Strategy 2018-2023 (attached as Appendix 1 to the Report) and the actions contained within it be approved.

### Reasons for Decision

The Council's previous Housing and Homelessness Strategies were now out of date.

Whilst there was no longer a statutory requirement to produce a housing strategy, there remained a statutory duty to produce a homelessness strategy. A new combined housing and homelessness strategy would ensure that residents, Registered Providers and other stakeholders could continue to refer to a document which outlined the housing and homelessness issues facing the District and presented the actions which were being put in place to address them.

### **79. Shared Accommodation – Pilot Project**

Consideration was given to the Report of the Head of Housing and Partnerships (Item 11.1 – 11.7 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be authorised to circulate the Project Brief (attached at Appendix 1 to the Report) to a minimum of two Registered Providers and be authorised to make amendments to the Project Brief if necessary.
- (B) The Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be authorised to appoint the most suitable Registered Provider following the receipt and assessment of bid submissions.
- (C) The Head of Housing and Partnerships be authorised to agree Terms and Conditions to let a Council Flat to a Registered Provider for the provision of flat share accommodation for single people under the age of 35.
- (D) A review of the pilot project be undertaken following a 12 month operational period and if successful, the project may be extended and other difficult to let flat would be considered for flat share accommodation (up to a maximum of 5 flats over a 5 year period).

### Reasons for Decisions

The Council had a number of flats that could be difficult to let and it was proposed to use one of those properties for the pilot project. If successful, other difficult to let Council flats could be utilised to help meet the needs of single people aged under 35 and prevent Council stock remaining empty for lengthy periods of time.

The Council would agree terms via either a lease or management agreement to enable a Registered Provider to take over the management of the flat for an initial period of 18 months. The Council would receive full rental income from the Registered Provider during this time, including during any void periods. The Registered Provider would charge rent to the tenants occupying the flat and an additional intensive housing management cost to cover any support needs. The Council would also receive £20-£30 per month, in addition to the rent attributable

to the property for the increase in maintenance costs that may occur.

The Council would maintain and insure the property and have 100% nomination rights to the property. Referrals would be made from the Allocations or Housing Options teams.

#### **80. Homelessness Reduction Act 2017 – Homelessness Funding**

Consideration was given to the Report of the Head of Housing and Partnerships (Item 12.1 – 12.7 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The contents of the Report be noted.
- (B) Delegated authority be given to the Head of Housing and Partnerships following consultation with the Housing Portfolio Leader to approve expenditure of the New Burdens and Flexible Homelessness Support Grant Funding as set out in Report paragraphs 5.5 and 5.11, and in accordance with the delivery of the Council's homelessness priorities as set out within the Council's Housing and Homelessness Strategies.

#### Reasons for Decisions

The Homelessness Reduction Act (HRA) was passed by Parliament in 2017 and was due to commence in April 2018. The Act was designed to significantly reform England's homelessness legislation by placing duties on local authorities to intervene at earlier stages to prevent homelessness, irrespective of whether or not an applicant had 'priority need' or may be 'intentionally homeless'.

Preparations were being made to ensure the Council would be in a position to discharge the new duty including attending Ministry of Housing, Communities and Local Government (MHCLG) briefing sessions, undertaking training of staff, further developments of the Housing IT System (Northgate), and assessment of the new duties and their implications for future service delivery.

MHCLG (formerly the Department for Communities and Local Government) modelling estimated that there would be initial costs associated with the Act, namely from additional people presenting to authorities for assistance with homelessness.

The MHCLG had therefore estimated that the Council would face new burdens as a result of the following duties:

- Duties to help secure accommodation;
- Duty to provide advisory services;
- Right to request a review;
- Suitability of accommodation;
- Providing accommodation for cases being reviewed;
- Providing assessments and personalised housing plans.

As a result of the MHCLG estimation the total of New Burdens Funding for the Council totalled £85,763 for the period 2017/18 to 2019/20.

The MHCLG had advised that the new 'flexible homelessness support grant' was

a radical replacement of the tightly controlled funding currently given to source and manage temporary accommodation for homeless individuals and their families under which the Council would have received £978.43 for 2017-18.

The Flexible Homelessness Support Grant allocation for the period 2017/18 to 2019/20 was £147,064.80.

It was considered that there would be a significant increase in demand for homelessness services and prevention support work. It was therefore proposed that the New Burdens funding for the years 2017-18 to 2019-20 be allocated to ensuring the Council discharged its new duty through the provision of Homelessness Services and Prevention Support work as described above.

Cabinet on 7 April, 2005 agreed that delegated authority be given to the Head of Regeneration (now Head of Housing and Partnerships) following consultation with the Social Inclusion and Housing Portfolio Leader (now the Housing Portfolio Leader) to approve expenditure in relation to Central Government Homelessness Prevention Grant allocations, in accordance with the delivery of the Council's homelessness priorities as set out within the Council's revised Housing and Homelessness Strategy 2018-23.

## **81. Revised Local Development Scheme and Local Plan Review**

Consideration was given to the Report of the Interim Head of Economic Development (Item 13.1 – 13.27 of the Official Minutes of the Council).

RESOLVED:

That Council, at its meeting to be held on 21 February, 2018 be recommended to:

- (A) Cease work on the preparation of Local Plan Part 2.
- (B) Subject to decision (A), trigger the process of undertaking a Local Plan review, which upon adoption will replace the adopted Local Plan Part 1 and will address (amongst other issues) those matters which Part 1 identified as needing to be covered in Local Plan Part 2.
- (C) Approve the revised Local Development Scheme detailed in Appendix 1 of the Report covering the three year period February 2018 to February 2021 so that it can be brought into effect on 21 February, 2018 under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).

### Reasons for Decisions

Local Plan Part 1, adopted in 2014, contained the strategy for growth and environmental protection in the District to 2028, including the timescale, quantum and distribution of development and policies for its delivery. Local Plan Part 2 was intended to contain the detailed site allocations to deliver the requirements set out in Part 1.

Work on Local Plan Part 2 had been overtaken by events due to a variety of reasons as set out in the main body of the Report. In summary, Local Plan Part 1 (which Part 2 delivered) was becoming out of date due to changes in Government policy and ongoing work across the West Midlands to address the housing shortfall in the Housing Market Area. These were strategic changes which could not be addressed via a Part 2 Plan. The changes cumulatively

diminished the value of the Part 2 Plan, which would now be limited to delivering site allocations (many sites already had planning permission in any case), in line with a housing requirement figure which may shortly be out of date based on the Government's proposed changes to the way in which this was calculated.

There was an opportunity to make more efficient use of limited resources by ceasing work being undertaken on Local Plan Part 2 and instead triggering a review of the Local Plan as a whole. Taking Part 2 forward would involve considerable staff time and financial resource to take through an examination, in the full knowledge that a review would still be required once Part 2 was adopted.

Work undertaken on Part 2 to date could be carried forward to help inform the process of a review, and those participants in the consultation process would continue to be engaged and kept up to date with any changes the process as set out in the Report detail.

Any changes to the Local Plan timetable and nature of the documents being produced must be set out in an updated Local Development Scheme (LDS).

It was a requirement of the Planning and Compulsory Purchase Act 2004 that a Planning Authority must prepare an LDS. It must be kept up to date, setting out which Local Development Documents the Council would be producing, the subject matter and geographical area they would cover, and the timetable for their production.

The previous LDS was adopted in April 2016. The updated LDS covered the production of key documents including the proposed Local Plan review. It also set out revised timescales for the Cannock Town Centre Area Action Plan. The format of the LDS had been changed from previous iterations to reflect the streamlined planning system and legal requirements which apply to it.

## **82. Rugeley Power Station Supplementary Planning Document**

Consideration was given to the Report of the Interim Head of Economic Development (Item 14.1 – 14.54).

RESOLVED:

That:

- (A) The amended Rugeley Power Station Supplementary Planning Document (SPD) attached as Appendix 1 to the Report be approved.
- (B) Authority for further minor (non-substantive) amendments to the SPD be delegated to the Head of Economic Development in consultation with the Economic Development and Planning Portfolio Leader.
- (C) The amended Rugeley Power Station SPD be adopted in accordance with the provisions of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).

### Reasons for Decisions

As set out in the Cabinet report of 15 June, 2017, joint work with Lichfield District Council had been ongoing to produce an SPD to provide the framework for the future redevelopment of Rugeley Power Station, which stopped generating electricity in June 2016, had since been decommissioned and was now awaiting demolition.

SPDs provided further policy elaboration to adopted Local Plans. SPDs were intended to build upon and provide more detailed advice or guidance on the policies in the Local Plan, had to be prepared in line with the Town and Country Planning (Local Planning) (England) Regulations 2012 and comply with the requirements as set out in the National Planning Policy Framework (NPPF) paragraph 153.

The draft SPD was consulted on in line with the Council's Statement of Community Involvement, with the formal consultation stage taking place for a period of six weeks between 24 July and 4 September, 2017.

The SPD was amended to take account of the representations received by each Council. A Consultation Statement was published on the Council's website at [www.cannockchasedc.gov.uk/planningpolicy](http://www.cannockchasedc.gov.uk/planningpolicy) and included a schedule of summarised responses and the officer responses to those, setting out how each representation had been addressed.

### **83. Application for Permission to Spend – Mill Green**

Consideration was given to the Report of the Interim Head of Economic Development (Item 15.1 – 15.5 of the Official Minutes of the Council).

RESOLVED:

That subject to the receipt of the appropriate Section 106 sums from the Developer, the following permissions to spend be approved:

- (i) £150,000 towards Cannock Town Centre Improvements (breakdown as detailed in Report paragraphs 3.6 and 3.7).
- (ii) £32,300 annually towards maintenance of Mill Green Nature Park.
- (iii) £28,000 on Mill Green Nature Park.
- (iv) £90,000 towards Cannock Railway Station improvements.
- (v) £5,000 towards an Employment and Skills Action Plan.
- (vi) £65,000 towards the Retail and Skills Academy.

#### Reasons for Decisions

The Council entered into an agreement with Development Securities (Cannock) Limited and U+I Group PLC for the sale of Council owned land at Mill Green, Lichfield Road, Cannock. The agreement was originally dated 13 November, 2013 and had been varied subsequently by supplemental agreements in 2014, 2016 and 2017.

Outline planning consent was granted for a Retail Outlet Village on the Mill Green site in July 2016. The Council subsequently received an application under Section 73 of the Town and Country Planning Act 1990 (as amended) to vary conditions attached to the permission. That application was approved and a further planning permission was issued in October 2017. The purchasers had covenanted that upon acquiring any legal interest in the Council land they would enter into an associated planning agreement (i.e. the Section 106 Agreement), the terms of which were agreed as part of the application.

Once the Section 106 had been completed numerous payments would be due to the Council at various trigger points ranging from prior to Commencement of Development through to Occupation. The Council would covenant in the Section

106 Agreement to only use the money received for the purposes set out in the Section 106 Agreement.

The Council needed to be in a position to spend quickly once payments were received, in order to fulfil its Section 106 obligations. Payback provisions for any unspent monies were included and ranged from 5 to 10 years.

The current programme indicated a timeframe of entering into a construction contract circa December 2017 and Commencement of Development (start on site) in February 2018, with a planned Spring 2020 opening.

Spend was anticipated against the Section 106 and included proposed activities for Cannock Town Centre improvements, such as:

- The production of a Cannock Town Centre Investment Prospectus to help raise the profile and identify opportunities available in Cannock Town Centre;
- The provision of free Wi-Fi in Cannock Town Centre;
- The implementation of a Cannock Town Centre Rewards Scheme to encourage retail customer loyalty;
- Improvements to Cannock Town Centre markets, including improvements to the entrance to Cannock Town Centre Indoor Market to provide an improved environment for shoppers;
- Promotional events and festivals including those planned by the Cannock Traders' Association;
- Funding the position of a Cannock Town Centre Partnership Officer for 2 years to assist in delivering the improvements to Cannock Town Centre.

The funding of the position of a Cannock Town Centre Partnership Officer for 2 years had been job evaluated as a salary grade E (i.e. £20,138 to £22,658 p.a.).

In addition to the above, spend was also itemised for the maintenance of Mill Green Nature Park, which included additional management and maintenance costs incurred by the Council, payable on each anniversary of Occupation for the life of the development.

In addition to the above, spend was also itemised for Mill Green Nature Park, which included:

- Improvements to the Mill Green Nature Park, including refurbishment of ladder board signs and installation of an additional ladder board;
- Felling and replanting of trees within the beech wood.

In addition to the above, spend was also itemised for Cannock Railway Station improvements, which included:

- Improvements to passenger waiting and general station facilities and/or the lengthening and widening of existing platforms;
- Improved access to the Railway Station including being made compliant with the Equality Act 2010.

The funds could form part of a wider funding strategy to deliver an enhanced improvement scheme at Cannock Railway Station.

In addition to the above, spend was also itemised for an Employment and Skills

Plan, which included:

- A plan, which included, details of how the owner should co-operate with the Council's Head of Economic Development from the start of the tendering process for the construction of the Development and throughout the construction of the Development;
- Details of how the owner should work with the Council to identify target groups within local communities to deliver training, ranging from pre-employment to skills development in partnership with the public sector and voluntary organisations;
- A commitment from the owner to use their reasonable endeavours to employ local people in the construction and operation of the Development;
- The procedure by which the owner should notify employment vacancies to local employment agencies.

In addition to the above, spend was also itemised for the Retail and Skills Academy, which included how the Development operator and the Development tenants working in partnership with the Council and South Staffordshire College (or alternative provider of higher education in the Cannock Chase District) would deliver training on the Development site and at a College Campus, as well as details about how the Retail and Skills Academy monies would be spent.

#### **84. Sheep Fair / Bow Street, Rugeley Conservation Area: Appraisal and Management Plan Supplementary Planning Document**

Consideration was given to the Report of the Interim Head of Economic Development (Item 16.1 – 16.12 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The proposed amendments to the Draft Appraisal and Draft Management Plan Supplementary Planning Document (SPD) for Sheep Fair/Bow Street, Rugeley Conservation Area, as detailed in Appendix 2 of the Report, be approved.
- (B) Authority for any further minor amendments to the above documents be delegated to the Head of Economic Development in consultation with the Economic Development and Planning Portfolio Leader.
- (C) The Appraisal and Management Plan SPD for Sheep Fair / Bow Street, Rugeley Conservation Area (as amended), be adopted, the latter as a Supplementary Planning Document.

#### Reasons for Decisions

Each Conservation Area in the District was supported by two policy documents, an Appraisal seeking to provide a clear definition of the special architectural or historic interest that warranted its designation as a Conservation Area, and a Management Plan SPD following on from the Appraisal which set out in more detail the means by which the preservation and enhancement of the character and appearance of that Conservation Area might be pursued.

A series of such documents covering each of the District's eight Conservation Areas had been adopted in recent years and the documents for Sheep Fair /

Bow Street completed the Appraisal coverage, leaving several Management Plans still in progress, together with some updates of earlier Appraisals which would form the subject of future Cabinet reports.

The Draft Sheep Fair / Bow Street, Rugeley, Appraisal and Management Plan were considered by Cabinet on 17 April, 2014 when it was resolved that the documents be approved for consultation and that the consultation responses be reported to a future meeting to allow for the finalisation and adoption of the documents as part of the evidence base for the Local Plan.

Consultees expressed their support for the documents and their objectives, suggesting a number of minor alterations and courses of action. Appendix 1 to the Report set out the main issues raised during the consultation and Appendix 2 the proposed amendments to the text.

**85. Additional Capital Investment into Culture and Leisure Services as Part of the Council's Financial Recovery Plan**

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 17.1 – 17.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The preferred capital investment option proposed by Inspiring Healthy Lifestyles (IHL) (as detailed in Report paragraph 3.7) be agreed to in order to deliver the minimum required level of savings of £50,000 per annum from 2019-20.
- (B) Authority be delegated to the Head of Environment and Healthy Lifestyles in consultation with the Culture and Sport Portfolio Leader to agree and facilitate all actions required to implement the preferred option.

Reasons for Decisions

Cabinet, at its meeting held on 15 December, 2016, proposed a series of savings options to deliver a balanced budget in 2019-20 in accordance with the £1.6 million savings requirement identified as part of the Financial Recovery Plan (FRP) process.

Part of the FRP process included reviewing the existing contract for culture and leisure with the Council's provider, IHL, in order to deliver significant savings, circa £210,000 through a reduction in its management fee up to 2019-20.

Part of the management fee reduction, circa £70,000 per annum, was identified by improvements to and streamlining IHL's operational budgets. Those savings were delivered in 2017-18 as proposed.

The balance of the savings to be achieved required IHL to develop their preferred capital investment proposal to deliver a minimum of £50,000 revenue savings by 2019-20 for the extended contract term.

Over the proposed extended contract period this equated to a savings target of £650,000.

IHL focussed investment at Cannock Chase Leisure Centre and considered four possible options which were set out in section 5 of the Report.

IHL's options appraisal informed by the capital cost assessments and business

plan projections through to the end of the extended contract term taking into account operational expenditure and income alongside capital funding solutions identified a clear preference for option 2.

Option 2 – gym refurbishment, introduction of virtual fitness to the existing studio, conversion of the bowling green to an indoor cycling studio, functional studio and multi-purpose studio. It also included the provision of bowling mats to provide a programme within the sports hall. The capital cost was estimated to be £521,891 and projected savings of £902,987.

This option would create a high quality and unique fitness experience which delivered the savings required by the Council and the risk would sit with IHL. IHL would be responsible for identifying any additional operational efficiencies to bridge and gap between the revenue impact of the project and the management fee reduction required by the Council.

There was a requirement for the Council to act as a Guarantor for IHL in order to provide the capital funding solution to deliver the project, and for providing a Waiver, the implications of which were set out in the legal implications of the Report.

The meeting closed at 4:45 p.m.

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LEADER

**FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: MARCH 2018 – MAY 2018**

A key decision is defined as an Executive decision which is likely to:

- Result in the Council incurring expenditure or making savings which are significant having regard to the Council's budget for the service or function to which the decision relates; or
- Be significant in terms of its effects on communities living or working in an area comprising two or more Wards in the Council's area.

Further information about key decisions and the Forward Plan can be found in Sections 10 and 28 of the Council's Constitution.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire, WS11 1BG.

**Copies of non-confidential items will be published on the Council's website 5 clear working days prior to the relevant meeting date.**

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Quarter 3 Performance Report 2017-18	Head of Governance & Corporate Services / Corporate Improvement Portfolio Leader	08/03/18	No	No		
Debt Recovery	Head of Finance / Health and Wellbeing Portfolio Leader	08/03/18	No	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	
Corporate Plan 2018-23	Head of Governance and Corporate Services / Leader of the Council	19/04/18	Yes	No		
Private Sector Housing – Financial Penalties and Rent Repayment Orders	Head of Environment & Healthy Lifestyles / Environment Portfolio Leader	19/04/18	No	No		
Replacement of Specialist Streetscene/Grounds Maintenance Machinery / Vehicles	Head of Environment & Healthy Lifestyles / Environment Portfolio Leader	19/04/18	No	No		
Addition of Schemes into the Capital/Section 106 Programme	Head of Environment & Healthy Lifestyles / Culture and Sport Portfolio Leader	19/04/18	No	No		
Amendment of Discretionary Housing Assistance Policy	Head of Environment and Healthy Lifestyles / Environment Portfolio Leader	19/04/18	Yes	No		

**ITEM NO. 5.2**

<b>Item</b>	<b>Contact Officer / Cabinet Member</b>	<b>Date of Cabinet</b>	<b>Key Decision</b>	<b>Confidential Item</b>	<b>Reasons for Confidentiality</b>	<b>Representation Received</b>
Public Space Protection Order (Dog Control) 2018 Declaration	Head of Environment & Healthy Lifestyles / Crime & Partnerships Portfolio Leader and Environment Portfolio Leader	19/04/18	Yes	No		
Corporate Anti-social Behaviour Policy	Head of Housing and Partnerships / Crime and Partnerships Portfolio Leader	19/04/18	No	No		
Safeguarding Children and Adults at Risk of Abuse or Neglect Policy and Procedure	Head of Housing and Partnerships / Crime and Partnerships Portfolio Leader	19/04/18	No	No		
Permission to Spend – CCTV	Head of Housing and Partnerships / Crime and Partnerships Portfolio Leader	19/04/18	No	No		
Brereton Town Football Club	Head of Housing and Partnerships/ Economic Development and Planning Portfolio Leader	19/04/18	No	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	
Disposal of Land at Wharf Road, Rugeley	Head of Housing and Partnerships/ Economic Development and Planning Portfolio Leader	19/04/18	Yes	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	

<b>Report of:</b>	<b>Head of Governance and Corporate Services</b>
<b>Contact Officer:</b>	<b>S. Gilbert</b>
<b>Telephone No:</b>	<b>(01543) 464 666</b>
<b>Portfolio Leader:</b>	<b>Corporate Improvement</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 08/03/18</b>

**CABINET**  
**8 MARCH 2018**  
**QUARTER 3 PERFORMANCE REPORT 2017/18**

**1 Purpose of Report**

- 1.1 To advise Members on the position at the end of Quarter 3 for 2017/18, in respect of the Priority Outcomes as set out in the Corporate Plan 2015-18 and in the supporting Priority Delivery Plans (PDPs) for 2017/18.

**2 Recommendations**

- 2.1 To note the performance information relating to PDPs as detailed in Appendices 1 – 4.
- 2.2 To consider the actions which have been flagged as requiring amendment to the timescale, scope or timeline.

**3 Key Issues and Reasons for Recommendation**

- 3.1 Information for performance actions and indicators for Quarter 3 2017/18 is included for relevant items in Appendices 1 to 4. The overall rankings for each Portfolio area are detailed in Section 5 below, indicating that 80.9% of actions/projects have been achieved or are on target to be achieved.

**4 Relationship to Corporate Priorities**

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The indicators and actions contribute individually to the Council's Strategic Objectives as set out in the Corporate Plan 2015-18.

**5 Report Detail**

- 5.1 The Council's Corporate Plan 2015-18 was approved by Cabinet on 23 June 2015, superseding the previous Corporate Plan for 2011-14 and setting out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the next three years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 5.3 The PDPs include "Direction of Travel" performance indicators (PIs) and actions outlining the significant projects and initiatives being undertaken by the Council in regard to the strategic objectives.
- 5.4 The Lead Officers for each of the projects/actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.6. The projects/actions are rated according to the system illustrated below. At the end of Quarter 3 good progress has been made in the delivery of projects/actions with 80.9% delivered or on target to be achieved. Work is in progress on 19.1% of actions, albeit they are behind schedule.
- 5.5 The Lead Officers have also provided data for the Direction of Travel Indicators. Some of these indicators are traditional performance indicators, in which case an assessment has been made as to whether the target has been achieved. The other indicators are "measures" and the intention is to use these to assess the Council's direction of travel over the medium to long term. All of the Direction of Travel Indicators are reported for each of the Corporate Priorities at the front of each of the appendices 1-4.

5.6

	<b>PROJECTS/ACTIONS</b>				
					<b>No Rating</b>
	Project completed	Project on target	Project Timeline/ scope/target date requires attention.	Project aborted/ closed	No rating provided/ action not due
Customers and Corporate	2 28.6%	3 42.8%	2 28.6%	0 0%	0 0%
Economic Development and Town Centres	1 5.6%	11 61.1%	6 33.3%	0 0%	0 0%
Health, Culture and Environment	3 21.4%	11 78.6%	0 0%	0 0%	0 0%
Housing, Crime and Partnerships	0 0%	7 87.5%	1 12.5%	0 0%	0 0%
<b>TOTAL</b>	<b>6</b> <b>12.8%</b>	<b>32</b> <b>68.1%</b>	<b>9</b> <b>19.1%</b>	<b>0</b> <b>0%</b>	<b>0</b> <b>0%</b>

## 6 Implications

### 6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

### 6.2 Legal

None.

### 6.3 Human Resources

None.

**6.4 Section 17 (Crime Prevention)**

Direct actions which the Council is taking with regard to Section 17 (Crime Prevention) are detailed in the annexed PDP performance reports.

**6.5 Human Rights Act**

None.

**6.6 Data Protection**

None.

**6.7 Risk Management**

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register, which is monitored and managed by Leadership Team and is reported to the Audit & Governance Committee.

**6.8 Equality & Diversity**

The Performance Reporting process by which the actions and indicators established by the Council to achieve its Priority Outcomes has been the subject of an Equality Impact Assessment, and in conclusion most considerations within the assessment are not applicable. However those items that have been identified as relevant are considered to be of neutral impact, and therefore the outcome of the assessment is that no change to the process is required.

**6.9 Best Value**

The Council's Corporate Plan 2015-2018 and the Priority Delivery Plans 2017/18 include targeted actions which will contribute to promoting community engagement and Best Value within the District.

**7 Appendices to the Report**

Appendix 1	Performance information for the Customers & Corporate Priority Delivery Plan.
Appendix 2	Performance information for the Economic Development and Town Centres Priority Delivery Plan.
Appendix 3	Performance information for the Health, Culture and Environment Priority Delivery Plan
Appendix 4	Performance information for the Housing, Crime and Partnerships Priority Delivery Plan

**Previous Consideration**

None.

**Background Papers**

Corporate Plan 2015/18 Report to Cabinet, 23 June, 2015.

Priority Delivery Plans 2017/18 Report to Cabinet, 13 April, 2017.

Performance Reporting Process Equality Impact Assessment, July 2012.

**ITEM NO. 6.**

**Customers & Corporate PDP 2017-18 Q3 Performance Update**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend
<b>Customers: Delivering Council services that are customer centred and accessible</b>					
Customer contact data	Total: 24,745 Ans: 23,471 94.9%	Total: 24,470 Ans: 23,247 95.0%	Total: 21,656 Ans: 20,518 94.7%		93% calls answered
Use of Online Forms	App/Online: 485	App/Online: 496	App/Online: 479		410
E – Payments Transactions – Payments made via the Council’s website 2016/17 – 21,816 Value £2,319,060	Target – 5,000  Actual – 6,140  Value - £674,658	Target – 5,000  Actual – 6,197  Value - £654,168	Target – 5,000  Actual – 6,115  Value - £655,926		20,000 (5,000 per quarter)
Payments made via the Council’s automated telephone payment system 2016/17 – 21,759 Value £2,391,064	Target – 5,000  Actual – 6,466  Value - £715,664	Target – 5,000  Actual – 5,955  Value - £445,086	Target – 5,000  Actual – 5,620  Value - £615,915		20,000 (5,000 per quarter)

Strategic Objective					
Delivering Council services that are customer centred and accessible					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop and implement a Customer Access Strategy</p> <p>Work on the Customer Access Strategy has been put on hold due to the work that is in progress on the procurement of a new telephony system and planning for a replacement CRM system. Both of these procurements are closely associated with the Customer Access Strategy. Drafting of the Strategy is now planned for 2018-19.</p>	<p>Customers have clarity as to the standards of service that they can expect to receive.</p> <p>Increase the ways customers can interact with the Council via digital means.</p>				

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Development and delivery of an action plan to take forward the recommendations from the Peer Review</p> <p>An action plan is in place for delivery of the Peer Review recommendations and is being monitored by Leadership Team. Work is nearing completion the new Corporate Plan which underpins other aspects of the recommendations.</p>	<p>Improve the resilience and efficiency of the Council</p>				
<p>Prepare outline business cases for sharing the following services:</p> <ul style="list-style-type: none"> <li>• Development Control, Planning Policy and Land Charges;</li> <li>• Environmental Health; and</li> <li>• Information Governance</li> </ul> <p>A report on the outcome of the business cases for further shared services was considered by Cabinet in November 2017. The report recommended that the Information Governance Shared Service should proceed. With regard to Environmental Health, it was agreed that the scope of this review should be widened to Environmental Services and that an independent options appraisal be commissioned jointly with Stafford Borough Council.</p>	<p>FRP option</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop proposals for delivery of savings of £94k from the Stafford led shared services, as part of the FRP process, for delivery in 2018/19</p> <p>Savings have been identified by the Stafford led shared services and these have been built into the budget for 2018-19 onwards.</p>	FRP option				
<p>Review of call handling operation between the Contact Centre and the Social Alarm Service</p> <p>Due to the delay in the move of the Social Alarms team it has not been possible to commence the review of call handling. The team successfully completed its move in on 16 January 2018. The review of call handling is now likely to commence in 2018-19.</p>	FRP option	Not Due until Qtr4			
<p>Reduce the opening days/hours for the Revenues &amp; Benefits reception and enquiry service for 2017/18 as follows:</p> <ul style="list-style-type: none"> <li>Rugeley Area Office – to 2 days per week; and</li> <li>Hednesford Library – to 1 day per week.</li> </ul> <p>Opening hours were changed from 3 April 2017 as planned.</p>	FRP option.				

Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>A strategy is to be developed regarding the Apprenticeship Levy</p> <p>The strategy was presented to Leadership Team on 15<sup>th</sup> August 2017 and approved.</p>					

Summary of Progress in Delivering Projects/Actions:

				<b>Not rated</b>
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
2 28.6%	3 42.8%	2 28.6%	0 0%	0 0%

**Economic Development and Town Centres PDP 2017-18 Q3 Performance Update**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend
<b>Better jobs and skills - Supporting a successful business economy</b>					
Private Sector Workforce Growth	No data available	No data available	No data available		
UK Business Counts (2015)	3,280 (2016 data)	3,400 (2017 data)	3,400 (2017 data)		
<b>Better jobs and skills - Improving skills and accessibility to local employment opportunities</b>					
Employment/ unemployment rates	0.7% (460 JSA claims) 79.5% employment rate	0.7% (454 JSA claims) 79.5% employment rate	0.7% (408 claims) 78.4% employment rate		
Qualifications (Jan 2015 – Dec 2015)	47.2% NVQ Level 3+ (Jan –Dec 2016)	47.2% NVQ Level 3+ (Jan-Dec 2016)	47.2% NVQ Level 3+ (Jan-Dec 2016)		
<b>Better jobs and skills – Growing the number of successful businesses</b>					
Business start ups and growth	No data available	No data available	No data available		
UK Business Counts (2015)	3,280 (2016 data)	3,400 (2017 data)	3,400 (2017 data)		
<b>Better jobs and skills - Supporting attractive and competitive town centres</b>					
Town vacancy rates	5.8% across three town centres	5.2% across three town centres	5.5% across three town centres		
Visitor numbers – footfall	No data available	No data available	No data available		
<b>More and better housing: Planning for the housing needs of the District</b>					
Number of affordable dwellings secured through S106 agreements	Nil	Nil			Target 45

Strategic Objective					
Supporting a successful business economy					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Cannock Chase Local Plan Part 2</p> <p>Progress work in key areas to underpin production of the Plan, including:-</p> <ul style="list-style-type: none"> <li>• Responses to the Issues and Options Consultation - Assess all of the sites and any new policy options, taking into account the representations made at the issues and options stage.</li> <li>• Production of an updated Strategic Housing Land Availability Assessment (SHLAA)</li> <li>• Decide which sites should be put forward for allocation and for what use.</li> <li>• Draft the proposed policy detail.</li> <li>• Prepare the 'Proposed Submission' Plan</li> </ul> <p>Representations received to the Issues and Options were reported to Cabinet in August 2017. The latest SHLAA covering 2016-17 was completed in October 2017. A report setting out the revised Local Development Scheme and Local Plan Review is due to be considered by Council in February 2018.</p>	<p>A robust and up-to-date evidence base is required to ensure that the Local Plan is considered 'sound' at Examination in Public and can stand up to scrutiny from potential objectors.</p>				
<p>Develop a strategy to secure improvements to Cannock Railway Station (in association with improved connectivity between Mill Green Designer Outlet Village, the station and the town centre), Hednesford and Rugeley Railway Stations</p> <p>Cannock Station – SCC, Network Rail and WMR is developing a 'Chase Line Stations Alliance' which, together with the new West Midlands franchise operator, is hoped to bring about substantial improvements to Chase Line stations. The station's Vision seeks to ensure they are instantly recognisable in the areas which they serve and also integrate properly into the community. Stations should act as 'Gateways', with quality infrastructure and more facilities such as shops. The study is in two stages: Stage 1 is to confirm the projects for outline development. It is anticipated that this stage will result in a shortlist of projects for further development. Stage 2 will develop outline a masterplan for each of the prioritised stations from Stage 1. Site inspections of Cannock, Hednesford and Rugeley Town were carried out in June and initial concept proposals have been produced. WMR have acknowledged that Cannock Station is a priority.</p>	<p>Enhance connectivity across the District and outside of the District. Increased numbers of rail passengers.</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Co-ordinate the production of a development brief for the former Rugeley 'B' Power Station and work with partners to ensure redevelopment of the site.</p> <ul style="list-style-type: none"> <li>• Production of Masterplan/Planning Brief – with the site owners, Engie, and Lichfield DC</li> <li>• Production of Supplementary Planning Document (SPD) (Local Plan Document)</li> <li>• Demolition and clearance of site (Engie) – Contractor to be appointed</li> <li>• First buildings to be demolished (Engie contractor)</li> </ul> <p>Cabinet approved the draft Rugeley Power Station SPD for consultation purposes at its June 2017 meeting. The joint consultation with Lichfield District Council ran from 24 July until 3 September 2017. The completed SPD is due to be formally adopted by both Cannock Chase and Lichfield District Councils in early 2018. Engie are in the process of appointing demolition contractors.</p>	Local economy in Rugeley protected and new uses, employment, housing and community facilities established on site as soon as possible.				

Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Seek to maximise local employment opportunities in large projects (businesses supporting the initiative creating 50+ jobs) with the ambition that 50% of new employees would be residents of the District.</p> <p>Most large projects currently being progressed are speculative with the end-user to be confirmed. There is also a requirement for employers who are willing to participate. The Mill Green Designer Outlet Scheme will therefore be a major opportunity to respond to the local jobs for local people ambition. Employment and skills plan close to being in an agreed form between the parties.</p>	Local jobs for local people.				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Setting up a Retail Skills Academy for Mill Green DOV</p> <p>Course unable to attract sufficient learners to start Sept 2017 (Cannock College campus now closed). Reviewing strategy and delivery arrangements with developers. Discussion ongoing, looking to resolve by next quarter.</p>	<p>Upskilling Employment opportunities for local people at the MG DOV and other retail outlets in the area.</p>				

Strategic Objective					
Growing the number of successful businesses					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Support the growth and expansion of local companies through the 'Let's Grow' Programme</p> <p>Successful delivery of the previous programme achieved. Additional monies to continue operating the programme secured from the Pye Green Valley monies (£40,000). Promotion ongoing. No approvals in quarter 3 but increase in larger grant enquiries being evidenced (still on profile).</p>	<p>Small businesses supported to grow and increase employment</p>				
<p>Continue working with partners to formulate and implement EU funded projects to support business start ups and the growth of existing businesses (SMEs) and help businesses to access the resultant funding.</p> <p>Delivery of approved projects currently taking place i.e. Business Growth Programme and Enterprise for Success. Currently exploring start up grants programme and approved higher level skills match project. Higher level skills project now live. Submitted GBSLEP bid for Southern Staffs growth hub advisers (x 2 posts).</p>	<p>New businesses formation. Jobs protected/created.</p>				

Strategic Objective					
Supporting attractive and competitive town centres					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To continue the production of an Area Action Plan for Cannock Town Centre to sit alongside Local Plan Part 2 and secure the participation of key stakeholders in developing and delivering plans for the future of the Centre.</p> <p>Responses to the AAP Issues &amp; Options consultation are being reviewed and considered in the context of the emerging work on the Cannock Town Centre Prospectus (see below). The completion of the AAP is now linked to ongoing work on the Cannock Town Centre Prospectus (as below) and will be subject to review.</p>	<p>Development of Cannock Town Centre to meet future needs. Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p>Produce a Cannock Town Centre Prospectus to generate interest in investment opportunities.</p> <p>Specialist advisers have been appointed to undertake Phase 1 and work is progressing to produce the report.</p>	<p>Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p>Work with developers to secure a commencement to construction works for the Mill Green Designer Outlet Village and progress measures required to enhance connectivity with Cannock Railway Station and Cannock Town Centre</p> <p>Section 73 planning application was approved on 11 October 2017</p>	<p>Enhanced profile of Cannock Chase as a visitor destination. Improved retail and leisure offer. Construction jobs. Increased access to training opportunities.</p>				
<p>Deliver the Town Centre Discretionary Business Rates Scheme to facilitate the reoccupation of previously vacant town centre accommodation</p> <p>No applications in quarter 3 but not actively promoting at present. Potential vacant unit competition to be promoted jointly with Cannock Town Centre shopping centre owners.</p>	<p>More competitive and attractive town centre.</p>				

Strategic Objective					
Planning for the housing needs of the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley</p> <p>Offer received from potential purchaser currently being considered by Staffordshire County Council. The District Valuer have advised the parties on potential capital values. Decision required by the parties on how best to proceed.</p>	Open market and affordable dwellings to meet housing needs in Rugeley.				

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop a comprehensive Asset Management Plan which includes all maintenance costs and opportunities for income generation etc.</p> <p>Q2 - Due to changes in the Senior Management structure, this area of work is now being picked up by the Head of Housing &amp; Partnerships.</p> <p>An interim Building Surveyor has now been appointed and scoping of requirements has begun</p> <p>Q3 – Work is ongoing and is subject to review of Property Services team and management structure.</p>	The effective use of the Council's land and property assets that meet operational needs and make the greatest return on investment				
Pursue additional external funding to support regeneration projects in the District WMCA employment pilot to take place in Cannock North. Due to start June 2018 and will deliver for 2 years. Bid submitted to GBSLEP to secure phase 2 monies for Cannock Town Centre prospective work.	Maximise funding available to the Council				
<p>Bring forward detailed business case for an extended shared service for Building Control Services</p> <p>An outline Business Case and draft budget has been produced and work is currently being undertaken to build this into a more detailed Business Case.</p>	A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
Delivery of improvement works to Cannock Indoor Market Hall, Increase trading days at Cannock Market from 3 days to 4 days and increase fees	FRP option				
Start charging for pre-application advice on major planning applications  Documentation currently under production to enable charges to be levied from 1 April 2018. Fees and charges to be agreed as part of the 2018-19 budget process.	FRP option				
Delivery of Civic Centre Car Parking Scheme to create pay & display spaces in support of the Hospital  Scheme costs have been validated to ensure an appropriate scheme can be delivered. Currently working on a procurement route with Staffs County Council to secure design of detailed scheme – tenders received.	Improved public car parking for visitors to Cannock Hospital				

Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
1 5.6%	11 61.1%	6 33.3%	0 0%	0 0%

ITEM NO. 6.

**Appendix 3****Health, Culture and Environment PDP 2017-18 Q3 Performance Update**

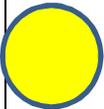
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend
<b>Increasing access to physically active and healthy lifestyles</b>					
Increase concessionary membership scheme to areas of inactivity / deprived wards	Annual Target	Although an annual target, currently this year concessionary memberships have increased by 3.26%	Although an annual target, currently this year concessionary memberships have increased by 0.43%		Increase 2016-17 Annual outturn by 1%

<b>Strategic Objective</b>						
<b>Increasing access to physically active and healthy lifestyles</b>						
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Q1 Rating</b>	<b>Q2 Rating</b>	<b>Q3 Rating</b>	<b>Q4 Rating</b>	
<p>To develop and provide a new community multi sport and recreation hub facility at the former stadium site</p> <p>Quarter 1- Contractor to start on site. The Contractor appointed to deliver the remaining elements of Phase 1 (excluding CCTV) commenced on site in May 2017, although site preparation works were carried out in advance during March/April 2017.</p> <p>Quarter 2 and Quarter 3- Construction of Phase 1 elements Construction of the Phase 1 elements including footpaths/cycle way, lighting, car parking, BMX Pump Track - completed, Green Gym Equipment and Community Allotments and building are underway and ongoing.</p>	To provide new and improved sport and recreation facilities in the local community					

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Achieve a green flag for Hednesford Park</p> <p>Quarter 1- Submit application and undergo inspection. The Green Flag application for Hednesford Park was submitted and a full inspection carried out on 19<sup>th</sup> May 2017. The result of the inspection will be known during Quarter 2</p> <p>Quarter 2 – Green Flag Decision Hednesford Park achieved Green Flag status in July 2017 taking the Council’s total to 6 Green Flag Awards for the District</p>					
<p>“Inspiring Health Lifestyles” (IHL) Capital Investment proposal to deliver £50,000 additional revenue by 2019/20 at Chase Leisure Centre</p> <p>There are no specific actions identified in Quarter 1 although IHL are working on developing outline proposals for possible capital investment options during Quarter 2.</p> <p>Quarter 2 – Develop Outline Proposals IHL have developed and are working upon a number of potential options for capital investment in order to deliver revenue savings by 2019-20.</p> <p>Quarter 3 – IHL have developed 4 possible options and reviewed those options identifying 1 preferred one which is on track to be reported to Cabinet in Quarter 4.</p>	FRP option				

Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To promote concessionary membership scheme to areas of inactivity/deprived wards etc</p> <p>During Quarter 1 an apprentice has been appointed to help with the promotions including concessionary memberships and the Wellbeing teams and Leisure Centre staff supported the Armed Forces day and promoted the concessionary scheme.</p> <p>During Quarter 2 &amp; 3 A range of targeted activities continue to introduce inactive people and those from the areas of highest deprivation to the leisure centre environment including Chase Active Fridays. Further outreach promotional work was undertaken at Hednesford Summer Festival and discussions commenced for the piloting of the Help A Squaddie initiative at the two leisure centres.</p>	<p>Making services more accessible to those on low incomes and those aged over 65</p>				
<p>Childrens Art expo working with schools from the most deprived communities to highlight the importance of healthy lifestyles</p> <p>During Quarter 1 the arrangements have been established through the Cultural Education Partnership to work with as many schools and community groups as possible to develop art work, such as WW1 reminiscent postcards, for inclusion in an exhibition that will tour the District. The partnership includes members from both primary and secondary schools from across the District and will continue during 2017-18.</p> <p>Quarter 2 The project is continuing as planned during this period.</p> <p>Quarter 3 During Q3 discussion with the Head Teacher forum, the Art Expo and digital resources will be on show in November 2018, to be in line with the centenary commemoration.</p>					

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Disability enterprise support – Inspiring Catherine Care and Hednesford Valley social enterprise arms to develop saleable craft products as part of the their skills development for clients / students learning to fund raise for healthy lifestyle activities.</p> <p>During Quarter 1 engagement with stakeholders has commenced and appropriate artists to work with have been identified. Throughout the life of the project the aim is to provide professional craft and arts worker support to upskill participants and sell products produced to increase sustainability.</p> <p>Quarter 2 The project is continuing as planned during this period.</p> <p>Quarter 3 Funding streams are currently researched which suit the aims of the project. The service met with Birmingham based ‘Craftspace’ who specialise in supplying high end craft production and creative industries. They have also expressed an interest as a key partner,, which will add regional interest to the project. The project aims to contribute to local economic prosperity through developing resilience for organisations by upskilling staff and being enterprising.</p>					
<p>“Our Parks” (Sportivate)</p> <p>Quarter 1- Initiative to start in Quarter 1 Free outdoor exercise classes for all levels of fitness with qualified instructors commenced in Hednesford park during the first quarter of 2017-18. During this period 66 individuals have participated recording 346 attendances. The aim is to engage with people who might experience barriers in accessing traditional leisure centre provision</p> <p>Quarter 2 – Initiative ongoing. A container has been installed at Hednesford Park and the programme continues to progress with plans in place to continue the programme during the wetter winter months. During Quarter 2 166 individuals have participated recording 955 attendances.</p>					

<p>Quarter 3 – Initiative Ongoing  A report has been produced highlighting the project’s success in engaging with previously inactive participants. 47 of the participants were inactive prior to joining the programme. During Q3 223 individuals have participated recording 506 attendances.</p>					
<p>Action &amp; Progress Update</p>	<p>Outcomes</p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>“Start Peddling” – Cycle sessions will be provided in Hednesford Park, including inclusive cycling.</p> <p>Quarter 1  During the first quarter of this year 2017-18 the container pod for storing the bikes has been installed in Hednesford Park and the bikes ordered for commencement of the initiative in Quarter 2. The initiative which has previously been held in Cannock Park will offer everyone the opportunity to cycle through a programme of instructor led sessions.</p> <p>Quarter 2  A Saturday afternoon session starting from the pod has been launched with an average weekly attendance of 15 people of varying ages and abilities. The Chase Fit Cycling Network has been created which is linking cycling provision throughout southern Staffordshire to create a stronger infrastructure to support more people to access cycling. The Chase Fit Big Cycling Weekend took place on 30th September – 1st October. This saw a range of partners, IHL, CCDC, SCC, Forestry Commission, SASSOT, Cycling 2000, South Staffs Cycling Scheme and Swinnerton Cycles, come together to provide a weekend full of cycling activities. Three regular rides will be introduced on the back of the work undertaken on the Big Cycling Weekend.</p> <p>Quarter 3  5 volunteers have been bike leader trained and 2 further volunteers have received mountain bike training. Attendance to both the “intro to Mountain Biking” and Back to Biking sessions have been affected by weather this quarter.</p>	<p>Increased participation. 251 participants and 273 attendances.</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Festival of Sport and Culture (Link to healthy lifestyle message) to be run at Rugeley Leisure Centre – aimed at local primary schools.</p> <p>Quarter 1 – Hold Festival of Sport The annual Festival of Sport and Culture was held at Rugeley Leisure Centre on 30<sup>th</sup> June 2017. 457 participants attended from 16 local primary schools</p>					
<p>Tesco Gardening Project</p> <p>Quarter 1 Following a successful award of £12,000 from the Tesco's Bags of Help campaign, Inspiring healthy lifestyles and Cannock Chase District Council are well underway with the project to transform the land at St Luke's Church into a sensory garden that reflects the local outstanding natural. of Cannock Chase in an urban setting. The area, which has been a hub for anti-social behaviour has been transformed with new paths and raised beds and later this year Community Groups will commence planting.</p> <p>Quarter 2 The gates to the garden are now always open and a volunteer day was held during this period. The Church and its users have reported a significant reduction in anti-social behaviour on the premises since the introduction of the garden and the contractor has donated 200 sensory plants to be planted during Quarter 3.</p> <p>Quarter 3 10 volunteers for the Prince's Trust have been working over 500 hours on the project. Feedback for the volunteers has been extremely positive and in some cases has inspired students to carry on gardening. A film about the project has also been completed. Work will recommence in the spring when it is anticipated that the community will donate and assist in the final completion of the project.</p>					

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend
<b>Cleaner and safer environments: Striving for cleaner, greener and attractive public environments across the District</b>					
Percentage of household waste recycled	47.50% Confirmed - Waste Dataflow Figure	51.83% NB: Figure based on confirmed SCC residual and Material Recycling Facility output tonnages	40.98% NB: Figure based on estimated SCC residual and Material Recycling Facility output tonnages		50%
Residual household waste collected	5,666.55 Tonnes Confirmed - SCC residual tonnage	4,946.59 Tonnes Confirmed - SCC residual tonnage	5,224.36 Tonnes NB: Figure based on estimated SCC residual tonnages		<20,000 Tonnes
Number of fly tipping incidents	123	121	81		No target - this is a measure only

<b>Strategic Objective</b>					
<b>Striving for cleaner, greener and attractive public environments across the District</b>					
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Q1 Rating</b>	<b>Q2 Rating</b>	<b>Q3 Rating</b>	<b>Q4 Rating</b>
<p>Explore delivery options for a new cemetery site There are no actions due in the first quarter of this year. The action to determine core operational requirements for the proposed new cemetery has been specifically included in the work programme for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 2 Core requirements have been drafted for the new cemetery and are on track for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p>					

<p>Quarter 3 Core requirements and future approach were considered and agreed by Health Culture and Environment Scrutiny Committee on 6<sup>th</sup> November 2017 with the aim of soft market testing during Quarter 4.</p>					
<p>Action &amp; Progress Update</p>	<p>Outcomes</p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>Declare Air Quality Management Area (AQMA) no. 3 Five Ways Island, Heath Hayes.</p> <p>Quarter 1 – AQMA to be declared and operational</p> <p>Quarter 2 - There are no specific actions identified in Quarter 2</p> <p>Quarter 3 - There are no specific actions identified in Quarter 3</p>					

<p>Strategic Objective</p>					
<p>Making the best use of limited resources</p>					
<p>Action &amp; Progress Update</p>	<p>Outcomes</p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>To relocate the CAB in to the Council offices so that their direct costs can be reduced to deliver savings.</p> <p>CAB has agreed to be located on the ground floor of the Civic Centre. Detailed discussions in progress re: timetable and moving issues</p> <p>On Target – CAB due to move into the Civic Centre on 15/3/2018</p>	<p>FRP option</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Deliver the staffed parks service in-house</p> <p>There are no actions due in the first quarter of this year. The action to review operational proposals for the parks service has been specifically included in the work programme for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 2 Core operational proposals and current options are being reviewed.</p> <p>Quarter 3 Implementation of proposal to bring service back in-house is on track to start during Quarter 4</p>	FRP option				

Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
3 21.4%	11 78.6%	0 0%	0 0%	0 0%

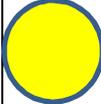
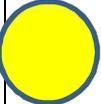
ITEM NO. 6.

**Appendix 4****Housing, Crime and Partnerships PDP 2017-18 Q3 Performance Update**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend
<b>More and better housing: Increasing the supply of affordable housing</b>							
Additional affordable housing	76	33	27			160	
<b>More and better housing: Planning for the housing needs of the District</b>							
Number of affordable dwellings secured through S106 agreements	0	0	0			45	

<b>Strategic Objective</b>					
<b>Increasing the supply of affordable housing</b>					
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Q1 Rating</b>	<b>Q2 Rating</b>	<b>Q3 Rating</b>	<b>Q4 Rating</b>
<p>Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor</p> <p>Scheme has progressed well and is currently ahead of programme. During Q2 there were 10 completions, with only a further 4 properties left to complete from the total of 65 properties for affordable rent by the Council.</p> <p>All 65 properties have now been handed over and let. The last 4 were completed in Q3.</p> <p>The full scheme is still expected to complete at the end of Q4, with works to the small Play Area and Public Open Space, and environmental improvements to existing flats to be finished.</p>	<ul style="list-style-type: none"> <li>Meet the need for additional affordable housing</li> <li>Increase the Council's housing stock</li> <li>Complete the implementation of the Moss Road Estate Regeneration Strategy.</li> <li>Enhance the appearance of the Moss Road Estate</li> <li>Provide local employment and training opportunities</li> </ul>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Progress the redevelopment of 25 properties on former garage sites and other areas of Council owned land.</p> <p>Scheme is currently on programme, with four sites started on site.</p> <p>At the end of 2016/17 Cabinet gave approval for the scheme to be extended to 39 properties on 11 sites, with the use of GBSLEP Unlocking Housing Sites Fund. Planning permission was granted for a further six sites during Q1. Construction was ongoing in Q2 and 3.</p> <p>23 properties are expected to be completed (on six sites) by the end of 2017/18.</p>	<ul style="list-style-type: none"> <li>Meet the need for additional affordable housing</li> <li>Increase the council's housing stock</li> <li>Enhance the appearance of the Council's housing estates</li> </ul>				

Strategic Objective																										
Improving the Council's social housing stock and raising standards in the private rented sector																										
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating																					
<p>Implement a range of improvements works as provided for in the 2017-18 HRA Capital Programme.</p> <p>Programmes are either on target or just slightly behind the profiled targets, with the exception of double glazing which is due to finish in 2017/18, but it is envisaged each programme will be achieved.</p> <table border="1" data-bbox="145 1037 1198 1356"> <thead> <tr> <th>Programme</th> <th>Annual Target</th> <th>Total at Q3</th> </tr> </thead> <tbody> <tr> <td>No. of properties having gas heating replaced</td> <td>275</td> <td>223</td> </tr> <tr> <td>No. of properties benefitting from external envelope work</td> <td>635</td> <td>429</td> </tr> <tr> <td>No. of properties benefitting from electrical upgrading works</td> <td>600</td> <td>438</td> </tr> <tr> <td>No. of properties benefitting from kitchen replacement</td> <td>60</td> <td>47</td> </tr> <tr> <td>No. of properties benefitting from bathroom upgrade</td> <td>260</td> <td>179</td> </tr> <tr> <td>No. of properties benefitting from double glazing works</td> <td>525</td> <td>556</td> </tr> </tbody> </table>	Programme	Annual Target	Total at Q3	No. of properties having gas heating replaced	275	223	No. of properties benefitting from external envelope work	635	429	No. of properties benefitting from electrical upgrading works	600	438	No. of properties benefitting from kitchen replacement	60	47	No. of properties benefitting from bathroom upgrade	260	179	No. of properties benefitting from double glazing works	525	556	<ul style="list-style-type: none"> <li>Meet the needs and aspirations of the Council's tenants.</li> <li>Maintain the Council's housing stock to the Decent Homes standard.</li> <li>Reduce the need for responsive repairs</li> <li>Improve the energy efficiency of the Council's housing stock</li> <li>Enhance the appearance of the Council's housing estates.</li> </ul>				
Programme	Annual Target	Total at Q3																								
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	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend
<b>Cleaner and safer environments: Working with partners to foster safer and stronger communities</b>							
Satisfaction with local area (Feeling the Difference Survey)							
Committed Crime Over Time (Variation) All crime groupings – Acquisitive crime, Violence against the person, Sexual Offences, Police generated crime and oth	Q1 (24.07.17) Previous 12 months = 5,673  Last 12 months = 6,506  Change Over 12 Months = 15% increase (833)  For information only, data provided by Staffs Police.	Q2 (10.10.17) Previous 12 months = 5,828  Last 12 months = 6,730  Change Over 12 Months = 15% increase (902)  For information only, data provided by Staffs Police.	Q3 (19.01.18) Previous 12 months = 5,967  Last 12 months = 6,782  Change Over 12 Months = 14% increase (815)  For information only, data provided by Staffs Police.				These are all measures only and will be reported quarterly.
ASB Incidents Over Time (Variation) – Police data	Q1 (24.07.17) Previous 12 months = 3,235  Last 12 months = 2,914  Change over 12 Months = -10% reduction (-321)	Q2 (10.10.17) Previous 12 months = 3,108  Last 12 months = 3,062  Change over 12 Months = -1% reduction (-46)	Q3 (19.01.18) Previous 12 months = 2,957  Last 12 months = 3,179  Change over 12 Months = 8% (222)				

<p>ASB – Number of referrals to ASB Champion – Victim Support data</p>	<p>Q1 - 15 on going cases, 6 closed cases 2 x Council referrals 4 x Police referrals 6 x Self referrals 3 x Other agencies 19 victims and vulnerabilities identified 1 x case declined due to out of area</p>	<p>Q2 – 13 on going cases, 13 closed cases 6 x Council referrals 1 x Police referrals 5 x Self referrals 0 x Other agencies 19 victims and vulnerabilities identified 2 x case declined due to out of area</p>	<p>Q3 – on going cases 4, 18 closed cases 5 x Council Referrals 0 x Police referrals 3 x Self Referrals 1 x Other 13 victims and vulnerabilities identified 1 x case declined</p>				
<p>Hate Crime Incidents Over Time (Variation) – Police data</p>	<p>Q1 (24.07.17) Previous 12 months = 89  Last 12 months = 100  Change over 12 Months = 12% Increase (11)</p>	<p>Q2 (10.10.17) Previous 12 months = 88  Last 12 months = 116  Change over 12 Months = 32% Increase (28)</p>	<p>Q3 (19.01.18) Previous 12 months = 90  Last 12 months = 123  Change over 12 Months = 33% Increase (33)</p>				

<p>Hate Crime – Number of self referrals to CACH – CACH data agreements</p>	<p>Q1 24 Individuals from Cannock Chase District reported approx. 120 incidents, The motivation behind these incidents were thought to be:          1 Religion          2 Sexual Orientation          2 Disability – Physical          3 Disability – Learning          17 Race          (1 individual thought they were targeted for reasons of race and religion)</p>	<p>Q2          33 Individuals from Cannock Chase District reported approx. 150 incidents, The motivation behind these incidents were thought to be:          3 Religion          2 Sexual Orientation          2 Disability – Physical          1 Disability – Learning          24 Race          3 Gender Identity          1 Mental Health (2 individuals felt that they were targeted for more than 1 reason).</p>	<p>Q3          29 Individuals from Cannock Chase District reported approx. 110 incidents, The motivation behind these incidents were thought to be:          Race 20          Sexual Orientation 4          Disability Learning 2          Disability Physical 2          Religion 1          Gender ID 1          (1 person felt they were targeted for reasons on their sexual orientation and race)</p>				
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Strategic Objective					
Working with partners to foster safer and stronger communities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Explore the feasibility of introducing charges for CCTV evidence requested by Staffordshire Police and insurance companies</p> <p>Q1 – This action has not been progressed due to focusing on the procurement of the new CCTV Control Room. During Q2 the level of information requested from the police will be collated to enable us to calculate the cost to inform discussions regarding the feasibility of charges.</p> <p>Q2 - The level of information requested from the police has been collated, work is underway to calculate the cost to inform discussions regarding the feasibility of charges. There has been a delay due to capacity. A meeting with Staffs Police (Digital Services Manager) scheduled to discuss Technology, Systems and Partnerships 20.10.17</p> <p>Q3 - CCTV Police Reviews data is being collected            July 2017 – 32                      October 2017 – 34            August 2017 – 39                      November 2017 – 37            September 2017 – 38                      December 2017 – 27            Due to the relocation of the CCTV Control Room progress on identifying the cost of these reviews has been delayed.</p>	FRP option				
<p>Explore offer from West Midlands CA (Transport for WM) re CCTV provision</p> <p>Q1 – This action is on hold until the procurement of the new CCTV Control Room has been completed.</p> <p>Q2 - This action is on hold until the procurement of the new CCTV Control Room has been completed.</p> <p>Q2 - This action is on hold until the procurement of the new CCTV Control Room has been completed.</p>	FRP option				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Lead and roll-out the "Let's Work Together" project across the District</p> <p>Q1 - A Let's Work Together Event took place on Monday 3rd July 2017 in the Ballroom at Cannock Chase Council. The theme of the event was children and young people, highlighting one of the priorities of the Chase Community Partnership.</p> <p>38 partners attended the event, many of which promoted their organisations in the marketplace.</p> <p>Q2 – A review of the resources used in Let's Work Together to ensure the services and agencies signposted to are still in existence, as there has been many commissioning changes across the county.</p> <p>The plan moving forward is to look at common trends emerging from the Community Safety Hub to ensure we are focusing on the local need and challenges that are posed in our District.</p> <p>Q3 - Let's Work Together resources have been reviewed and updated.</p> <p>Reviewed information will be circulated to all partners which include warning signs and contact / signposting information.</p>	<p>The programme will be designed to deliver against the Cannock Chase LSP priorities.</p>				
<p>Develop a District Wide Anti Social Behaviour &amp; Hate Crime Policy</p> <p>Q1 – It was agreed at the Housing, Crime and Partnerships Scrutiny Committee that an ASB Working Group would be set up to progress the development of a corporate ASB Policy.</p> <p>Nominated elected members are: Cllr Paul Snape, Cllr Mike Hoare, Cllr Zaphne Stretton, Cllr Alan Pearson and Cllr Alan Dean.</p>	<ul style="list-style-type: none"> <li>• Consistent approach to handling reports of anti social behaviour</li> <li>• Managing Partner expectations</li> <li>• Number of ASB Victims and witnesses supported</li> <li>• Increased reassurance</li> </ul>				

<p>Partners will also be invited to be part of this sub group.</p> <p>Q2 - The first meeting of the ASB sub group met Monday 9th October from 16.00.</p> <p>The Partnership Team are currently looking at both Tamworth and Lichfield's policy which are held up as best practice across Staffordshire for the corporate ASB policy.</p> <p>One of the elements of the policy will include collective serving of Community Protection Notice Warning (CPNW) Letters &amp; Community Protection Notices (CPNs) on partnership headed paper. The notice or letter will be deemed to be served by all partners and it is their collective responsibility to collect any evidence of breach. The onus on serving the paperwork would still sit with Police, Housing, Env Health but the response to issues being addressed under the Community Safety Hubs authority.</p> <p>The corporate policy will demonstrate good partnership working and multi-agency opinions would hopefully ensure that the terms of any notices were proportionate and practical. Additionally, it would solve our ongoing issues re: accurate monitoring of who has received such notices, whilst also raising greater awareness amongst partners to assist with evidencing breaches.</p> <p>Q3 – A draft ASB Policy has been circulated to key partners both internally and externally. We are awaiting feedback, comments and amends from all parties.</p>	<ul style="list-style-type: none"> <li>Number of referrals and from where</li> </ul>				
<p><b>Action &amp; Progress Update</b></p>	<p><b>Outcomes</b></p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>Raise awareness of the Community Trigger by providing workshops for staff, members and partners.</p> <p>Q1 – Identified training provider, training to be schedule Q3. Q2 - Identified training provider, training to be schedule Q3. Q3 - There has been a delay due to capacity</p>	<p>Increased awareness and use of the Community Trigger.</p>				

Summary of Progress in Delivering Projects/Actions:

				<p><b>No Rating</b></p>
<p>Project completed</p>	<p>Project on target</p>	<p>Project Timeline/scope/target date requires attention. Alterations considered by leadership team</p>	<p>Project aborted/ closed</p>	
<p>0 0%</p>	<p>7 87.5%</p>	<p>1 12.5%</p>	<p>0 0%</p>	<p>0 0%</p>