

**Please ask for:** Matt Berry

**Your Ref:**

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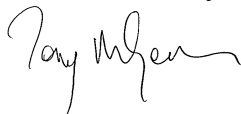
11 July, 2017

Dear Councillor,

**HOUSING, CRIME AND PARTNERSHIPS SCRUTINY COMMITTEE  
4:00 PM ON WEDNESDAY 19 JULY, 2017  
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:

Freeman, Miss M.A. (Chairman)  
Grice, Mrs. D. (Vice-Chairman)

Cartwright, Mrs. S.M.	Pearson, A.R.
Dean, A.	Snape, D.J.
Johnson, T.B.	Snape, P.A.
Lea, C.I.	Stretton, Mrs. P.Z.
Molineux, G.N.	Witton, P.T.

# 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 receive for information the Minutes of the Housing Scrutiny Committee held on 28 March, 2017, and the Community Safety Scrutiny Committee held on 6 April, 2017 (enclosed).

### 4. End of Year 2016/17 Cleaner and Safer Environments (Community Safety Section) and More & Better Housing Priority Delivery Plans Performance Update

To receive the end of year performance information (Item 4.1 – 4.11).

### 5. Community Safety Scrutiny Committee and Housing Scrutiny Committee Annual Reports 2016/17

Report of the Head of Housing and Partnerships (item 5.1 – 5.7).

### 6. Prevent Action Plan

The Committee will receive a verbal update from Kerry Wright, Partnerships, Community Safety and CCTV Manager

### 7. Voids Action Plan

The Committee will receive a verbal update from Janet Baldasera, Strategic Housing and Tenancy Services Manager

### 8. Policing Team

The Committee will receive an update from Inspector Mark Ward.

### 9. Housing, Crime and Partnerships Scrutiny Committee Work Programme 2017/18

Report of the Head of Housing and Partnerships (Item 9.1 – 9.30).

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**HOUSING SCRUTINY COMMITTEE**  
**HELD ON TUESDAY 28 MARCH, 2017 AT 4.00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**  
**PART 1**

PRESENT: Councillors:

Foley, D. (Chairman)  
Burnett, G. (Vice-Chairman)

Cartwright, Mrs. S.M.	Snape, D.J.
Cooper, Miss. J.	Stretton, Mrs. P.Z.
Dudson, A.	Witton, P.T.
Hoare, M.W.A.	

Also Present: Observing:

Councillor F.W.C. Allen, Housing Portfolio Leader.

**20. Apologies**

Apologies for absence were received from Councillors Mrs. D. Grice, Mrs. C.L. Peake and Miss. S. Whitehouse.

**21. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members**

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

**22. Minutes**

RESOLVED:

That the Minutes of the meeting held on 30 November, 2016 be approved as a correct record.

**23. Presentation – Private Sector Housing Service**

Mike Walker, Environmental Protection Manager gave a presentation with regard to the private sector housing service.

He provided information on the following:

- Housing Conditions – which included inadequate heating and insulation, mould impacting upon the structure of the property and lifestyle of the person and gas/electrical/fire safety
- HMO Programme
- Liaising with the Fire Service
- Projects
- Empty Homes
- DFG Programme
- In House DFG agency
- Home safety/security
- Drainage
- Property accreditation – the fitness of a person
- Park Homes – where a fee could be taken for inspections
- Planning Consultations

He advised that some of the achievements of 2015/16 included:

- 457 requests for service received
- 10 HMOs Inspected with 2 emergency prohibitions, 1 improvement notice and 3 prohibitions being given

With regard to single occupation he reported that there had been:

- 2 emergency remedial action notices including work in default
- 4 prohibition orders
- 3 improvement notices
- 2 notices for smoke alarms

Also there had been:

- 5 Improvement notices
- 1 prohibition order
- 4 Hazard awareness notices
- 5 Smoke alarm notices
- 1 Building Act notice
- 132 accredited properties
- Also close to completing the first Compulsory Purchase Order

He also reported that with regard to DFGs there had been:

- Over 80 completed
- 81 Home Security Grants completed
- 44 Safe as Houses Grants completed
- 28 Safer Communities Grants (new) completed
- 3 empty homes loans approved

Mike Walker reported that during 2016-17 a prosecution had taken place due to 'sale blocking' at The Firs which had resulted in a fine and costs of £14,525. There was also a prosecution for unsafe accommodation at 'Spices' located on

the Walsall Road, Cannock which had resulted in a fine and costs of £5180.

He then provided information on grants awarded:

- Disabled Facilities Grants
  - 57 completed with a spend of £586,216
  - 23 awaiting approval
  - 14 new referrals
  - 38 in progress at various stages
- Safe as Houses
  - 31 completed with a £23,333 spend
- Home Security Grants
  - 61 completed with a £23,590 spend
- Safer Community Grants
  - 23 completed with a £3,965 spend

Members were then invited to ask questions.

In response to a question raised by a Member, Mike Walker indicated that carbon monoxide detectors were not installed as there was very few fuel burning appliances in properties such as open fires.

A Member referred to the presentation and was keen to know if the Council kept the monies collected from fines issued where prosecutions had taken place.

Mike Walker explained that the money from fines was not kept by the Council; however if a Category 1 notice was served, a fee could be charged or if a prosecution went through the courts the Council could be awarded costs.

In response to a question from a Member regarding the number of empty properties in the District, Mike Walker indicated that there were possibly around 400 empty with at least 50 or more being vacant for over 2 years. Furthermore, he advised that the Local Plan did not bear any correlation under the Strategic Housing Land Availability Assessment. He advised that a list was produced by the Local Taxation and Benefits section which provided information where properties had been vacant for 6 months or more. If a property was flagged up that had been vacant for more than 2 years, the Council would offer assistance through the Empty Homes Loan of up to £10k to make improvements to the property.

The Member commented on the costs associated with Disabled Facility Grants and asked if the Council could incentivise the accreditation scheme in order that more people would join.

In response to a question raised by a Member concerning Park Homes inspections, Mike Walker explained that they were licensed and a one off inspection would take place and a fee charged on a yearly basis. He advised that if problems did occur, a notice could be served and costs claimed back.

A Member asked whether the Council helped with costs towards home security in Council owned properties, and also asked about the situation regarding Council Tax payments for empty properties.

Mike Walker responded and advised that if a property was empty for a certain period of time, Council tax would be increased to 150%. However, he indicated that it could be difficult to locate the owner of a property or difficulties around probate.

With regard to safety he advised that the Council could make arrangements for a security contractor to assess the requirements of a property which could include advising on the type of locks, lighting etc and then make the necessary arrangements for work to be carried out.

#### **24. Voids Process – Action Plan**

Janet Baldasera, Strategic Housing and Tenancy Services Manager provided Members with a Voids and Allocations Review Improvement Plan 2016-17 and discussed each area.

A Member referred to the costs associated with the clean up of voids and asked if the Council required a security deposit from prospective tenants.

Janet Baldasera advised that the Council could not ask for security deposits, however prospective tenants were asked to pay a rent payment a week in advance and the Council was also trying to make sure all tenants were set up for direct debit payments.

A Member highlighted the average overall re-let time for voids of just over 35 days which could be improved, although he indicated that other circumstances had impacted upon this. He then asked that the area around voids be retained on the future Work programme.

In response to a question raised by a Member concerning the disconnection of utilities in voids, Janet Baldasera responded and advised that this was now normal practice and the Council now had an agreement in place with Scottish and Southern Electricity in order that new tenants would have a utility supplier from the day they moved into a property. This had improved the process and there were currently no issues.

#### **25. Draft Neighbourhood Plans**

Belinda Wildey, Estate Management Team Leader provided Members with the draft Housing Services Neighbourhood Plans (areas 1 – 3) and discussed the documents.

A Member commented that the information would be very useful for both Members and tenants and was keen to know when the documents would be implemented, reviewed and updated.

Belinda Wildey indicated that this was an ongoing service objective and each estate would have a programme schedule, however the plans would come back to the Committee at some point.

With regard to carrying out a tenant census, Belinda Wildey indicated that work would soon commence on estates highlighted within the Neighbourhood Plans where forms would be issued and any forms not returned by residents would be chased up. This would help capture data from new tenants and hopefully those that had held tenancies for a long time. It was hoped that in the future the Council would hold a full profile list of tenants.

A Member referred to rent arrears and court orders and asked how benefit payments were currently made to tenants.

Nirmal Samrai, Head of Housing and Waste Management advised that new benefit claims would be paid direct to tenants following the introduction of Universal Credits, and this would soon replace the existing system.

## **26. Quarter 3 Performance Update 2016-17 – More and Better Housing Priority Delivery Plan**

Members considered the Quarter 3 Performance Information 2016-17, More and Better Housing Priority Delivery Plan (Item 6.1 – 6.6).

### More and Better Housing: Planning for the Housing Needs of the District

It was reported that with regard to the number of affordable dwellings secured through S106 agreements, there had been one agreement signed this quarter and one waiting to be signed.

### Increasing the Supply of Affordable Housing: Progress the Redevelopment of 5 Former Garage Sites and other Areas of Council Owned Land

It was reported that work on three sites Berwick Drive, Hannaford Way and Brunswick Road had just started. Agreement had also been given for another six sites.

Janet Baldasera reported that St Michael's Drive was not suitable for housing, however High Meadow was being considered and information was due to come forward from Reema. A report would however be submitted to the next meeting.

### Planning for the Housing Needs of the District

It was reported that this area was now covered by the Head of Economic Development, and therefore an update would be emailed to all Members.

Members noted the Quarter 3 Performance Update 2016-17 – More and Better Housing Priority Delivery Plan.

## **27. Work Programme for 2016-17**

Members noted the current Work Programme for 2016-17 and the future proposed items for 2017-18 which would also include:

- Voids Update
- Neighbourhood Plans (including garages)

**28. For Information Only – LGA Briefing – Homelessness Reduction Bill**

Nirmal Samrai reported that information had been circulated to all Committee Members following a meeting that she and the Chairman had attended where the Homelessness Reduction Bill was discussed.

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CHAIRMAN

(The meeting concluded at 5.30 p.m.).



**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**COMMUNITY SAFETY SCRUTINY COMMITTEE**  
**HELD ON THURSDAY 6 APRIL 2017, AT 4.00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

**PRESENT:**

Councillors

Johnson, T.B. (Chairman)

Lea, C.I. (Vice-Chairman)

Dean, A.

Snape, P.A.

Dudson, Miss M.J.

Stretton, Mrs. P.Z.

Martin, Mrs. C.E.

Sutherland, M.

Smith, C.D.

Witton, P.T.

Also in attendance:

- Councillor C. Bennett, Crime & Partnerships Portfolio Leader (Observer).
- Chief Inspector Geoff Knight, Commander, Cannock Local Policing Team.
- Inspector Mark Ward, Deputy Commander, Cannock Local Policing Team.
- Sergeant Jamie McArthur, Neighbourhood Supervisor, Cannock Local Policing Team.
- Duncan Rollo, Vulnerability & Partnerships Manager, Staffordshire Police.

**22. Apologies**

Apologies were submitted for Councillors Miss M.A. Freeman, Mrs. D. Grice and G.N. Molineux.

**23. 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.

**24. Minutes**

RESOLVED:

That the Minutes of the meeting held on 13 December, 2016 be approved as a correct record and signed.

## 25. Police Performance Report and Update on Local Policing Changes

### Local Policing Changes

Chief Inspector Knight reported that a new Chief Constable was due to start with Staffordshire Police in the coming months, therefore any final decisions on the local policing structure for Cannock Chase and Staffordshire would not be made until after the new Chief Constable was in post and had had the opportunity to review all available options.

### Crime and Anti-social Behaviour Data

Chief Inspector Knight talked Members through the data for each individual recorded category of crime and anti-social behaviour (ASB) for the previous 12 months, and gave reasons as to why some categories had seen a more noticeable increase or decrease of incidents recorded. Overall recorded crime for the 2016/17 had increased by 825 incidents compared to 2015/16, which equated to an increase of 14.7%. Staffordshire wide there had been 13.9% increase for the year. Whilst the level of increase was disappointing, it was important to note that this had occurred due to the public being more proactive in reporting incidents, and police officers doing more to target offenders and make arrests. In respect of ASB, the number of recorded incidents decreased by 10% compared to the year before. Staffordshire wide there had been a 6.5% increase in ASB incidents.

A Member asked where the particular crime hotspots were in the District given the near 15% increase in recorded incidents. Chief Inspector Knight responded that there were not any hotspots as such as incidents were spread across the District.

The same Member then commented that the public's perception of the Police appeared to have improved as there was now a greatly willingness to report incidents then had been the case previously. Chief Inspector Knight responded that a lot of work had been done to improve community engagement and build up contacts within local groups and organisations to encourage more reporting and gain better intelligence on local issues.

Another Member then queried if offenders were from specific areas within the District or elsewhere. Inspector Ward replied that whilst some were locally based, the majority were from outside of the District

Inspector Ward, Sergeant McArthur and Duncan Rollo all reported on initiatives and projects undertaken locally to try and reduce incidents of crime and ASB.

Chief Inspector Knight reported that due to the number and types of recording categories currently in use for crime and ASB, there had been some instances where incidents had been logged incorrectly. Training had been undertaken with control room staff to ensure incidents were logged correctly. As previously reported, it was still intended to reduce the number of recording categories for ASB incidents from 17 down to 7, but this process was having to go through the appropriate channels before it could implemented.

A Member raised concerns he had reported at previous meetings regarding a lack of a visible policing presence within Cannock town centre. Inspector Ward replied

that the number of on-beat PCs and PCSOs had been increased in Cannock town centre on Saturdays, and it was also intended to do the same in Hednesford and Rugeley town centres. Chief Inspector Knight further replied that the physical presence of officers in the town centre was reassuring for shoppers, and also gave people the opportunity to come and talk with officers and raise concerns.

Members requested that they be provided with local level crime and ASB data so they could better understand what incidents were happening within their wards.

The Partnerships, Community Safety & CCTV Manager reported that the Council was working with the Police, voluntary sector and Staffordshire County Council to provide a range of events for young people during the Easter and Summer schools holidays as these were times of the year when incidents of anti-social behaviour typically peaked.

Members were also advised that the Police and Crime Commissioner (PCC) had money available from his 'People Power' and 'Proceeds of Crime' funds to provide grant funding locally for community safety initiatives which met the needs of the Community Safety Partnership and priorities of the PCC. Information about these funds would be circulated to Members via the Senior Committee Officer. Chief Inspector Knight commented that he would be happy to give support to any applications made locally.

#### Police Satisfaction Survey

Chief Inspector Knight reported on the results from the latest police satisfaction survey, which showed for Cannock Chase:

- 77.1% of respondents agreed that the police dealt with what mattered;
- 90.8% of victims of crime were either satisfied or very satisfied with the police response (total for Staffordshire was 88.9%);
- 82.1% of victims of ASB were either satisfied or very satisfied with the police response; and
- 81.3% of hate crime victims were either satisfied or very satisfied with the police response.

#### **26. Quarter 3 Performance Report 2016-17 – Cleaner and Safer Environments Priority Delivery Plan (Community Safety Section)**

Members noted the latest performance information (Item 5.1 to 5.5 of the Official Minutes of the Council).

The Head of Housing and Partnerships reported that documents for the procurement of new CCTV systems had been finalised. There was however an issue with the relocation of the CCTV Service as the current equipment would need replacing once the Service had moved, but funds were not available at present to do so. In respect of the PREVENT training, a further session had been arranged for employees in the Housing Maintenance team.

The Partnerships, Community Safety Manager & CCTV reported that the Chase Community Partnership website had been updated and was now live.

## **27. Review of the Work Undertaken by the Committee in 2016-17**

The Chairman reported on the main work undertaken by the Committee during 2016-17, which included:

- Receiving a presentation on the work of Communities Against Crimes of Hate (CACH) and understanding how CACH worked with partners to reduce instances of hate crime within the District;
- Receiving regular updates on the progress of the Police Transformation Project and the Police crime and anti-social behaviour data for the District;
- Receiving a presentation on the work of the Staffordshire Police 'PREVENT' Team and Strategy.
- Reviewing the quarterly performance data for the Priority Delivery Plan.

## **28. Forward Agenda Items for the 2017-18 Municipal Year**

The Committee agreed for inclusion the following items on the 2017/18 work programme for the Housing, Crime and Partnerships Scrutiny Committee:

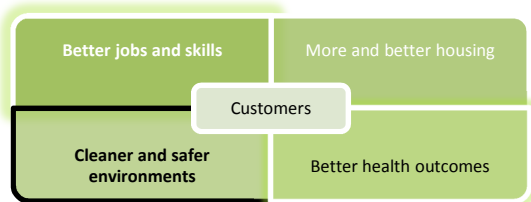
- CCTV Service Relocation and Procurement;
- Anti-social Behaviour Policy;
- Hate Crime Policy;
- Domestic Abuse Policy.

The meeting closed at 5:20pm









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CHAIRMAN





**Cleaner and Safer Environments (Community Safety Section) and More & Better Housing PDPs  
End of Year Performance 2016/17**






					Target Achieved / Trend against 15/16
<b>Cleaner and safer environments: Working with partners to foster safer and stronger communities</b>					
Satisfaction with local area					
Total recorded crime		12 Months Ending 22.01.16	12 Months Ending 22.01.17	% Change	No Target Available
	Total Victim Crime	5239	5922	13.0%	
	Total Police Generated Crime	240	218	-9.2%	
	Total Crime	5479	6140	12.1%	
	***Staffs Police – DOM – Daily Crime Report***				
<u>Total Victim Crime</u> – Acquisitive crimes, Violent Crimes, Sexual Offences, Public Order <u>Total Police Crime</u> – Drug Offences, Handling Stolen Goods, Possession of weapons					

Strategic Objective					
Working with partners to foster safer and stronger communities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To review all CCTV Cameras in the District</b></p> <p>Invitations to quote have been issued and are on track to be evaluated in Quarter 2 (2016-17)</p> <p>Submissions have been evaluated in Quarter 2 and consultants on track to be appointed and start work during Quarter 3.</p> <p>Work completed and report produced in Quarter 3</p>	<p>Review the condition of all security cameras in the district, their best location and whether it is possible to transfer to wireless operation</p>				
<p><b>To manage and implement the PREVENT action plan</b></p> <p>As part of the PREVENT Action Plan emails were sent out to WMT (3/2/16 and 17/2/16) offering Prevent training. 3 Workshops to Raise Awareness of Prevent (WRAP) with a total of 26 staff attending, and 3 Prevent briefings with a total of 18 staff have been delivered.</p> <p>The departments that have received training are Environmental Health (Environmental Protection, Food Safety, Private Sector Housing and Partnerships &amp; Communications), and Housing (Housing Options, Housing Maintenance and Housing Repairs).</p> <p>Work with HR has taken place to identify staff who require training in accordance with their job role. KV will be doing further work to address this.</p> <p>Entrust have been commissioned by the Prevent Board to produce resources for schools around extremism and preventing radicalisation. There is currently consultation taking place in schools. These resources will be available and rolled out in schools in the Autumn term of 2016.</p>	<p>Successful delivery of the Prevent Action plan</p>				





<p>Prevent information is available to HR to include in Induction Packs for new starters. Prevent wording for use in contracts, job descriptions and policies/statements has also been developed.</p> <p><b>Update – January 2017</b></p> <p>An update will go to Wider Management Team to look at how we can take the Prevent agenda forward in the authority, including training/refresher training for staff and members.</p> <p>The Prevent action plan will be updated when a refreshed Counter Terrorism Local Profile is available for the District.</p> <p>KV has been advised that the Entrust school resources will be available and rolled out Staffordshire wide including primary, middle and high schools in the next month.</p> <p><b>Update – April 2017</b></p> <p>The Prevent action plan will be updated when a refreshed Counter Terrorism Local Profile is available for the District.</p> <p>Prevent training will be delivered to Housing colleagues 16<sup>th</sup> May 2017.</p> <p>The Entrust school resources are currently being rolled out by the Local Support Team (LST) in Cannock to primary, middle and high schools in the.</p>					
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<p><b>Lead and roll-out the “Let’s Work Together” project across the District</b></p> <p>This project will provide service managers and home visitors with the tools, training and skills they need to provide the ‘eyes and ears’ for partner organisations, and offer a wider range of support and signposting to local people to help them live healthy, safe and independent lives.</p> <p>A LWT training event took place at CCDC on 16th May 2016. 67 partners both internally and externally, including the voluntary sector attended. The event was very successful and covered the following modules:</p> <ul style="list-style-type: none"> <li>• Hate Crime</li> <li>• Hoarding</li> <li>• Debt</li> <li>• Child Sexual Exploitation</li> <li>• Modern Day Slavery</li> </ul> <p>The event was well received and the feedback very positive. A full evaluation will be prepared.</p> <p>A further training event is scheduled for Monday 7th November 2016. Training modules confirmed are:-</p> <ul style="list-style-type: none"> <li>• Dementia</li> <li>• Dementia Friends Information session</li> <li>• Domestic Abuse</li> <li>• Telecare</li> </ul> <p><b>Update – January 2017</b></p> <p>A schedule of training events for 2017 is going to be developed looking to include opening the sessions up to volunteers. It is hoped that will work closely with Support Staffordshire under the Staffordshire VCSE contract to develop the initiative further.</p> <p><b>Update – April 2017</b></p> <p>Cannock Chase Council and Support Staffs are holding a LWT event in June with the specific theme of Young People.</p>	<p>Training delivered to front line staff and managers of Council and other partners services resulting in:</p> <ul style="list-style-type: none"> <li>•Reduced risks for Individuals/families, allowing them to lead safe, healthy, and independent lives.</li> <li>•Practitioners knowing how to get the right services and support in place.</li> <li>•Organisations getting improved value for money</li> </ul>				
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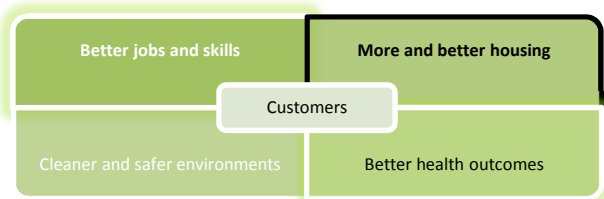


<p><b>Partnership Website, social media development &amp; launch</b></p> <p>The Partnership Website is currently being updated by the Partnerships and Communications Team and will be launched later in the year.</p> <p><b>Update – January 2017</b> The Partnership Website is being launched at the Cannock Chase Partnership &amp; Networking Event on Monday 31st January 2017.</p> <p><b>Update – April 2017</b> The Partnership Website has successfully been launched.</p>					
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**Summary of Progress in Delivering Projects/Actions:**

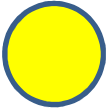




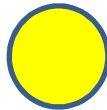
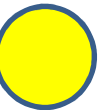
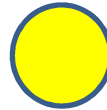

			
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed
2 50%	2 50%	0 0%	0 0%

ITEM NO. 4.



	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend against 15/16
<b>More and better housing: Increasing the supply of affordable housing</b>							
Additional affordable housing <b>2015/16 - 22</b>	65	14	6	40	125	165	
<b>More and better housing: Improving the Council's social housing stock and raising standards in the private rented sector</b>							
Decent Homes Standard for all Council properties	All properties meet DHS.	All properties meet DHS.	All properties meet DHS.	All properties meet DHS.	All properties meet DHS.	All properties to meet DHS	
<b>More and better housing: Planning for the housing needs of the District</b>							
Number of affordable dwellings secured through S106 agreements <b>2015/16- 203</b>	0	0	0	5	5	18	
Housing Need – The total number (net) of housing units overall that are required to be delivered annually by the Local Plan.	The 2016 SHLAA gives a managed delivery target of <b>249 dwellings</b> per annum.*	249 (as per Q1 commentary)	249 (as per Q1 commentary)	249 (as per Q1 commentary)	249	249	

\*The local housing requirement for Cannock Chase is 5,300 dwellings for the plan period 2006- 2028. This gives an annualised completion rate of 241 dwellings (not taking into account previous completions). Taking into account completions from 2006/07 to 2015/16 (2,307 dwellings), the requirement stands at **2,993 dwellings** giving a managed delivery target of **249 dwellings per annum** for the remainder of the plan period.

Strategic Objective					
Increasing the supply of affordable housing					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor</b></p> <p>Project is progressing in line with the programme for delivery by March 2018. 6 properties handed over and let during Q4, 41 properties to date handed over and let.</p> <p>There are 24 properties remaining to be handed over, with completion of all the Council units expected in Q3 2017/18, with full scheme completion (including play areas) by the end of Q4 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>• 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>				
<p><b>Progress the construction of the Green Lane Housing Scheme, Rugeley</b></p> <p>Scheme complete, all 23 units handed over and let during early Q1.</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 Green Lane area</li> </ul>				
<p><b>Progress the redevelopment of 5 former garage sites and other areas of Council owned land</b></p> <p>Cabinet approved the redevelopment scheme on 16/6/16 and Planning applications on 5 sites for the 25 units were submitted at the start of Q2. During Q3 all applications were approved and start on site was achieved on three of the sites during Q4.</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**

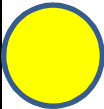

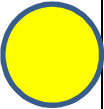

**Implement a range of improvements works as provided for in the 2016-17 HRA Capital Programme**

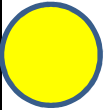

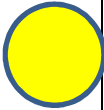
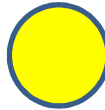
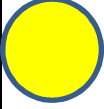

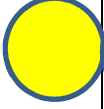

Completed Programmed works against the annual targets, shown in table below:



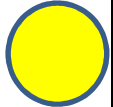

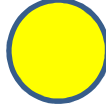



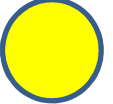







Programme	Total at Q4	Annual Target
No. of properties having gas heating replaced	321	300
No. of properties benefitting from external envelope work	710	720
No. of properties benefitting from electrical upgrading works	677	600
No. of properties benefitting from kitchen replacement	54	70
No. of properties benefitting from bathroom upgrade	310	340
No. of properties benefitting from double glazing works	1146	1178

Gas Heating – We had a higher number of emergency boiler replacements due to issues with some combi boilers not meeting expected life and hence the numbers are high (budget was also increased)  
 External Envelope – slight variance from original figures due to adjustment from RTB sales  
 Electrical Upgrades – fewer re-wires were required so additional upgrades took place which is helping to keep the programme on target with available budgets for 2017-2020  
 Kitchens – budget reduced at start of financial year and target revised to 55, however only 54 kitchens identified as needing upgrade.  
 Bathrooms – budget reduced by £200k end Q.3 to help re-profile spend over the 2017-18 financial year and hence numbers reduced accordingly.  
 Double glazing – fewer numbers due to no accesses and refusals (reflected with slight underspend slippage to 2017-18)





- Meet the needs and aspirations of the Council’s tenants.
- Maintain the Council’s housing stock to the Decent Homes standard.
- Reduce the need for responsive repairs
- Improve the energy efficiency of the Council’s housing stock
- Enhance the appearance of the Councils housing estates.

			
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<p><b>Houses in Multiple Occupation (HMOs) Inspection Programme. Year 2 of a 3 year project. Identification and inspection of HMOs within the District to ensure compliance with the adopted standards.</b></p> <p>The inspection programme is continuing and during this quarter 5 active HMOs have been inspected. 2 prospective HMOs have also been visited and a further 1 former HMO has been removed from the programme as they are currently occupied by a single household. No formal enforcement activity has been necessary this quarter.</p> <p>Performance for the year records total inspections at 15 active HMOs along with the removal of 4 properties from the current list as they are occupied by a single household.</p>	<p>All HMOs will be compliant with the required standards.</p>				
<p><b>Review of voids process to improve turnarounds &amp; sustain tenancies</b></p> <p>Monitor:</p> <ul style="list-style-type: none"> <li>No. of relets for void dwellings undergoing major works – <b>15 properties re-let in Q4</b></li> <li>Average re-let time in days (major works units, including time spent in works) for General Needs and Sheltered properties – <b>53.69 days for Q4</b></li> <li>The overall average relet time for all properties is <b>36.76 days</b> for Q4.</li> </ul> <p>A lean review into the Void process was undertaken in Q3, a task group has been formed and met in November to look further at the process and ways it could be improved, an improvement plan has been drafted and was put into place during Q4.</p> <p>Two new ‘Tenancy Sustainment Officer’ roles have been created and appointed to. Their impact will be monitored through: contacts made, tenants engaged, sustained tenancies etc.. <b>A total of 44 tenants/households were taken on during 2016/17, with a total of 18 tenants having successfully engaged with the TSO service, their cases are now closed with outcomes achieved up to the end of Q4</b></p>	<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 time spent void of units undergoing major works.</li> <li>Reduce rent loss from void dwellings</li> <li>Identifying the right property for the right tenant</li> </ul>				

Strategic Objective					
Planning for the housing needs of the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Secure 18 affordable dwellings through the completion of section 106 Agreements</b></p> <p>A S106 that was due to be signed during 2016/17 for 39 homes was signed on the 30<sup>th</sup> March 2016 so 2015/16 exceeded the performance target. It was anticipated that 18 units would be secured through S106 agreements during 2016/17. However, one S106 didn't complete before March 17 so 5 units were secured.</p>	Meet the need for additional affordable housing.				
<p><b>Work with other local planning authorities in the Local Housing Market area to ensure that we have an up to date Strategic Housing Land Availability Assessment (SHLAA)</b></p> <p>Work on producing the 2016 SHLAA was undertaken during Q1 for publication in Q2 (July). The 2016 SHLAA period covers from 1<sup>st</sup> April 2015-31<sup>st</sup> March 2016.</p>	Sufficient land available to meet the housing needs of the area.				
<p><b>Ensure that the Council can demonstrate that it has a 5 year supply of housing land to underpin the construction of new housing stock across the District</b></p> <p>The 2016 SHLAA contains the 5 year supply summary. SHLAA 2016 indicates a 6.3 year supply.</p>	Sufficient land available to meet the housing needs of the area.				
<p><b>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley</b></p> <p>At Q4 end, discussions still ongoing with Staffordshire County Council and potential developers to determine site viability and take the site forward.</p>	Open market and affordable dwellings to meet housing needs in Rugeley.				

Summary of Progress in Delivering Projects/Actions:

			
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed
<p>4</p> <p>40%</p>	<p>4</p> <p>40%</p>	<p>2</p> <p>20%</p>	<p>0</p> <p>0%</p>



<b>Report of:</b>	<b>Head of Housing &amp; Partnerships</b>
<b>Contact Officer:</b>	<b>Kerry Wright</b>
<b>Telephone No:</b>	<b>01543 464368</b>
<b>Portfolio Leader:</b>	<b>Crime and Partnerships</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Housing, Crime and Partnerships Scrutiny Cttee and Council</b>

**HOUSING, CRIME AND PARTNERSHIPS SCRUTINY COMMITTEE****19 JULY, 2017****COMMUNITY SAFETY SCRUTINY COMMITTEE****ANNUAL REPORT 2016-17****1 Purpose of Report**

- 1.1 This report summarises the work undertaken by the Community Safety Scrutiny Committee during the municipal year 2016-17.

**2 Recommendations**

- 2.1 That Members note the report and approve its submission to Council.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The report summarises the work undertaken by the Community Safety Scrutiny Committee during the municipal year 2016-17.
- 3.2 The Committee received information on:
- (i) the end of year outturn for the Priority Delivery Plan for 2015-16;
  - (ii) Police Performance
  - (iii) Communities Against Crimes of Hate (CACH)
  - (iv) Anti-Social Behaviour Powers (ASB)
  - (v) Local changes to policing

- 3.3 As a result of its work, the Committee made recommendations to the Community Safety Partnership.

#### **4 Relationship to Corporate Priorities**

- 4.1 The Community Safety Scrutiny Committee is responsible for scrutinising matters relating to the Cleaner and Safer Environment priority.

#### **5 Report Detail**

- 5.1 It was agreed in July 2016 by full Council that in future the Scrutiny Committees would produce an annual report for Council on the work undertaken by each of the Committees.

- 5.2 The key role of the Scrutiny Committee is to:

- Hold the executive to account;
- Ensure corporate priorities are met
- Review and develop policies
- scrutinise partners
- consider performance management information

- 5.3 The Community Safety Scrutiny Committee considered the following items during 2016-17:

##### 25 July 2016

- End of Performance Report 2015/16
- Police Performance update (Staffordshire Police in attendance)

##### 5 September 2016

- PDP Q1 2016/17 update
- Communities Against Crimes of Hate (CACH) presentation
- Police Performance update (Staffordshire Police in attendance)
- Anti-social Behaviour Powers presentation

##### 13 December 2016

- PDP Q2 2016/17 update
- Prevent Strategy presentation (Staffordshire Police in attendance)

##### 6 April 2017

- PDP Q3 2016/17 update
- Police Performance and local Policing Changes update (Staffordshire Police in attendance)

- 5.4 The Committee acted as a key consultee on both the Police Performance and Police changes. Committee members received informative presentations on Hate Crime, Anti Social Behaviour and Prevent and asked a number of questions of both the presenters and the Partnership Team.

**6 Implications****6.1 Financial**

None

**6.2 Legal**

None

**6.3 Human Resources**

None

**6.4 Section 17 (Crime Prevention)**

None

**6.5 Human Rights Act**

None

**6.6 Data Protection**

None

**6.7 Risk Management**

None

**6.8 Equality & Diversity**

None

**6.9 Best Value**

None

**7 Appendices to the Report**

None

**Previous Consideration**

None

**Background Papers**

None

<b>Report of:</b>	<b>Head of Housing &amp; Partnerships</b>
<b>Contact Officer:</b>	<b>Nirmal Samrai</b>
<b>Telephone No:</b>	<b>4210</b>
<b>Portfolio Leaders:</b>	<b>Housing and Community Safety</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Housing, Crime and Partnerships Scrutiny Cttee and Council</b>

**HOUSING, CRIME AND PARTNERSHIPS SCRUTINY COMMITTEE****19 JULY, 2017****HOUSING SCRUTINY COMMITTEE****ANNUAL REPORT 2016-17****1 Purpose of Report**

- 1.1 This report summarises the work undertaken by the Housing Scrutiny Committee during the municipal year 2016-17.

**2 Recommendations**

- 2.1 That Members note the report and approve its submission to Council.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The report summarises the work undertaken by the Housing Scrutiny Committee during the municipal year 2016-17.
- 3.2 The Committee received information on:
- (i) the end of year outturn for the Priority Delivery Plan for 2015-16;
  - (ii) progress reports on the Priority Delivery Plan for 2016-17;
  - (iii) Housing Services Presentation
  - (iv) Allocations Presentation
  - (v) Estate Management Presentation; and
  - (vi) Review of Voids Action Plan

- 3.3 As a result of its work and the work of the Housing (Allocations) Sub-Group, the Committee made recommendations to the Cabinet following a mini review of the Allocations Policy.

#### **4 Relationship to Corporate Priorities**

- 4.1 The Housing Scrutiny Committee is responsible for scrutinising the priority for More & Better Housing; Cleaner & Safer Environment; Customers and Better Jobs & Skills.

#### **5 Report Detail**

- 5.1 It was agreed in July 2016 by full Council that in future the Scrutiny Committees would produce an annual report for Council on the work undertaken by each of the Committees.

- 5.2 The key role of the Scrutiny Committee is to:

- Hold the executive to account;
- Ensure corporate priorities are met
- Review and develop policies
- scrutinise partners
- consider performance management information

- 5.3 The remit of the Housing Scrutiny Committee during 2016-17 included:

Housing Services PDP:-

- Increasing the Supply of Additional Affordable Housing Units
- Decent Homes Standard for all Council Properties
- Number of Affordable Dwellings Secured Through Section 106
- Progress on the Redevelopment of Moss Road
- Progress on the Construction of Green Lane Housing Scheme
- Progress on the Development of Former Garage Sites

- 5.4 The Committee considered the following items during 2016-17:

##### 12<sup>th</sup> July 2016

- End of Performance Report 2015-16
- Committee's work programme for 2016-17
- Formation of Housing Allocations Sub-Group

##### 12<sup>th</sup> September 2016

- PDP Q1 2016/17 update
- Overview of Estate Management
- Review of Housing Allocations Policy - Housing Allocations Sub-Group – Update

30<sup>th</sup> November 2016

- PDP Q2 2016/17 update
- Recommendations from Housing (Allocations) Sub-Group
- Estate Management Review – Estate Walkabouts

28<sup>th</sup> March 2017

- PDP Q3 2016/17 update
- Private Sector Housing Services – Overview
- Voids Process Action Plan – Update
- Draft Neighbourhood Plans
- Work Programme – Future Items 2017 – 18
- LGA Briefing – Homelessness Reduction Bill (For Information Only)

5.5 The recommendation was made to Cabinet to amend the Allocations Policy by Housing Scrutiny Committee the changes are set out in the Housing Services Allocations Policy Version 5.0.

<b>6 Implications</b>
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6.1 **Financial**

None

6.2 **Legal**

None

6.3 **Human Resources**

None

6.4 **Section 17 (Crime Prevention)**

None

6.5 **Human Rights Act**

None

6.6 **Data Protection**

None

6.7 **Risk Management**

None

6.8 **Equality & Diversity**

None

6.9 **Best Value**

None

**7 Appendices to the Report**

None.

**Previous Consideration**

None.

**Background Papers**

None.

<b>Report of:</b>	<b>Head of Housing &amp; Partnerships</b>
<b>Contact Officer:</b>	<b>Nirmal Samrai</b>
<b>Telephone No:</b>	<b>01543 464210</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Housing &amp; Community Safety Scrutiny Committee Only</b>

**HOUSING, CRIME AND PARTNERSHIPS SCRUTINY COMMITTEE****19 JULY 2017****WORK PROGRAMME FOR 2017-18****1 Purpose of Report**

- 1.1 To set out the draft work programme for the Housing, Crime and Partnerships Scrutiny Committee for 2017-18.

**2 Recommendations**

- 2.1 That the Committee review the draft work programme for 2017-18 and advise on what they wish to include for the forthcoming year (see Appendix 2).

**3 Key Issues and Reasons for Recommendation**

- 3.1 The scrutiny structure has been designed to ensure effective accountability for the delivery against the Council's key outcomes set out in the Council's Corporate Plan 2015-18.
- 3.2 The Housing, Crime and Partnerships Scrutiny Committee is responsible for scrutinising the priority for Housing, Crime and Partnerships.
- 3.3 The Housing, Crime and Partnerships Scrutiny Committee is encouraged to identify issues that relate to this priority and/or are a priority for local people and communities. If a matter is a recurring issue for the people you, as Councillors, represent, the likelihood is that it is something that the Committee should consider. The more relevant the issue is to local communities then the greater the likelihood of engaging those communities in the scrutiny process and of producing outcomes that will be visible to those communities you represent. Guidance on selecting reviews is included in the Scrutiny Toolkit attached at Appendix 1.



- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 2. Members are also encouraged to propose issues that could be included for consideration in the work programme. The work programme may be revised during the year as necessary.

#### **4 Relationship to Corporate Priorities**

- 4.1 The remit of the Housing, Crime and Partnerships Scrutiny Committee is linked to the Council's corporate priority for Housing & Community Safety.

#### **5 Report Detail**

##### **Background**

- 5.1 The Housing, Crime and Partnerships Scrutiny Committee is responsible for scrutinising the priority for Housing, Crime & Partnerships.
- 5.2 The Council has identified 4 strategic objectives for this priority. The Committee has responsibility for holding the relevant Cabinet Members to account in regard to delivering the following strategic objectives:-

##### **More & Better Housing**

- Increasing the supply of affordable housing
- Planning for the housing needs of the District
- Improving the Council's social housing stock

##### **Cleaner & Safer Environments**

- Working with partners to foster safe and strong communities

##### **Developing the Work Programme**

- 5.3 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy is attached at Appendix 1.
- 5.4 In developing the work programme Members are encouraged to consider the following questions:
- Is the matter a concern to local people? (You may wish to reflect on topics raised with you when canvassing).
  - Is the issue an identified priority for the Council or partners?
  - Does the issue relate to an area of service with a trend in weak performance?
  - What difference could scrutiny make?
  - What would happen if you did not look at this issue?
- 5.5 To further assist Members in developing the work programme:

- A copy of the PDP for Housing, Crime & Partnerships is attached at Appendix 3; and
  - details of the services that fall within the remit of the Committee, together with key projects and topical issues, are given in Appendix 4.
- 5.6 The Work Programme can be revised during the year to reflect emerging priorities, but it is important to plan ahead and allow time for reports to be prepared and invitations to be sent to relevant parties.
- 5.7 Whilst it is for the Committee to determine what they want to include in the Work Programme, a draft Work Programme is attached at Appendix 2 to this report which includes some standing items (eg PDP updates) and some suggestions as to potential reviews.

### **Undertaking the Scrutiny reviews**

- 5.8 Once Members have identified the matters they wish to scrutinise, consideration should be given to scoping the subject in more detail including the timing and method of scrutiny to be used. Support in this process will be given by the Lead Officer for the Scrutiny Committee.
- 5.9 Members may wish to:
- Allocate the work to a small working group of Members to investigate the issue over a period of 2-3 months (this may involve visits to see how services are working in practice);
  - Invite expert witnesses to give their views;
  - Seeking the views of service users and/or the general public.
- 5.10 Members should also consider what they can do to support the review eg:
- Undertaking research eg via the internet;
  - Seeking the views of ward members or specific interest groups

### **Reporting on Scrutiny Reviews**

- 5.11 In addition to reporting to the Committee on the outcome of any reviews, the Committee may wish to make recommendations to Cabinet or another Committee.
- 5.12 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's Work Programme.

<b>6 Implications</b>
-----------------------

**6.1 Financial**

Any costs to be incurred in undertaking any review will need to be contained within existing budgets.

**6.2 Legal**

None

**6.3 Human Resources**

None

**6.4 Section 17 (Crime Prevention)**

None

**6.5 Human Rights Act**

None

**6.6 Data Protection**

None

**6.7 Risk Management**

The key aspects of risk management in regard to scrutiny work programmes are:

- ensuring that there are clear outcomes from the scrutiny process that impact positively upon the services users/communities within the District and link to corporate priorities; and
- that there is adequate capacity for the committee to complete the work that has been agreed.

**6.8 Equality & Diversity**

The Council has a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering work programme items, especially when undertaking reviews of policy, the scrutiny committees must always consider whether their recommendations may impact differently on various individuals/sections of the community.

**6.9 Best Value**

Work programmes which are effectively prioritised will ensure that scrutiny activity is focused where it can be of greatest benefit.

**7 Appendices to the Report**

Appendix 1: Scrutiny Toolkit

Appendix 2: Draft Work Programme

Appendix 3: PDP for Housing, Crime & Partnerships Priority Delivery Plan for 2017-18

Appendix 4: Overview of services and issues falling with the Committee's remit

**Previous Consideration**

None

**Background Papers**

None

Appendix 1

# Overview and Scrutiny Toolkit

## Appendix 1

**Overview and Scrutiny Toolkit****CONTENTS**

<u>Section</u>	<u>Page(s)</u>
Introduction	2
What is Scrutiny	2
Understanding Scrutiny	2 - 3
The Scrutiny Role:	4 – 7
Policy Development and Review	5
Holding the Executive to Account	5 – 6
Performance Management and Review	6 - 7
External Scrutiny of Partners	7
Who Does What?	7 – 8
What are the responsibilities of the Scrutiny Committees?	8
Developing the Work Programme	9 – 10
Undertaking a Review:	11 – 17
Agreeing the Issue	12
Determine the nature of member involvement	13
Scoping Exercise	14
Engage Public and Partners	14
Gather the Evidence	14 – 16
Formulate Recommendations and Reporting	17
Follow-up	17

## **INTRODUCTION**

This toolkit aims to help Members of the Scrutiny Committees to understand their role and the work of the Scrutiny Committees. It provides guidance on how to undertake reviews.

The toolkit should be read in conjunction with the Terms of Reference for the Scrutiny Committees which can be found in Part 3, Section 16 of the Constitution

## **WHAT IS SCRUTINY?**

Overview and scrutiny is one of the most important mechanisms by which councillors can improve the lives of local people through good governance. Overview and scrutiny places members at the heart of policy-making and holding the Cabinet to account.

But, however good an authority is in terms of its processes, 'successful' overview and scrutiny has to involve tangible and substantive outcomes. This means that Scrutiny Committees must be able to demonstrate that they have:

- Held the decision-makers to account;
- Supported the development of effective policies and initiatives, which have a beneficial impact on the community;
- Contributed significantly to continuous improvement in services;
- Positively impacted on the work and outcomes of partners;
- Had an effect on local people's lives.

## **UNDERSTANDING SCRUTINY**

Overview and scrutiny was established in the Local Government Act 2000, which was amended variously in 2003, 2007, 2009 and 2011. The Act gives significant flexibility to local areas as to how they carry out scrutiny, but all councils operating under the leader-cabinet system (of which Cannock Chase is one) must have at least one overview and scrutiny committee.

Overview and scrutiny committees have, in law, power to require cabinet members and council officers to attend, to require that information be provided in a format which the committee can specify, and to require that cabinet makes a response to any recommendations which the committee might make.

Other Acts of Parliament give additional powers to scrutiny to hold other partner organisations to account – in particular, local NHS bodies and organisations who sit on local Community Safety Partnerships. Overall, a good rule of thumb is to note that scrutiny, further to changes made by the Localism Act 2011, may look at anything which "affects the authority's area or the area's inhabitants".

It is likely that, irrespective of scrutiny's legal powers, negotiation and discussion will be a precursor to the invitation of any non-council partner to a scrutiny meeting.

Scrutiny helps the Council review decisions and policies and question whether they are right for the Cannock Chase District. It monitors the Council's own achievements against its planned targets. It enables reviews to be carried out in relation to services provided by partners on issues of public concern.

In undertaking these roles, Scrutiny aims to engage service users and the wider public.

The scrutiny process provides the opportunity for members of the Council to examine services provided, to ask questions on how decisions have been made, to consider whether service improvements can be put in place and to make recommendations.

Scrutiny members assist in developing the Council's objectives through their work programmes.

Scrutiny members will conduct time-limited reviews in order to make recommendations for the Cabinet or Council to consider. Committee Chairmen, will, where appropriate, run meetings as informally as possible by promoting discussions between members and invited guests who may be service users or external experts who can offer advice to the review.



## **THE SCRUTINY ROLE**

Scrutiny does not have just one role, but many; examples are given below:

- Holding the executive to account
- Policy review
- Policy development
- External scrutiny of partners
- Improvement, performance management and review
- Ensuring corporate priorities are met
- Engaging partner organisations
- Engaging the public
- Providing satisfying and meaningful roles for non-executive councillors

This handbook examines how to undertake the four key roles for overview and scrutiny at Cannock Chase Council:

- Policy development and review;
- Holding the executive to account;
- Performance management and review;
- External scrutiny of Partners.

## **1. Policy Development and Review**

### What is Policy Development and Review?

Policy development involves shaping the formulation of key plans and policies, through examining alternatives against needs, resources and other issues. It involves a committee or group of members looking at an issue long enough before a decision is made to allow scrutiny's work to influence what that decision ultimately looks like.

Policy reviews can take a number of different forms: 'big picture' reviews, for example, reviewing the impact of housing policy within an authority; or more focused reviews, for example, reviewing the decoration allowances schemes. Usually, the focus is on examining whether the intended policy outcomes have been achieved, but committees could explore other issues such as take-up of services, awareness, the processes involved and so on.

This role can be interpreted as the "overview" side of overview and scrutiny. It is about adding value by influencing policy, and decisions, well before it is implemented.

## **2. Holding the executive to account**

### What is holding the executive to account?

This comprises two principal aspects:

- Scrutinising decisions before they are implemented – known as the Call-in Procedures.
- Scrutinising decisions taken after they have been implemented.

The role can be interpreted as the 'scrutiny' side of the overview and scrutiny role; examining executive agendas, minutes, forward plans in detail and using call-in or other mechanisms to comment or intervene in the decision-making process.

### Call-in Procedures

A key function of a Scrutiny Committee is to hold the Executive to account for the discharge of its functions including scrutinising Executive decisions before they are implemented – known as "Call-in".

The full call-in procedure is set out in the Scrutiny Procedure Rules contained in Part 4, Section 31, of the Council's Constitution.

Call-in can be used whenever an Executive decision, which is not made under Special Urgency Rule 15 of Section 28 of the Constitution (Access to Information Procedure Rules), is not yet implemented. The effect is to prevent implementation until the relevant Scrutiny Committee has examined the decision and made no referral and recommendation to either Cabinet or Council, or the referral has been decided by Cabinet or Council in favour of the decision.

Legally, councillors may cite any reason for a call-in. However, in the interests of good governance and ensuring that members can consider the proposal meaningfully, there must be a sound reason to do so; for example:

- (a) Members have evidence which suggests that the Executive did not take the decision in accordance with the principles set out in Section 10 of the Constitution (Decision Making);
- (b) Proportionality (action was not appropriate to the outcome);
- (c) The decision has detrimental financial or social effects;
- (d) Professional advice had not been followed;
- (e) The decision has not been made in accordance with the Budget and Policy Framework. (In these circumstances the Members of a Scrutiny Committee may wish to seek the advice of the Monitoring Officer).

Following a debate on the Call-in, the Scrutiny Committee may:

- (a) reject the motion;
- (b) refer the decision back to the Cabinet for reconsideration with a Recommendation; or
- (c) refer the matter to full Council with a recommendation for a decision

Any Member proposing that a matter be called-in should first discuss this with the appropriate Portfolio Leader or in his/her absence the Council Leader or Deputy Leader. This provides opportunity for detailed explanation of the decision and further information. While it is not legally required that Members proposing the a matter be called in should do this, it is strongly recommended given that this may either result in a mutual agreement that a call-in is not necessary and the issue resolved through other means, and/or it may help the Member to propose the call-in in a way that makes productive dialogue on the issue more likely at committee. It will also help the Portfolio Holder to be able to engage constructively with the call-in proposal as it progresses – for example by providing evidence to the committee.

### **3. Performance Management and Review**

Scrutiny Members have a key role to play in helping to improve the performance of the authority. They do this by assessing performance data against performance indicators and also scrutinising external performance and inspection reports.

The Council's performance management framework provides a regular cycle of reporting of performance information to Scrutiny via the respective Priority Delivery Plans (PDPs) for each Committee.

## **4. External Scrutiny of Partners**

### What is external scrutiny?

The primary purpose of external scrutiny is to scrutinise the work and impact of external agencies (partners) on a council's community. These may be other public agencies such as health service organisations or voluntary and private sector organisations. It is worth noting that the division between "internal" and "external" scrutiny is increasingly blurred, as councils deliver more and more services in partnership with a range of other bodies. However, for scrutiny, the relationship with partners is managed under different legislation, which may require that a different approach is taken.

The Council has established a Health Scrutiny Committee under the provisions of the Health and Social Care Act 2001 (as amended by the Health and Social Care Act 2012) to act as a lever to improve the health of local people.

The Health Scrutiny Committee encourages participation from the Clinical Commissioning Group and looks at ways to address health inequalities within the District. The Committee also scrutinises the work of NHS bodies.

## **WHO DOES WHAT?**

Cannock Chase Council now has 4 Scrutiny Committees based on the Council's Corporate Plan and strategic objectives:

- Customers and Corporate
- Economic Development and Town Centres
- Health, Culture and Environment
- Housing, Crime and Partnerships

## What are the responsibilities of the Scrutiny Committees?

The terms of reference for the Scrutiny Committees are laid out in Part 3, Section 16, of the Council's Constitution and are summarised below:

Scrutiny Committee	Terms of Reference
Customers and Corporate	<ul style="list-style-type: none"> <li>• <i>Customers &amp; Corporate PDP</i></li> <li>• Corporate Issues</li> <li>• Budget Consultation</li> <li>• Finance</li> <li>• Civic Support</li> <li>• Corporate &amp; Support Services – i.e. HR, Governance, Legal, Technology, Communications, Customer Services (inc. Social Alarms)</li> </ul>
Economic Development and Town Centres	<ul style="list-style-type: none"> <li>• <i>Economic Development and Town Centres PDP</i> (including Education)</li> <li>• Economic Development and Planning</li> <li>• Building Control</li> <li>• Markets</li> <li>• Land and Property Holdings (excluding HRA property)</li> <li>• Town Centre Regeneration</li> <li>• Performance Management of the Locality Partnership Plan for “Increased Economic Prosperity”</li> </ul>
Health, Culture and Environment	<ul style="list-style-type: none"> <li>• <i>Health, Culture and Environment PDP</i></li> <li>• The Statutory Functions of the Council's Health Scrutiny Committee under <u>the Health and Social Care Act, 2001 and Regulations made under that Act</u></li> <li>• Health and Wellbeing</li> <li>• Environmental Health and Licensing</li> <li>• Local Taxation and Benefits</li> <li>• Culture and Sport (including Parks and Open Spaces)</li> <li>• Bereavement Services</li> <li>• Street Cleansing and Grounds Maintenance</li> <li>• Waste &amp; Engineering Services</li> <li>• Countryside Service, Trees, and Allotments</li> <li>• Environmental Protection and Private Sector Housing</li> <li>• Performance Management of the Local Partnership Plan for “Improved Health and Wellbeing”</li> </ul>
Housing, Crime and Partnerships	<ul style="list-style-type: none"> <li>• <i>Housing, Crime and Partnerships PDP</i></li> <li>• The Housing Service</li> <li>• Community Safety</li> <li>• CCTV Partnerships</li> <li>• Performance Management of the Locality Partnership Plan for “Increased Community Safety”</li> </ul>

## **DEVELOPING THE WORK PROGRAMME**

Members have a key role to play in developing the work programme for the Scrutiny Committees and it is important that manageable programmes are developed. The Scrutiny Committees will need to filter potential items of work; to be selective and to prioritise.

Given the limited resources available, in particular the constraints on member and officer time, it is unrealistic to select more than a few items for intensive review. Realistically, a single committee cannot undertake more than two in-depth reviews per year.

In developing the work programme Members are encouraged to consider the following questions:

**Public interest** – the concerns of local people should influence the issues chosen. Things to think about include:

- Any issues raised with you when canvassing;
- Have any surveys or research undertaken by the Council identified any concerns
- is the issue an identified priority for the Council or partners

**Ability to change** - priority should be given to issues that the Committee can realistically influence. Think about what difference Scrutiny could make and what would happen if you did not look at this issue.

**Performance:** priority should be given to areas in which the Council and Partners are not performing well. You should consider, the scale of the underperformance, whether it is a one off or whether there is an ongoing issue. Has the service been flagged up in an external inspection report for poor performance?

**Extent:** priority should be given to issues that are relevant to all or a large part of the District

**Replication:** work programme must take account of what else is happening to avoid duplication or wasted effort

Work programmes should be determined at the start of each municipal year and reviewed and revised regularly. Any reviews not started or completed by the year end can be referred for consideration as part of the following year's work programme. The best advice is to start small, learn what works well and what does not and then be more ambitious. It is far easier to add items to the workload than to remove them.

Different items may require different approaches. For example, the Scrutiny Committees can examine the Forward Plan, but may only choose to examine one or two items in any depth. Similarly, if the Scrutiny Committee is asked their views by the Cabinet on key policies and plans, such consultation does not have to involve in-depth investigation.

Similarly with reviews, a more selective approach should be taken, examining more problematic areas in greater depth and others with a lighter touch may prove to be more beneficial.

Members will also need to think about how to manage the workload, whether issues are considered by the whole committee, whether a task and finish group is set up or whether 'paired members' or individual 'lead' members are used.

## UNDERTAKING A REVIEW

Scrutiny reviews need to be carefully planned and managed through their various stages. It is suggested that the following approach be adopted for all scrutiny reviews.

Stage 1	<u>Agree the issue</u>
Stage 2	<u>Determine the nature of member involvement</u>  The Scrutiny Committee will agree how the issue is to be investigated and will agree the membership of any working group.
Stage 3	<u>Scoping exercise</u>  At the first meeting, the committee/work group should identify the overarching question for the review (what are they trying to achieve), the information required and the organisations that need to be involved. The timetable of meetings of estimated completion date should also be agreed. Agree the work to be done and who by.
Stage 4	<u>Engage Public and Partners</u>
Stage 5	<u>Gather the evidence</u>  Oral and written evidence
Stage 6	<u>Formulating recommendations and reporting</u>  The data and evidence gathered will need to be reviewed in order to form conclusions and recommendations. The final report will then be presented to the full Committee and Cabinet and/or Council.
Stage 7	<u>Follow-up</u>  Members will need to consider how the review will be followed up or evaluated. It may be helpful to have an action plan or some performance measures to form the basis of any monitoring.



## **Stage 1: Agree the Issue**

The first step is for scrutiny members to be sure that the subject to be reviewed is significant. Undertaking in-depth reviews is resource-intensive – of member and officer resources. Investing such a high level of resources should only be undertaken for **high priority issues**.

The following are criteria which, alongside the PAPER issues from page 9, could be used to ‘check’ a topic against, to ensure that it would make a worthwhile review:

- Issue identified by members as key issue (through members’ surgeries and other constituency activities);
- Performance issues within a service (e.g. significant under or overachievement of targets);
- Service considered to be important by the community (through market research, citizens’ panels and so on);
- High level of user/general public dissatisfaction with service;
- Public interest issue highlighted in local media;
- High level of budgetary commitment to policy/service area;
- Persistent financial issues e.g. significant under or overspends.
- Council corporate priority area;
- Central government priority area;
- Issue raised in Inspection Reports
- Issue referred by the Cabinet or the Audit & Governance Committee
- New government guidance or legislation.

## **Stage 2: Determine the nature of member involvement**

The committee will need to decide how members will drive the review. There are three possible approaches to member involvement:

- The whole committee investigates the issue;
- A task and finish working group is established to drive the investigation;
- Individual or paired members drive the review.

For the majority of reviews the first two are likely to predominate, although individual or paired members may be used to review particular aspects of the subject area. Whichever approach is adopted, all activities should be conducted in the same spirit with the same willingness to experiment, challenge and explore different ways of doing things. Members are encouraged to take an active role in reviews, eg undertaking their own research on the internet, through visits, etc.

Vital to the whole review activity is that members take full control of which policy problems and solutions are explored and how that exploration takes place. Members need to take responsibility for, and ownership of, the outputs and outcomes of reviews.

## **Stage 3: Scoping Exercise**

Any resource-intensive review requires careful project planning and the better the planning *beforehand* the more successful the review will be in the longer term. There are 4 key issues to consider when scoping the review:

- What are the core questions the review is seeking to answer? (no more than 3)
- What is the purpose of the Review? (in one sentence)
- What will not be included?
- What is the timescale?

Careful project management involves drawing up a project plan for the review. Time spent planning is time well spent, and if a review scope is robust it makes it less likely that there will be pressure to modify if once work is under way.

Such a plan should cover:

- A fixed period for the activity
- The creation by members of a 'terms of reference' for the review
- Calling of independent and expert witnesses
- Hearing of evidence from stakeholders, communities and citizens, led by members
- Member visits, information and data collection: qualitative and quantitative
- A series of events at which members sift, discuss and assess evidence gathered
- Checking of member responses to evidence and data with stakeholders, communities, citizens and experts
- Final report to Council and/or Cabinet Decision by Council and/or Cabinet reported to the committee
- Review and up-date of the implementation or development of the policy – with targets and criteria for assessment

## Stage 4: Engage Public and Partners

If Scrutiny Committees are going to realise their potential in terms of contributing to the community leadership work of their authorities, then they have to engage the public and partners. Developing such an outward focus is challenging for overview and scrutiny. Before starting the review, Members should consider *whether* and *how* to best engage the public and / or partners.

Consideration could be given to the following:

- Can the public/partners/ be involved as participants in the review?;
- Can the public/partners serve as co-opted members?;
- Can the public/partners be invited as observers/spectators?;
- Can the public/partners be invited as witnesses to give evidence?

## Stage 5: Gather the evidence – written and oral evidence

Careful consideration will need to be given to the timescale for gathering, analysing and presenting evidence. A balance will also need to be struck between written and oral evidence.

### Written and Secondary Evidence

This stage of the review involves the following:

- Calling for written evidence from a range of internal and external individuals and organisations. This very much follows the parliamentary select committee approach. It is likely to be ineffective in and of itself, unless the subject under study is one of considerable public interest;
- Reviewing existing internal council plans, policies, strategies, and reports which are relevant to the subject area;
- Reviewing relevant Government guidance, legislation and documentation;
- Reviewing relevant guidance, good practice guides from national and regional bodies (such as LGA, Centre for Public Scrutiny);
- Reviewing good and innovative reports and plans from other authorities.

It is likely that a significant amount of evidence will have been gathered to contribute to the scoping of the report (see above). Members will then need to return to the same documents to review them in light of the focus that has been agreed for the review.

### Oral Evidence

If the authority has gathered written evidence from a range of organisations, then it can use this evidence as a guide for inviting a selected number of organisations to provide oral evidence to the committee or panel.

Generally, internal witnesses would include:

- Relevant cabinet member(s);
- Relevant senior officers;

External witnesses can be drawn from a wide range of individuals and organisations. Scrutiny has the power to invite anyone, but not many people can be compelled to attend, so care and delicacy is usually required when approaching people – particularly those who are likely to be unfamiliar with local government and the scrutiny process.

Potential invitees might include:

- Members and officers from other local authorities;
- Senior officers from external local public agencies e.g., health authorities, Learning and Skills Councils and so on;
- Senior officers from external regional public agencies e.g., Government Officers, Local Enterprise Partnerships ;
- Representatives from local voluntary sector organisations, regional organisations and national organisations;
- Representatives from professional associations;
- Representatives from trade unions;
- Representatives from the private sector (chamber of commerce and so on);
- Representatives of user groups (local, regional, national);
- Community representatives;
- Recognised experts in the subject area (academics, public or private sector managers).

A successful witness package needs to consider:

- Who are the key stakeholders whose views should be represented?
- How do we ensure a good balance between different views?
- Who will make good witnesses (in a public setting)?
- Who is likely to be intimidated by a formal setting?
- Would a more informal/localised setting be more beneficial?

When inviting witnesses to a meeting, there are a number of issues which should be considered:

Determining the right location

Many oral hearings are best undertaken in committee rooms which can be properly equipped for such work. However, some meetings which intend to gather oral evidence are better undertaken outside of the civic suite, for example in schools, community centres, leisure venues and so on. Such meetings can have very specific advantages:

- They can increase partner and public turnout and engagement in the process;
- More local, less formal, surroundings can put witnesses more at their ease.

Getting the right layout

For a formal oral hearing, the parliamentary select committee's horseshoe table layout is particularly effective. This is likely to be most appropriate where a witness – a council officer or cabinet member – is being held to account.

Briefing witnesses beforehand

It is important that internal and external witnesses are given a clear briefing of what to expect beforehand.

Where possible, witnesses should be given a indication of the areas/themes to be covered at the meeting

At the meeting, the Chairman should explain the role of the working group, its terms of reference and the process to be followed at the meeting. The witness should be given the opportunity to ask questions in order to clarify their role.

Checking evidence with witnesses

It is always good practice to send written records of oral hearings to witnesses to ensure accuracy.

Other Methods

Gathering written and oral evidence are not the only methods available to Scrutiny Committees; other examples are listed in the table below. The skill is to match the review with the appropriate methods.

<b>Scrutiny Processes and Activities:</b>	
Internal Processes	Discussions within meetings
	Officer reports and presentations
	Interviewing officers
	Interviewing executive members
	Desk-based review of internal and external documentation, e.g. relevant strategies, policies and budgets, reviewing webcasts and other online media
	Site visits within the authority
External Processes – general	Interviewing expert witnesses
	Visit to other authorities and other organisations
External Processes – engaging partners	Co-option of representatives of partner organisations
	Joint working party with partner organisations
	Interviewing representatives of partner organisations
	Visits to view work of partners
	Workshops/discussions with partners
External processes – engaging the public and users of the service	Co-option of representatives of user groups
	Interviewing representatives of user groups
	Workshops with representatives of user groups
	Public meetings
	Press releases and media launches

There is no specific funding available to cover any costs associated with organising visits or other expenses. However, it will generally be possible to cover minimal costs from within existing service budgets. Where it is not possible to do this, the Scrutiny Committee would either need to consider alternative ways of gathering the information that they require or they will need to submit a request to establish a budget to the Cabinet in the first instance.

## **Stage 6: Formulating Recommendations and Reporting**

Members will need to review the data and evidence that has been collected to form their conclusions and recommendations and draft their report. Support will be available from officers to assist in drafting reports

Good reports:

- Are evidence-based, outlining the written, oral and other evidence presented to the committee;
- Are brief;
- Are user friendly, written in plain English;
- Use, where relevant, photographs, graphs, charts and other visual aids to engage the readers;
- Include a brief, concise summary;
- Include a small number of SMART (specific, measurable, accurate, realistic and timely) recommendations.

Sending draft reports to those individuals and organisations who provided evidence is also seen as good practice. Participants should also be given the opportunity to comment on any recommendations relating to their area of participation. This process also allows factual errors to be identified, and disagreements with conclusions noted – something which may affect how the final recommendations are drafted.

If a working group has been established, its report and recommendations must be presented to and approved by its “parent” Scrutiny Committee before referring it to Cabinet. Cabinet should then be given the opportunity to comment on reports and it should determine its response to reports and action any agreed recommendations. Legally, Cabinet is obliged to respond to scrutiny within 2 months of recommendations being submitted, and the scrutiny committee may specify what form this response should take.

Any decision of the Cabinet in respect of the report will be referred to the next meeting of the Scrutiny Committee together with its observations.

## **Stage 7: Follow-up**

Follow-up is key to successful reviews. Progress reports on actions taken from the review are valuable six months after the initial review has been completed. On completion of the review, Members should consider what follow-up action will be taken, and this should be taken account of in the way that recommendations are framed.

Sometimes issues may arise which do not merit a formal report but which a Scrutiny Committee or Chairman consider are worth raising with the Cabinet Member or Senior Officer. There is nothing to prevent this being done through informal dialogue but the Committee may wish to seek feedback on how the issue is to be taken forward.

**Appendix 2****Proposed Work Programme for 2017-18 for  
Housing & Community Safety Scrutiny Committee**

<b>Meeting Date</b>	<b>Item</b>
19 <sup>th</sup> July 2017	<ul style="list-style-type: none"> <li>• End of Year Report - Housing Scrutiny Committee</li> <li>• End of Year Report – Community Safety Scrutiny Committee</li> <li>• Review of QTR 4 Performance (Housing) 2016 – 17</li> <li>• Review of QTR 4 Performance (Community Safety) 2016 – 17</li> <li>• Prevent Action Plan – Verbal Update</li> <li>• Voids Action Plan – Verbal Update</li> <li>• Cannock Policing Team – Verbal Update</li> <li>• Work Plan – Agree Scrutiny Item for 2017 – 18</li> </ul>
23 <sup>rd</sup> November 2017	<ul style="list-style-type: none"> <li>• Housing &amp; Community Safety PDP Progress Report April to September 2017</li> <li>• Prevent Action Plan – Verbal Update</li> <li>• Voids Action Plan – Verbal Update</li> <li>• Cannock Policing Team – Update</li> </ul>
22 <sup>nd</sup> March 2018	<ul style="list-style-type: none"> <li>• Housing &amp; Community Safety PDP Progress Report October to December 2017</li> </ul>

**Carried Forward Proposed Work Programme Items (Housing Scrutiny Committee 2016 -2017)**

- Tenancy Sustainability Strategy – Proposals
- Tenant Census – Updating Household Details

**Suggestions for Reviews:**

- Anti Social Behaviour Strategy – Cross Cutting Topic
- Anti Social Behaviour Policy – Cross Cutting Topic
- Hate Crime Policy – Cross Cutting Topic
- Domestic Abuse – Cross Cutting Topic

**Housing, Crime and Partnerships Priority Delivery Plan 2017-18**

	<b>Target 2017-18</b>
<b>Increasing the supply of affordable housing</b>	
<b>More and better housing: Increasing the supply of affordable housing</b>	
Number of affordable housing completions	160
<b>More and better housing: Planning for the housing needs of the District</b>	
Number of affordable dwellings secured through S106 agreements	45

<b>Strategic Objective</b>		
<b>Increasing the supply of affordable housing</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor</b>	<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>	Scheme completion March 2018 Remaining 19 properties delivered by December 2017. Completion of two new play areas contained within the scheme by March 2018
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Progress the redevelopment of 5 former garage sites and other areas of Council owned land to build 25 new properties for Council rent. Extend scheme by a further 14 properties on 6 additional sites utilising GBSLEP funding.</b>	<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>	25 properties by March 2018

**Strategic Objective**



<b>Improving the Council's social housing stock and raising standards in the private rented sector</b>																
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>														
<p><b>Implement a range of improvements works as provided for in the 2017-18 HRA Capital Programme</b></p> <p>Programme works are on track to meet annual targets, see table below:</p> <table border="1"> <thead> <tr> <th><b>Programme</b></th> <th><b>Annual Target</b></th> </tr> </thead> <tbody> <tr> <td>No. of properties having gas heating replaced</td> <td>275</td> </tr> <tr> <td>No. of properties benefitting from external envelope work</td> <td>635</td> </tr> <tr> <td>No. of properties benefitting from electrical upgrading works</td> <td>600</td> </tr> <tr> <td>No. of properties benefitting from kitchen replacement</td> <td>60</td> </tr> <tr> <td>No. of properties benefitting from bathroom upgrade</td> <td>260</td> </tr> <tr> <td>No. of properties benefitting from double glazing works</td> <td>525</td> </tr> </tbody> </table>	<b>Programme</b>	<b>Annual Target</b>	No. of properties having gas heating replaced	275	No. of properties benefitting from external envelope work	635	No. of properties benefitting from electrical upgrading works	600	No. of properties benefitting from kitchen replacement	60	No. of properties benefitting from bathroom upgrade	260	No. of properties benefitting from double glazing works	525	<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 Councils housing estates.</li> </ul>	
<b>Programme</b>	<b>Annual Target</b>															
No. of properties having gas heating replaced	275															
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	<b>Target 2017-18</b>
<b>Cleaner and safer environments: Working with partners to foster safer and stronger communities</b>	

Satisfaction with local area (Feeling the Difference Survey)	
<p><b>Committed Crime Over Time (Variation)</b> All crime groupings – Acquisitive crime, Violence against the person, Sexual Offences, Police generated crime and other</p> <p>ASB Incidents Over Time (Variation) – Police data ASB – Number of referrals to ASB Champion – Victim Support data</p> <p>Hate Crime Incidents Over Time (Variation) – Police data Hate Crime – Number of self referrals to CACH – CACH data</p>	These are all measures only and will be reported quarterly.

<b>Strategic Objective</b>		
<b>Working with partners to foster safer and stronger communities</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Explore the feasibility of introducing charges for CCTV evidence requested by Staffordshire Police and insurance companies</b>	FRP option	
<b>Explore offer from West Midlands CA (Transport for WM) re CCTV provision</b>	FRP option	
<p><b>Lead and roll-out the “Let’s Work Together” project across the District</b></p> <p>Produce programme of training sessions for CCDC staff and members, and partner organisations.</p>	The programme will be designed to deliver against the Cannock Chase LSP priorities.	<p>Quarter 1 – Develop Programme</p> <p>Quarter 4 – Training Sessions Delivered</p>
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Develop a District Wide Anti Social Behaviour &amp; Hate Crime Policy</b>	<ul style="list-style-type: none"> <li>Consistent approach to handling reports of anti social behaviour</li> </ul>	Quarter 1 – Research Best Practice

	<ul style="list-style-type: none"> <li>• Managing Partner expectations</li> <li>• Number of ASB Victims and witnesses supported</li> <li>• Increased reassurance</li> <li>• Number of referrals and from where</li> </ul>	<p>Quarter 2 – 3 Draft Policy</p> <p>Quarter 4 – Final Policy</p>
<p><b>Raise awareness of the Community Trigger by providing workshops for staff, members and partners.</b></p>	<p>Increased awareness and use of the Community Trigger.</p>	<p>Quarter 1 – Design Programme</p> <p>Quarters 2 to 4 – Deliver 3 Workshops</p>

**Services and Issues falling within the Committee's remit**

<b>Service Area</b>	<b>Sub-Areas</b>	<b>Key Projects and Issues</b>
<b>Housing Services</b>	<b>Tenancy Management Allocations</b>	<b>Implications of Housing &amp; Planning Act 2016 Tenancy Sustainment Delivered – Monitor joint working with Building Resilient Families &amp; Communities Programme</b>
	<b>Estate Management</b>	<b>Develop Neighbourhood Plans Review Anti Social Behaviour Policy &amp; Procedure</b>
	<b>Money Management</b>	<b>Roll out of Universal Credit</b>
	<b>Housing Strategy</b>	<b>New build – redevelopment of garage sites &amp; review existing garage sites</b>
		<b>Review Compliance with HCA Tenant &amp; Empowerment Standard</b>
	<b>Homelessness &amp; Housing Options</b>	<b>Homelessness Reduction Bill  Provide more advice and assistance to prevent homelessness</b>
	<b>Void Management Housing Maintenance Responsive Repairs</b>	<b>Implement Void Action Plan  Develop and Measure KPI's</b>
	<b>Housing Property Services</b>	<b>Improvement Programme underway and on track</b>
<b>Partnerships Community Safety &amp; CCTV</b>	<b>Partnerships</b>	<b>Review &amp; refresh Partnerships Priorities &amp; Structures (Financial Recovery Plan)</b>
	<b>PREVENT Agenda</b>	<b>Deliver &amp; monitor against the PREVENT Action Plan</b>

<b>Service Area</b>	<b>Sub-Areas</b>	<b>Key Projects and Issues</b>
	<b>Community Safety</b>         <b>CCTV</b>	<b>Manage Community Safety Hub Referrals</b>  <b>Deliver, Monitor &amp; Evaluate the Community Safety Delivery Plan (Funded by Officer for Police Crime Commissioner (OPCC))</b>  <b>Develop New Policies &amp; Procedures in conjunction with Housing – Anti Social Behaviour; Hate Crime &amp; Domestic Abuse</b>  <b>Procure New Control Room Equipment</b>  <b>Set up New Control Room &amp; Relocate Existing Team</b>
<b>Safeguarding Lead</b>	<b>Vulnerable Adults &amp; Children Lead Officers</b>	<b>Review &amp; Update Policy and ensure referrals are made within appropriate timescales</b>  <b>Complete Annexe 11 Audit</b>