

**Please ask for:** Matt Berry

**Extension No:** 4589

**E-Mail:** [mattberry@cannockchasedc.gov.uk](mailto:mattberry@cannockchasedc.gov.uk)

14 November, 2019

Dear Councillor,

**COMMUNITY SCRUTINY COMMITTEE  
4:00 PM ON TUESDAY 26 NOVEMBER, 2019  
COUNCIL CHAMBER, CIVIC CENTRE, CANNOCK**

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

Yours sincerely,



**T. McGovern,  
Managing Director**

To: Councillors:

Woodhead, P.E. (Chairman)  
Jones, B. (Vice-Chairman)

Davis, Mrs. M.A.	Newbury, J.A.A.
Dudson, A.	Smith, C.D.
Freeman, Miss M.A.	Sutton, Mrs. H.M.
Hewitt, P.M.	Thompson, Mrs. S.L.
Layton, Mrs. A.	Todd, Mrs. D.M.
Muckley, Mrs. A.M.	

# AGENDA

## PART 1

### 1. Apologies

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

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

(ii) To receive any Party Whip declarations.

### 3. Minutes

To approve the Minutes of the meeting held on 22 July, 2019 (enclosed).

### 4. Community Scrutiny Committee 2019/20 Work Programme Update

To receive verbal updates on the specific elements of the agreed work programme:

(a) Correspondence – Chief Superintendent Moore (Cllr. Woodhead);

(b) New Partnership Working Model Task & Finish Group (Cllr. Woodhead);

(c) Carbon Neutrality Task & Finish Group (Cllr. Woodhead) (*recommendations from the Group for consideration by the Committee are enclosed as Item 4.1*);

(d) Visit to the Biffa Materials Recycling Facility in Aldridge (all attendees).

### 5. Passivhaus Housing Issues

The Housing Portfolio Leader will be in attendance to provide the Committee with an update on this matter.

### 6. Quarter 2 2019/20 Improving Community Wellbeing (Environment, Partnerships and Community Safety) PDP Performance Update

To receive the latest performance information for the Improving Community Wellbeing (Environment, Partnerships and Community Safety) Priority Delivery Plan (Item 6.1 – 6.7).

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**COMMUNITY SCRUTINY COMMITTEE**  
**HELD ON MONDAY 22 JULY 2019 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

**PRESENT:**

Councillors

Woodhead, P.E. (Chairman)  
Fitzgerald, Mrs. A.A. (Vice-Chairman)

Davis, Mrs. M.A.	Smith, C.D.
Dudson, A.	Sutton, Mrs. H.M.
Hewitt, P.M.	Thompson, Mrs. S.L.
Layton, Mrs. A.	Todd, Mrs. D.M.
Newbury, J.A.A.	

Also in attendance:

- Chief Superintendent J. Moore, Staffordshire Police (*for agenda item 4.*)
- Councillor C. Bennett, Crime & Partnerships Portfolio Leader (*Invitee*)

**1. Apologies**

Apologies for absence were submitted for Councillors Miss M.A. Freeman and Mrs. A.M. Muckley.

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

No declarations of interests or party whip declarations were received.

**3. Minutes**

RESOLVED:

That the Minutes of the meeting held on 19 March 2019 be approved as a correct record and signed.

**4. Deletion of the Staffordshire Police Partnership Manager Posts**

Chief Superintendent Moore was welcome to the meeting, and the Chairman explained the reasons for him being in attendance. The Chief Superintendent then gave Members an outline of what his role entailed, which primarily covered neighbourhood policing and partnership working.

He advised Members that the number of PCs working in neighbourhood policing had increased from 290 to 371, whereas there had been a small drop in the number of PCSOs, but the overall numbers of front line officers had increased. The number of civilian staff remained unchanged.

Members were then given a background of the current neighbourhood policing model, funding arrangements, and rationale and process involved for the deletion of the Partnerships Manager Posts. It was noted that any savings made from the posts being deleted would be invested directly back into neighbourhood policing. Views were being sought from each of the Local Policing Team (LPT) areas about how any new model of partnership working should look. It had also been acknowledged that partners should have been notified sooner about the planned deletion of the Posts, and it was regrettable that this hadn't happened.

Members then raised the following questions/comments, to which the Chief Superintendent replied in turn:

- Were the current post-holders civilian staff and were they being made redundant?

*All were civilian staff, but not all being made redundant, nor were all of them currently in full-time roles. Some had chosen to leave and others were seeking redeployment into other posts.*

- Why couldn't the current post-holder based within Cannock Chase be redeployed into the new 'co-ordinator' role?

*The new role would not at the same reporting level as the current post and be on a lower salary grade. The existing post holder could take redundancy or be offered redeployment into another role at the same level as his current post. The new role had not yet been developed as it was important to ensure the new role profile was fit for purpose.*

- The current post-holder had been prominent in co-ordinating the resolution of local issues, so there was concern that fragmentation would happen under a new model and local contact/knowledge would be lost.

*The aforementioned Harm Reduction Hubs would be Sergeant led and Councillors would have a central team based within the LPT whom they could contact with any queries and concerns. In a lot of instances issues that were being dealt with by the Partnership Managers should have been addressed by PCs and PCSOs, therefore a lot of work was being duplicated. The intention of the new co-ordinator role was for it to focus on problem solving and providing support to the Hubs.*

- When the new role and model had been established, Members would need to understand the new structure and who the local contacts would be.

*The Council's Partnerships, Community Safety & CCTV was on the Project Board set up to design the new roles and working model, so would be able to*

*provide any necessary information once finalised.*

- Had existing post-holders been given the chance to train for the new role?

*The formal redundancy process was still underway and the proposed new posts were still being designed, so don't want to give false hope to existing post-holders. As previously advised, there was the option of redeployment if individuals wanted to take it. Whilst some good work was being undertaken across the County, not all working aspects of the current roles needed to be done going forward.*

- Some of what the existing local post-holder had done was not measureable. Had any consideration been given to looking at what work had been done that had developed outside of the existing role profile?

*All eight posts affected were being supported by Staffordshire Police's HR department as necessary. Work undertaken locally was part of a wider team, and not just down to the single post-holder. In some instances the post-holder had not been involved. The core team would still be in place, as would the ongoing commitment to neighbourhood policing and partnership working. It would be wrong to say that a local system worked solely because of one person as a strong team approach was in place. In respect of Cannock Chase, a lot of local contact was with the LPT's Chief Inspector.*

- Would Councillors have a named contact 24/7 under the new working model?

*24/7 contact was already in place through the LPT, but there would be a named contact within the team. Councillors should already have regular contact with PCs and PCSOs, on a monthly basis at least.*

- What was meant by 'central location' of the Harm Reduction Hub?

*The Hub would be based at Cannock Police Station, with discussions ongoing about required resourcing. Some of the work of the existing role would continue, but a lot of the 'nice to do' aspects would be filtered back to PCSOs.*

- It was appreciated that the existing roles had not worked as well in other areas of the County, but it appeared that the new roles been established but the current posts were being deleted. Policing teams appeared to change quite frequently, which meant it was difficult for Councillors to forge proper working relationships. The existing post-holder locally had been a key point of contact. Monthly contact wasn't happening with PCs and PCSOs, and they didn't always attend parish council meetings. A lot of the time only written update reports were being provided.

*Everything just described was part of the Force's engagement strategy. Whilst PCSOs weren't expected to be in attendance for the whole of a parish council meeting, it was intended that they drop in as necessary.*

*Furthermore, the submission of written reports wasn't advocated. The purpose of making the new Hubs Sergeant led was that they had the powers to direct the work of PCs and PCSOs, and it was important to ensure contact was not lost with local teams. It had been acknowledged that the Force was not always good at letting people know about changes in structure and personnel in local teams; therefore it was understandable that reassurance was needed about having a named point of contact.*

- It was felt that local Sergeants were quite stretched work wise already, so would more resource be provided?

*Five Sergeants were currently in place locally, one of whom would be the lead for the Hub, i.e. not be a shift Sergeant. There was a need to be aware of different local needs when designing the new working model, but all Hubs would be led in the same way.*

- It was apparent that savings needed to be made, and this was being achieved through making the existing posts redundant and creating new posts on a lower salary grade.

*There was no reduction in the overall budget for neighbourhood policing, therefore no savings had to be made. Roles were needed to carry out certain specific duties, and overall, the total staff headcount may go up. The structure of neighbourhood policing had change five times in the past ten years, but it was expected to evolve down this proposed path in the future. The only change had been the reduction in PCSOs from 240 to 215, some of which had been due to natural wastage, but mostly due to individuals becoming PCs instead. It was expected that a recruitment drive for more PCSOs would take place later on this year.*

- Would there be a seamless transition on 1 October 2019 to the new working model, once the existing posts ceased to exist on 30 September?

*Not sure at this stage as the new model was still being developed, but the core local team would still be in place. The engagement plan and contact information for the LPT would be distributed once the Chief Inspector had returned from leave.*

- Why was a reduction in the number of PCSOs being progressed if neighbourhood policing was a key focus going forward? Locally another PCSOs presence would be of benefit. Also need to know how regular contact can be established and maintained.

*The Force had to achieve savings overall, some of which came from the PCSOs base. More investment was being put into neighbourhood policing, but not into physical numbers of front line officers at this time.*

- Had discussions taken place to review the powers of PCSOs? For instance dealing with parking related issues now took longer as PCSOs were no longer able to issue parking tickets.

*PCSOs had not had this power for a number of years now as it had been transferred to local authorities, but they could still ask drivers to move their vehicles on if an unnecessary obstruction was being caused.*

- Local PCSOs worked more with vulnerable people but it could often be difficult to contact officers via the 101 number, and there was a reluctance to dial 999 instead.

*Work was needed locally to best understand how incidents/issues should be reported, but matters could now be reported online and via social media.*

- The decision making process in respect of the proposed changes hadn't involved partners, thus creating some frustrations locally. As it was not yet known what the new partnership model would be, was it going to be fit for purpose and how were people being consulted about it? Furthermore, had local factors been accounted for?

*The direction of travel for the proposed new model was being given via partnership briefings, and the Hubs had been mentioned. Although each LPT area was different, they were led by a Chief Inspector and would have one of the Hubs in place. The new role was being designed through a Project Board, which included representation from this Council, Children's Services at County level, the Fire & Rescue Service and Stoke-on-Trent City Council. This model was phase 1 of a number of intended changes.*

- Were there any contingency plans in place for any gaps between the existing posts ending and the new roles starting?

*The Hubs could be used as a contact point, as could local PCs, but this was not intended to be a long-term arrangement.*

- Would substantial improvements be seen for communities as a result of this new working model?

*Testing of the model had taken place in Tamworth borough, using local people to help devise solutions suited to their area. There was enough evidence in place to show that the new process would work, including more focus on vulnerability and prevention work at a local level.*

- The consultation process for these changes had been handled wrong and it wasn't expected that the new model to be ready for 1 October, therefore could the current system continue until everything was ready to be put in place?

*Neighbourhood teams were already in place, as were the Harm Reduction Hubs and points of contact. Therefore the main structure was already in place other than the new co-ordinator role.*

- Problems could arise if teams did not operate consistently going forward. How would information be disseminated out under the new model?

*It was not just down to an individual role as several systems were in place for receiving information, but this was due to be changed to a single system. IT solutions for information sharing were being developed through the 'Connected Staffordshire' programme.*

- How would 'lower level' information be disseminated under the new model?

*Whoever was in a relevant community/partnership meeting would do so as should happen at present, especially if it was intelligence related. Co-ordination of group activities would continue as at present.*

- Managing Director – have seen diminishing support over the past few years for the Chief Inspectors, firstly by the removal of the Inspector posts, and now the deletion of the Partnership Manager posts and reduction in the number of PCSOs, as well as a reduction in overtime. The growing concern was for the Chief Inspector as a leadership role. Would there be an increase locally in the number of PCs and Sergeants for 2019/20 and 2020/21 as part of the Police Commissioner's commitment to enhancing neighbourhood policing from the precept levy?

*The overall numbers for neighbourhood policing would increase. Locally the number of PCs would go up, but there would be a slight reduction in PCSOs. The numbers were being rebalanced but there would be more officers in total. Work was happening to try and retain the number of Sergeants across the County at 55. Money hasn't been found to provide tier 1 and 2 areas with Inspectors, but would like this to happen. The total number of Sergeants and PCs for the Cannock Chase LPT would be provided to Members. The overtime budget had been reduced, but overtime spending was still happening where it needed to, i.e. an overtime ban had not been put in place. The planned increase in PCs and Sergeants for 2019/20 and 2020/21 would be actively promoted.*

At the conclusion of the questioning, Members thanked the Chief Superintendent for his attendance and taking the time to answer all of their questions.

*(Chief Superintendent Moore left the meeting at the conclusion of this item.)*

## **5. End of Year 2018/19 Improving Community Wellbeing (Environment, Partnerships and Community Safety) PDP Performance Update**

Consideration was given to the end of year performance information (Item 5.1 – 5.9 of the Official Minutes of the Council).

The Managing Director advised that a good level of performance had been achieved against the actions outlined in the 2018/19 Priority Delivery Plan (PDP), with 87.5% being completed. Actions not completed in respect of introducing Safeguarding Champions across the Council and construction of a new toilet block facility in Hednesford Park had been deferred until 2019/20. With regards to the toilet block construction, Members were advised that the Council was waiting for the Heritage Lottery Fund (HLF) to sign off the financial spend to date on the Hednesford Park project before it was known how much available underspend

there was to potentially fund the build works, subject to further negotiation with the HLF.

## **6. Community Scrutiny Committee 2018/19 Annual Report**

Consideration was given to the Report of the Managing Director (Item 6.1 – 6.2 of the Official Minutes of the Council).

The Managing Director advised Members that the main piece of review work undertaken by the Committee last year was related to Child Exploitation and 'County Lines', and encouraged those Members who were new on the Committee to read the review work and accompanying background reports.

Members then reconfirmed the following resolutions made by the Committee on 19 March in respect of the review:

That:

- (A) The final report in respect of the Committee's Child Sexual Exploitation and 'County Lines' review be accepted.
- (B) A letter be sent to the Home Office, on behalf of the Committee, recommending that the law be changed to stop mobile phones being purchased and used anonymously, thereby making it easier for relevant authorities to tackle County Lines issues.
- (C) A letter be sent to the Staffordshire Commissioner for Police, Fire & Rescue and Crime (PFCC), detailing the recommendations of the Committee's review.

## **7. Community Wellbeing (Environment, Partnerships and Community Safety) PDP 2019/20**

Consideration was given to the Priority Delivery Plan for 2019/20 (Item 7.1 – 7.4 of the Official Minutes of the Council).

For the benefit of those newly elected Members, the Managing Director explained the background to, and rationale for, production of the PDPs. The 2019/20 PDPs had been agreed by full Council in April 2019, and regular performance updates would be given at Cabinet and each Scrutiny Committee during the year. It was also confirmed that scrutiny of the 'Commercial Use of the Highway' Policy would continue to be carried out by the Promoting Prosperity Scrutiny Committee.

*(The Managing Director left the meeting at the conclusion of this item.)*

## **8. Community Scrutiny Committee Work Programme 2019/20**

Consideration was given to the Report of the Managing Director (Item 8.1 – 8.12 of the Official Minutes of the Council).

Prior to determining the Committee's work programme for 2019/20, Members

followed up on the earlier session with Chief Superintendent Moore, noting concern that the process to develop the new model and co-ordinator role had not been instigated as soon as it was known that structural changes were going to happen. Members were keen to monitor the development and implementation of the new working model, and the Crime & Partnerships Portfolio Leader advised that he could provide the Committee Chairman with any updates received via the Community Safety Hub meetings. Members were also keen to support the Partnerships, Community Safety & CCTV in her role helping to develop the new model, and wanted to know more about who Councillors would contact in the future to discuss strategic and local policing matters.

The following items were suggested by Members as review topics for 2019/20:

- Inspection checks on Private Sector Housing;
- Waste & Recycling Service and Biffa Contract – it was noted that the Government was currently consulting on a future waste strategy, and may ask all local waste collection authorities to undertake weekly collections of food waste, as the previous removal of this initiative had seen a reduction in overall recycling rates. It was further noted that Members needed a better understanding of the local process for how waste was recycled after it had been collected. It was suggested that Members undertake a visit to Biffa's Material Recycling Facility at Aldridge to support this aim.
- Carbon Neutrality – this matter had been discussed briefly by the Committee at its meeting in March 2019, and also debated at length at the 10 July 2019 full Council meeting.

The 2019/20 work programme for the Community Scrutiny Committee, and associated actions, were then agreed as follows:

(A) Deletion of Staffordshire Police Partnership Manager Posts:

- (i) The Chairman of the Committee to write to Chief Superintendent Moore expressing the concerns of the Committee regarding the perceived delay in developing a new partnership working model, seeking clarification on the timescales involved in this process and wanting a wider conversation about links between Councillors and the Police on local and strategic policing matters.
- (ii) A task & finish group be established to support the Partnerships, Community Safety & CCTV Manager in the development and shaping of the new working model. The group to be comprised of Councillors Doug Smith, Diane Todd and Paul Woodhead, with input from Councillor Bennett as the Crime & Partnerships Portfolio Leader.
- (iii) The Committee to monitor implementation of the new model over the course of the year to see if what was proposed worked in practice.

(B) Carbon Neutrality – a task & finish group be established to undertake a research and information gathering exercise on associated matters and report back to the Committee as necessary. The group to be comprised of

Councillors Andrea Layton, Josh Newbury, Sam Thompson and Paul Woodhead.

- (C) Waste & Recycling and Biffa Contract – examine related issues with the Waste & Engineering Services Manager and representatives from Biffa at the November 2019 Committee meeting, and undertake a visit to Biffa's Material Recycling Facility at Aldridge. The visit to take place in advance of the November Committee meeting.
- (D) Community Wellbeing (Environment, Partnerships and Community Safety) PDP 2019/20 performance updates.

The meeting closed at 6:02 p.m.

---

CHAIRMAN



## Climate Literacy Free Training

The Task and Finish Group met 25/10/19 to consider a proposal by the Managing Director to engage free training on Climate Literacy as recommended by the CEO of Manchester MBC.

This training will increase the base knowledge within the organisation and underpin future actions and decision making for the Council as it prepares and implements policy around the impacts of the Climate Emergency.

The Task and Finish Group commend and thank the Managing Director for identifying and bringing this opportunity forward and see great benefit in climate literacy aiding the council in delivering a carbon free future in line with the Climate Emergency Declaration by 2030 and the challenges ahead.

<https://carbonliteracy.com/> delivered by the CIC <http://www.coolerprojects.com/>

Our recommendations through the Community Scrutiny Committee to Cabinet are

1. Source and promote the training opportunity as presented with a preference that this be attended by all senior managers and council members.
  - a. Depending on the availability of the free training and the timing key officers should be prioritised, but in all cases this should be completed urgently.
  - b. If the organisational need for training is greater than the capacity of free training accessible by the council that Cabinet consider the costs and available budget to ensure all appropriate staff, all members and ongoing induction requirements are fully funded.
2. The principles of this training be established within the organisation to ensure institutional memory is preserved and incorporated in to the induction programme for all new staff at senior manager or above and new council members.
3. The status of the knowledge and understanding of Climate Literacy be considered of equal importance as equality and diversity training.
4. The knowledge acquired from the training be used to introduce an additional parameter in section 6 of council reports 6.10 Climate Emergency.
5. That only members who have received the Climate Literacy training or equivalent through the new member induction be permitted to vote on council decisions which have a Climate Emergency implication.
  - a. If this is not legally possible then each vote having a climate emergency implication be a named vote and each member identified as having completed climate literacy training or awareness.
6. That the council uses its resources to promote externally the Climate Literacy of its staff and members as a positive commitment towards aiding the council in the challenges ahead.



## Improving Community Wellbeing PDP 2019/20 – Environment, Partnerships and Community Safety

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
<b>0</b>	<b>3 (100%)</b>	<b>0</b>	<b>0</b>	<b>3</b>

Cumulative progress in delivering actions - April to September 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
<b>5 (33%)</b>	<b>8 (53%)</b>	<b>2 (13%)</b>	<b>0</b>	<b>15</b>

## Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities</b>							
Number of good news stories / case studies (including social media platforms)	A	4	4	18	17		
Number of Community Protection Notice Warnings (CPNWs) issued	Q	36	New indicator	7	9		
Number of Community Protection Notices (CPNs) issued	Q	9	New indicator	6	0		
Number of Fixed Penalty Notices (FPNs) issued	Q	N/A	New indicator	2	1		
Number of ASB complaints dealt with via the Community Safety Hub	Q	102	Measure (not target)	30	25		
Number of CCTV case reviews provided to Staffordshire Police	Q	478	Measure (not target)	126	124		
Increased number of referrals to the Community Safety Hub	Q	304 Cases	Measure (not target)	79	54		
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	N/A	New indicator	1	1		
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	12	7		
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	27	22		
Number of tenancies sustained	Q	65	50	14	34		

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
<b>Support vulnerable people (cont.)</b>							
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	N/A – new indicator	98%	94%	93%		
Number of Discretionary Housing Payments awards	Q	314 cases £64,029	£141,262	150 cases £27,829	289 cases £68,443		
<b>Promoting attractive and healthy environments</b>							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	366	131 (avg for a quarter)	90	123		

## Projects

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities</b>							
<b>We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence</b>	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement (Year 2)	The Stoke & Staffordshire Responsible Bodies Group (SSRBG) has not met for some time and was the key mechanism through which this action was to be implemented. It is anticipated that the Group will meet during next quarter.				
		Consult on revisions to taxi and private hire policy following completion of review in 2018-19				X	
		Monitor and review the implementation of revised policies, using shared local intelligence (Year 3)		<b>2020-21</b>			
<b>We will work with partners to deliver the Anti-Social Behaviour Strategy</b>	Raise awareness of the ASB Strategy	Local Strategic Partnership – Agenda Item for discussion					
		Publish approved Strategy and article in Core Brief / social media platforms					

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities (continued)</b>							
<b>We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children</b>	Launch `See Something Say Something Campaign`	Develop 12 month campaign calendar – based on local safeguarding themes and trends	Due to capacity and a vacant post within the partnerships team this milestone has been revised from Q2 to Q3			X	
		Recruit Safeguarding Champions	A Senior Partnerships officer has been recruited and will be responsible for the delivery of safeguarding champions. This means there will be some minor slippage and work will be completed in Q3 rather than Q2.			X	
		Roll out of concern cards	The partnerships team has received one concern card, but recognises that there is a need to continue to raise awareness and build on the `See Something Say Something` campaign				
		In conjunction with HR collate Safeguarding Training Data	A Senior Partnerships Officer has been recruited and will be responsible for the delivery and collation of training data. There is some minor slippage and this will now be delivered in Q4 rather than Q3				X

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities (continued)</b>							
<b>Upgrading CCTV technology</b>	Award Contract to specialist provider	New CCTV cameras installed and commissioned, fully operational	3 CCTV cameras are outstanding, due to access issues. Legal Services is addressing this issue with the landlord's lender in order to draw up permission to access protocol.	✓			
	Procure a maintenance contract to maintain existing CCTV cameras across the District	Project Team set up to consider the recommendations from CCTV Audit Report	IT and CCTV Manager have met to consider the audit report and will be taking the procurement of a maintenance contract forward when the new CCTV camera installations are fully commissioned	✓			
		Project Plan developed and Procurement of specialist provider	Specification has been drafted, comments have been received from property services, legal and procurement which need to be progressed - this will delay this stage until Q3		●		

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4	
<b>Promoting attractive and healthy environments</b>								
<b>To provide clean, well maintained and well managed streets, town centres and parks &amp; open spaces</b>	Car Park improvement schemes	Permission to spend report to Cabinet for 2 <sup>nd</sup> year of Car Park Improvement Programme	The options for the Phase 2 improvements are being considered and will be reported to Cabinet in Q3					
		Delivery of schemes				X	X	
	Deliver priority s106 Projects	Appoint Project Manager	PM Appointment delayed, interviews completed during Q2 with appointment in Q3. Revised target approved by Cabinet				X	
		Actions to be determined for approved schemes	The delay in the appointment of the Project Manager will impact on determination of additional scheme outside the capital programme. Target date revised from Q2 to Q3				X	
	Deliver new cemetery for the District	Appoint Project Manager	PM Appointment delayed, interviews completed during Q2 with appointment in Q3. Revised target approved by Cabinet				X	
		Prepare drawings and specifications for new cemetery	The delay in the appointment of the Project Manager will impact on the finalisation of the specifications. Target date revised from Q2 to Q3				X	
		Tender, evaluate and appoint contractors						X