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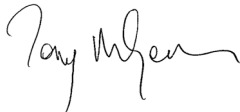
26 June, 2018

Dear Councillor,

**PROMOTING PROSPERITY SCRUTINY COMMITTEE  
4:00 PM ON WEDNESDAY 4 JULY, 2018  
ESPERANCE ROOM, CIVIC CENTRE, CANNOCK**

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

Yours sincerely,



**T. McGovern,  
Managing Director**

To: Councillors:

Davis, Mrs. M.A. (Chairman)  
Sutherland, M (Vice-Chairman)

Dudson, A.	Lea, C.I.
Foley, D.	Startin, P.D.
Grice, Mrs. D.	Stretton, Mrs. P.Z.
Hewitt, P.M.	Tait, Ms. L.
Hoare, M.W.A.	Wilkinson, Ms. C.L.
Johnson, T.B.	

# 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 the Minutes of the Economic Development and Town Centres Scrutiny Committee held on 4 April, 2018 and the Housing, Crime and Partnerships Scrutiny Committee held on 21 March, 2018 (*Enclosed*).

### 4. Promoting Prosperity Scrutiny Committee Work Programme 2018/19

Report of the Acting Head of Economic Prosperity (Item 4.1 – 4.5) plus appendices (*Enclosed*)

### 5. Annual Report 2017-18 (Economic Development and Town Centres Scrutiny Committee)

To receive the report of the Interim Head of Economic Prosperity (Item 5.1 – 5.4) (*Enclosed*)

### 6. Annual Report 2017-18 (Housing, Crime and Partnerships Scrutiny Committee)

To receive the report of the Head of Housing, Partnerships and Interim Property (Item 6.1 – 6.4) (*Enclosed*)

### 7. End of Year 2017/18 Housing PDP Performance Update

To receive the end of year performance information (Item 7.1 – 7.4) (*Enclosed*)

### 8. End of Year 2017-18 Economic Development and Town Centres PDP Performance Update

To receive the end of year performance information (Item 8.1 – 8.10) (*Enclosed*)

**CANNOCK CHASE COUNCIL**

**MINUTES OF THE MEETING OF THE**

**ECONOMIC DEVELOPMENT AND TOWN CENTRES SCRUTINY COMMITTEE**

**WEDNESDAY 4 APRIL, 2018 AT 4.00 P.M.**

**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

PRESENT: Martin, Mrs. C. (Chairman)  
Councillors Stretton, Mrs. P.Z. (Vice-Chairman)

Buttery, M.S.	Sutherland, M.
Cooper, Miss J.	Sutton, Mrs. H.M.
Foley, D.	Tait, Ms. L.
Johnson, T.B.	Witton, P.T.

**12. Apologies**

Apologies for absence were received from Councillors Miss M.A. Freeman and Miss S. Whitehouse.

**13. 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.

**14. Minutes**

RESOLVED:

That the minutes of the meeting held on 12 December, 2017 be approved as a correct record.

**15. Briefing Note – Transport Working Group**

The Interim Head of Economic Development led Members through the Briefing Note which summarised the work of the Transport Working Group. He explained that the Group had met on three occasions and representatives from Staffordshire County Council and/or Arriva had attended the meetings where Members had been able to question them.

The work of the Group had been influenced by the actions being taken by Staffordshire County Council to reduce the subsidy they paid to bus service operators. Members of the Group were concerned about the reduction in services and expressed that emphasis was given to travel to employment sites, hospitals and shopping centres. The County Council advised that alternative

funding streams and providers were being investigated. However, no feedback had been received to suggest that there had been any success in this respect.

The Group noted that, at the last meeting in February, Arriva had confirmed that the Cannock depot would be closing on Sundays and all Sunday services would cease. Members were assured that there was still a long term future for the Cannock depot. In regard to this the Interim Head of Economic Development commented that part of the Section 106 Agreement for the Mill Green Designer Outlet Village included the provision of a bus service from the retail village to Cannock Town Centre via Cannock Rail Station. Arriva was currently putting together a proposal for the developer to consider and this would include a Sunday service.

Finally he commented on the “saver zones” that had been discussed at the last meeting. Arriva had advised that Cannock and Stafford saver zones had been merged but this did not include Rugeley. Concern had been expressed by Members with regard to this and the Arriva representative had given an assurance that this would be considered in the future.

Members were then offered the opportunity to ask any questions. A Member expressed concern regarding the cuts to bus services and asked whether there were alternative plans to cover the services that had been cut, for example, by mini buses. The Member was advised that the Working Group had asked this question and the County Council had initially investigated alternative providers as part of the process. The Chairman added that the County Council had also approached the Parish/Town Council’s to ascertain if they could provide a contribution towards the provision of the cut services. She explained that it may be difficult for Parish/Town Council’s to provide a contribution unless it was for their own particular area.

Concern was expressed that Rugeley had not been included in Arriva’s Cannock and Stafford “saver zones” area and there had been no proper explanation as to why it was not included. The Chairman suggested that the Committee should ask the Leader on behalf of Cabinet to write to Arriva to show support for the inclusion of Rugeley within the “saver zones” area. She asked that the Committee be advised of any reply that was received. Members were in agreement with this suggestion.

Members were pleased to note that an alternative operator, Select, was now operating the 71 Cannock - Shreshill - New Cross Hospital - Wolverhampton bus service. The Planning Policy Officer commented that Select was a small independent operator who would be operating the service on a slightly less frequent basis than Arriva. He added that the timetable of their services was available should any Member be interested.

The Committee was disappointed with the reduced services being provided in the District from April 2018 and asked whether they could appeal the cuts. The Interim Head of Economic Development advised that the District Council had already been consulted on the proposed cuts and had expressed a preference on the options that were available when the County Council had undertaken their consultation on the matter. The Chairman commented that there was no harm in

writing to the County Council again to express the Committee's disappointment at the reduced bus services being provided within the District.

The Chairman then referred to the Lichfield and Rugeley Village Connect service. The County Council was in the process of ascertaining whether the service could be remodelled and potentially be operated by one vehicle. However this would require funding contributions from third parties. She suggested that Parish/Town Council's could be asked whether they would be willing to make a contribution towards subsidising this route. There was support for this suggestion but the Committee noted that Parish/Town Council's may have already set their budgets for the forthcoming year.

RESOLVED:

- (A) That Cabinet be recommended to write to Arriva to show support for the inclusion of Rugeley within the "saver zones" area and the Scrutiny Committee be advised of any reply received.
- (B) That a letter be forwarded to Staffordshire County Council on behalf of the Committee expressing their disappointment on the reduced bus services being provided in the District from April, 2018.
- (C) That Parish/Town Council's be contacted to ask if they would be willing to make a contribution towards subsidising the Lichfield and Rugeley Village Connect service.

## **16. SWIFT Travel Scheme**

The Planning Policy Officer referred to the Oyster card which was used for travel around London. The Oyster card was a smartcard which could hold pay as you go credit to use on transport services in London. He explained that through the West Midlands Combined Authority the SWIFT Travel Scheme had been developed. It was being introduced on a phased basis within the West Midlands area. It was similar to the Oyster card as it provided a cashless way to travel. Users could load credit on to the card and use it on buses.

The Officer explained that Cannock was in line to get the next phase of the SWIFT extension. Three of the bus operators in the CCDC area that also operate in the conurbation were already using the SWIFT system and their vehicles were compliant with the SWIFT readers. He was attending a meeting next week to discuss this further and to secure a rapid delivery of the SWIFT Travel Scheme within the Cannock Chase District area.

## **17. Update on the potential use of Section 106 monies in relation to the Tesco development in Rugeley**

The Interim Head of Economic Development explained that there had been a Section 106 agreement in relation to the Tesco development in Rugeley to provide a subsidised bus service serving Tesco and the local area. As this has not been implemented Officers had been liaising with Staffordshire County Council to see if there was a viable option to provide this service. However, the

County Council had advised that no bus operators or Community Transport providers were interested in providing the service despite there being a £30,000 sum available. Tesco had funded a bus service themselves for 3 years when the store had opened and it may be that the operators could see it was not a viable option.

The Officer advised that it was proposed that the sum of £30,000 should be spent on something else within the S106 Agreement. Officers were therefore preparing a scheme to propose that the £30,000 be used on improvement works to the physical environment. The Chairman was pleased to note that the money would be spent on improving the environment instead.

The Officer also explained that the development at the land west of Pye Green Road and the development on the land at Pye Green Valley had both been approved with S106 contributions towards a bus voucher scheme/provision of bus services. Neither of these had yet been implemented. Officers had therefore raised this with Staffordshire County Council and the County Planning Officers were investigating it. With regards to the development on the land at Pye Green Valley the S106 agreement was being amended and therefore the District's Legal Officers were aware it had not been implemented.

The Officer also referred to the S106 Agreement in relation to the Mill Green Designer Outlet Village which included the provision of a bus service from the retail village to Cannock Town Centre via Cannock Rail Station every 30 minutes, 1 hour before opening and 1 hour after closing. The Developer was required to provide this service and Arriva was currently putting together a proposal for the Developer to consider.

Reference was also made to the large housing development in Norton Canes which included a large bus subsidy in the S106 Agreement. Officers would be working with the Developer and Staffordshire County Council to ensure this happened in the next few years.

#### **18. Quarter 3 2017/18 – Economic Development and Town Centres PDP Performance Update**

Members considered and noted the latest performance information for the Economic Development and Town Centres Priority Delivery Plan (Item 7.1 - 7.7 of the Official Minutes of the Council).

The Interim Head of Economic Development led Members through the information explaining that it provided the Committee with the position up to December, 2017. Most of the Performance Indicators were on track and the projects up to date, however, some indicators could no longer be measured and this would be addressed in the new Priority Delivery Plans.

In response to a question regarding the Flood Alleviation Scheme in Rugeley the Officer advised this was included in the Corporate Plan which was due to be approved by Cabinet.

A Member asked for an update on the position with regards to the HS2

safeguarding area within Rugeley Power Station. The Interim Head of Economic Development explained that this matter was currently going through the Parliamentary process and the District Council would be involved in the discussions. Officers now attended the relevant Working Group in relation to Rugeley Power Station. The Planning Policy Officer added that revised plans from HS2 had been received and the HS2 Utilities Manager was attending the next Chase Line Stakeholder Meeting in May.

The Interim Head of Economic Development confirmed that the demolition of the Rugeley Power Station site would commence during May/June and could take up to 148 weeks. A Member asked if the Committee could be kept informed about the demolition programme. The Officer confirmed that Members would be kept up to date on this through the Priority Delivery Plan as there would be a reporting mechanism in there when it was produced.

The meeting closed at 4.50pm.

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CHAIRMAN

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**HOUSING, CRIME AND PARTNERSHIPS SCRUTINY COMMITTEE**  
**HELD ON WEDNESDAY 21 MARCH 2018 AT 3:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

**PRESENT:**

Councillors

	Pearson, A.R. (Chairman)	
	Allt, Mrs. A.	Johnson, T.B.
	Buttery, M.S.	Lea, C.I.
	Crabtree, S.K.	Molineux, G.N.
	Hoare, M.W.A. (substitute)	

Also in attendance:

- Inspector M. Ward, Cannock Local Policing Team (for agenda item 4);
- Councillor F.W.C. Allen, Housing Portfolio Leader (observing).

**18. Apologies**

Apologies for absence were submitted for Councillors D.J. Snape and Mrs. P.Z. Stretton.

Councillor M.W.A. Hoare was in attendance as substitute for Councillor D.J. Snape.

Apologies were also noted for Chief Inspector S. Wainwright, Cannock Local Policing Team.

**19. 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.

**20. Minutes**

RESOLVED:

That the Minutes of the meeting held on 23 November, 2017, be approved as a correct record and signed.

**21. Cannock Local Policing Team Update**

Inspector Ward provided Members with the following updates:



### Police Transformation Programme

The Programme was due to be formally rolled out across Staffordshire over the coming months, with an expected go live date of 4 July for the southern part of the County. Cannock Police Station would be one of the 'Hub' centres, which would likely increase the number of policing vehicles operating within the District. Additionally, the local neighbourhood policing levels would be improved through an increased provision of PCSOs.

### Drugs Issues

A considerable amount of work had been undertaken (with support from the Community Safety Hub) to tackle the problem of persons from outside the District coming into the area and dealing/supplying drugs. Linked to this were incidents of Modern Day Slavery whereby vulnerable 16 and 17 year olds were being used to sell Class A drugs. Furthermore, a persistent offender had earlier this week been sentenced to seven years imprisonment.

### Local Policing Team Changes

The presence of PCSOs within Cannock Town Centre had been increased, and part of their remit was to try and help those persons identified as being homeless.

The Team's 'digital presence' was also being increased as an additional means of providing support and help generally.

### Hate Crime

An article published in the Express & Star newspaper this week reported that recorded incidents of hate crime had increased over the last twelve months, to which the Chief Inspector provided a response. Whilst this was the case, over the last six months the number had actually decreased. This in part coincided with the Syrian families moving out of the District. The CACH (Communities Against Crimes of Hate) partnership also provided a vital role in supporting hate crime victims.

In respect of the Syrian families, a meeting recently took place at the County Council to understand lessons learnt and provide feedback from the first phase of relocation, and to improve planning for the second phase.

### Anti-social Behaviour (ASB)

The number of reported incidents had decreased following a peak in August last year which happened mainly due to issues in Brereton. As a result of this, the Brereton Million partnership had worked to host a series of community events to discourage people from engaging in ASB activity.

Issues had been reported regarding parking problems within the Hednesford area. The County Council's Highways team was working to resolve these in liaison with local PCSOs.

Going forward, street drinkers and issues associated with the lighter evenings would be targeted through the increased PCSOs provision.

### Other Matters

The development of the Mill Green Retail Outlet Village was on the Team's radar as work had just commenced on site. Factors such as protection for the developers, presence of plant equipment on site and potential for ASB had to be accounted for.

There had been a major decrease in the number of burglaries happening (approximately down by 30%). This was particularly pleasing as it contrasted with the regional and national position. Conversely, there had been an increase in overall recorded crime which reflected the national trend. This increase was mainly in violent crime cases (including domestic violence) and measures to better deal with perpetrators, especially repeat offenders, were being actively looked into.

In conjunction with Pubwatch, work was happening on how to reduce crimes occurring as a result of the night time economy.

*(Councillor M.S. Buttery arrived at the meeting at the conclusion of this item.)*

## **22. Corporate Anti-Social Behaviour Policy**

The Head of Housing and Partnerships advised that although a draft policy had been produced, discussions were ongoing about how best to move this matter forward. Accordingly, it was not possible at this stage to present a document to Members for consideration.

## **23. Quarter 3 2017/18 Housing, Crime and Partnerships Priority Delivery Plan Performance Update**

Members considered and noted the latest performance information for the Housing, Crime and Partnerships Priority Delivery Plan (PDP) 2017/18 (Item 6.1 – 6.9 of the Official Minutes of the Council).

*(Councillor M.W.A. Hoare arrived at the meeting during the consideration of this item.)*

The following updates were then provided on specific targets/actions as detailed in the progress report:

### Housing Targets

At the end of Q3, 136 affordable housing units had been built. Conversely, no affordable housing had been secured via S106 agreements so far this year as no such agreements had yet been made.

### Moss Road Estate Redevelopment

A completion event was held in late February and it was still expected that the full scheme would be completed by the end of Q4.

A Member offered congratulations to all those involved with the redevelopment scheme and the improvements it had made to the area.

### Garage Sites Redevelopment

11 properties had been completed by the end of Q3, and at this stage it was intended that the full scheme would be finished by the end of September 2018.

### Improvement Works to Council Properties

The programme of works was on track to be achieved, in particular the installation of double glazed windows which was due to end in this financial year.

### Crime Statistics

As an aside to the data contained in the report, Members were advised that the Community Safety Hub was receiving on average approximately 230 case referrals per month.

### CCTV Charging and Provision

Work had been delayed due to the relocation of the CCTV Team and Control Room, procurement of new equipment and decommissioning of the old premises.

### Community Trigger

Workshops had recently been delivered in Brereton and Norton Canes.

*(Inspector Ward left the meeting at the conclusion of this item.)*

*The meeting adjourned at 3:45pm for 15 minutes to allow time for other Members to arrive ready for the next agenda item.*

## **24. Re-thinking Social Housing Workshop**

*(Councillors S.K. Crabtree and T.B. Johnson arrived at the meeting prior to the start of this item.)*

Members were advised that the workshop was being held as part of a project organised by the Chartered Institute for Housing (CIH) to examine some fundamental questions about the role and purpose of social housing.

The purpose of the workshop was to give Members the chance to explore those questions in more detail and formulate views on the questions presented. The outcomes of the workshop would be fed back to the CIH.

Prior to the conclusion of the meeting Members' views were sought on potential work programme items for the Committee in 2018/19. A Member requested that "planned improvement works to the Council's housing stock" be included for consideration.

The meeting closed at 5:00 p.m.

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CHAIRMAN

<b>Report of:</b>	<b>Head of Housing &amp; Partnerships and Interim Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Nirmal Samrai/Paul Beckley</b>
<b>Telephone No:</b>	<b>4210/4223</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Promoting Prosperity Scrutiny Committee: 04/07/18</b>

**PROMOTING PROSPERITY SCRUTINY COMMITTEE**

**4<sup>th</sup> JULY 2018**

**WORK PROGRAMME FOR 2018-19**

**1 Purpose of Report**

- 1.1 To set out the draft work programme for the Promoting Prosperity Scrutiny Committee for 2018-19.

**2 Recommendations**

- 2.1 That the Committee review the draft work programme for 2018-19 and advise on what they wish to include for the forthcoming year (see Appendix 1).

**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 2018-23.
- 3.2 The Promoting Prosperity Scrutiny Committee is responsible for scrutinising the priority for Promoting Prosperity.
- 3.3 The Promoting Prosperity Scrutiny Committee is encouraged to identify issues that relate to these priorities and/or ones that 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 Appendices 2A and 2B.

- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 1. 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 Promoting Prosperity Scrutiny Committee is linked to the Council's corporate priority for Promoting Prosperity.

#### **5 Report Detail**

##### **Background**

- 5.1 The Promoting Prosperity Scrutiny Committee is responsible for scrutinising the priority for Promoting Prosperity.
- 5.3 The Council has identified six strategic objectives for this priority:
- Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District
  - Increased housing choice
  - Create a positive environment in which businesses in the District can thrive.
  - Increase the skill levels of residents and the amount of higher skilled jobs in the District
  - Create strong and diverse town centres to attract additional customers and visitors
  - Increase access to employment opportunities
  - Commencement of regeneration of the Rugeley Power Station site

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

- 5.4 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy of this has been circulated separately to Members. An extract from the toolkit relating to

developing a work programme is attached at Appendix 2A and an extract from the LGA's guidance is attached at Appendix 2B.

5.5 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?

5.6 To further assist Members in developing the work programme:

- A copy of the Promoting Prosperity PDP is attached as 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.

5.7 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.

5.8 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 1 to this report which includes some standing items (eg PDP updates) and some suggestions as to potential reviews.

### **Undertaking the Scrutiny reviews**

5.9 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 Officers for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 5.

5.10 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.

5.11 Members should also consider what they can do to support the review eg:

- Undertaking research e.g. via the internet;
- Seeking the views of ward members or specific interest groups

## **Reporting on Scrutiny Reviews**

- 5.12 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.
- 5.13 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's Work Programme.

## **6 Implications**

### **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	Draft Work Programme 2018/19
Appendix 2A	Extract from the Council's Scrutiny Toolkit
Appendix 2B	Extract from the LGA Guidance on Scrutiny Work Programming
Appendix 3	PDP for Promoting Prosperity
Appendix 4	Overview of services and issues falling within the Committee's remit
Appendix 5	Template for scoping a scrutiny review

### Previous Consideration

None

### Background Papers

None



## Appendix 1

### **Proposed Work Programme for 2018-19 for the Promoting Prosperity Scrutiny Committee**

<b>Meeting Date</b>	<b>Item</b>
4 July 2018	<ul style="list-style-type: none"><li>• End of Year Outturn for Housing PDP for 2017-18</li><li>• End of Year Outturn for Economic Development &amp; Town Centres PDP for 2017-18</li><li>• Annual Report on work of the Housing and Partnerships Scrutiny Committee for 2017-18</li><li>• Annual Report on work of the Economic Development &amp; Town Centres Scrutiny Committee for 2017-18</li><li>• Determine Review Programme for the two service areas 2018-19</li></ul>
21 November 2018	<ul style="list-style-type: none"><li>• Promoting Prosperity PDP Progress Report April to September 2018</li><li>• Scrutiny Review (to be determined)</li></ul>
13 March 2019	<ul style="list-style-type: none"><li>• Promoting Prosperity PDP Progress Report October to December 2018</li><li>• Scrutiny Review (to be determined)</li></ul>

#### **Suggestions for Reviews:**

- Economic Prosperity - Policy for Commercial Use of the Highway
- Housing - Review of Vulnerable Persons Grass Cutting Scheme – Eligibility Criteria

## **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.

## 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 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.

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

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?

# Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

## Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

## Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



## The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

### 1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

### 2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

### 3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

### 4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



## Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

### Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?

## Appendix 3

### Promoting Prosperity

#### Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of local jobs created: a) Construction b) Retail	Q	0	TBC				
				Measurement to commence Summer 2020			
Passenger numbers using the station due to the development of Mill Green DOV	A			Measurement to commence Summer 2020			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Implement all associated Mill Green S106 planning obligations</b>	Employ Town Centre Officer and Support Town Centre Initiatives	Recruit Town Centre Officer position		X			
		Establish stakeholder interest in new Town Centre Partnership.				X	
		Cabinet report to confirm structure of partnership		<b>2019-20</b>			
		Formal establishment of Board and wider partnership.		<b>2019-20</b>			
	Establish Employment and Skills Plan and Retail Skills Academy Agreement	Selection of college provider made.		X			
		Agreements signed with all parties.		X			
		Monitoring established with construction contractors					X
		Local recruitment and training commenced.					X

### Appendix 3

<b>Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District - continued</b>							

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Improvements to Cannock Railway Station	Abellio Platform extensions – Dec 18.				X	
		Masterplan production including feasibility assessment					X
		Stakeholder consultation/ buy in		<b>2019-20</b>			
		Funding package collated.		<b>2019-20</b>			
		Delivery/phasing plan agreed.		<b>2019-20</b>			

## Appendix 3

### Increase the skill levels of residents and the amount of higher skilled jobs in the District

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 47.2%	Aim to increase levels year on year				
	A	NVQ4 – 25.4% (2016)	Aim to increase levels year on year				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District</b>	Work with partners to establish retail skills academy	Agree provider for Retail Academy		X			
		Agree Retail course content and promote to recruit local employees					X
		Commence delivery of Retail Academy courses.		2019-20			
	Work with partners to establish engineering skills academy	Scope and develop a proposal for an Engineering Skills Academy					X



## Appendix 3

### Create strong and diverse town centres to attract additional customers and visitors

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Town Centre Vacancy Rates	Q	Cannock 9%	Aim to keep below national rate of 12%				
	Q	Rugeley 4.3%					
	Q	Hednesford 3.3%					

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus Produced by December 2018				X	
		Completion of Cannock Strategic Plan		October 2019			
		Rugeley AAP review as part of the whole Local Plan review. September 2021		September 2021			

## Appendix 3

### Increase access to employment opportunities

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Employment Levels	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%				
Unemployment Levels (JSA)		Unemployment rate 0.7%	Aim to keep below West Midlands rate 1.5%				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District</b>	Employment Pilot Project in Cannock North area. This tackles unemployment and low pay in local communities.	Procurement carried out to select preferred provider.		X			
		Delivery commenced – June 2018.		X			
		Promotion and referral of clients.				X	
		Project evaluation.		<b>2020</b>			
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	ERDF/ESF funding secured to roll out skill hubs in both LEP areas.			X		
		Promotion of skills hubs commenced and referral of					X

### Appendix 3

		clients begun.					
		CCDC businesses benefit from advice and grants available from the LEPs.		<b>2019-20</b>			

#### Create a positive environment in which businesses in the District can thrive

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP(hub) – 58	60				
	A	SSLEP (hub and landline) 280	300				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village</b>	Produce a local Economic Prosperity Strategy	Scope out content required and agree timeline for production.				X	
		Draft content and commence consultation process.					X
		Sign off by Cabinet. Formal adoption of strategy		<b>2019-20</b>			
		Commence delivery/priority actions.		<b>2019-20</b>			
<b>Ensure there is an adequate supply of land for housing and</b>	Production of the new Local Plan and associated Supplementary Planning Documents	As set out in the Local Development Scheme. Initial consultation Summer 2018			X		

### Appendix 3

<b>employment</b>		Issues and Options consultation February 2019				<b>X</b>
		Preferred Options consultation October 2019		<b>October 2019</b>		
		Proposed Submission consultation July 2020		<b>July 2020</b>		
		Submission of plan to the Secretary of State December 2020		<b>December 2020</b>		
		Examination in Public March 2021		<b>March 2021</b>		
		Adoption September 2021		<b>September 2021</b>		
	Undertake Housing Needs Survey	Produce updated housing needs assessment. December 2018				<b>X</b>

## Appendix 3

### Commencement of the regeneration of Rugeley power Station

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increase in supply of employment land				Measurement to commence 2022			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site</b>	In conjunction with Lichfield DC to develop, consult and approve Supplementary Planning document setting out the strategic uses of the site together with monitoring of progress on delivery of the development site.	Complete production of the SPD		X			
		Commencement of demolition			X		
		Completion of demolition work		<b>2021</b>			
		Land remediation		<b>2021</b>			

## Appendix 3

### Increase housing choice

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Total number of net new dwellings completed.	A	372 net dwellings completed (2016/17)	Average of 241 dwellings per annum				
Number of additional units delivered (Council Housing)	Q						
Number of additional units (Affordable Housing)	Q						

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
<b>The Council will invest £12.6m to provide additional affordable homes across the district</b>	Develop options appraisal to deliver additional Council housing	Create long list of potential development sites		X				
		Assessment and short list of preferred sites.			X			
		Consultation with Planning / Highways etc					X	
		Final selection of sites to progress / project brief						X
	Complete garage site and other Council Owned Land Development Schemes	Completion of Coulthwaite Way and Woodland Close			X			
		Completion of Speedy Close, Cornhill and Petersfield				X		

### Appendix 3

		Completion of Wood View, George Brealey, Cannock Wood St and Brunswick Road –programme completion				X	
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#### Increase housing choice

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Rationalisation of Hawks Green Depot site for potential housing	Hawks Green Depot Review	Receive outcome of funding bid to Homes England		X			
		Consultation with Planning			X		
		Development of Project Brief if bid successful				X	
		Tender preparation					X

**Services and Issues falling within the  
Promoting Prosperity Scrutiny Committee's remit**

<b>Service Area</b>	<b>Sub-Areas</b>	<b>Key Projects and Issues</b>
Strategic Housing & Tenancy Services	<ul style="list-style-type: none"> <li>• Housing Strategy &amp; Service Improvement</li> <li>• Housing Options</li> <li>• Neighbourhood Management</li> <li>• Income Management</li> <li>• Tenancy Management</li> <li>• Allocations</li> <li>• Choice Based Lettings</li> <li>• Estate Caretaking</li> <li>• Vulnerable Persons Grass Cutting</li> <li>• Sheltered Scheme Management</li> <li>• Systems Support</li> </ul>	<p>Welfare Reform – Universal Credit</p> <p>Tenancy Audits</p> <p>Tenant Profiling</p> <p>Homelessness Reduction Act – provide more advice &amp; assistance</p> <p>Tenancy Sustainment</p> <p>Neighbourhood Plans</p> <p>New Build – redevelopment of existing garage sites</p> <p>Delivery of Resident Involvement Strategy</p>
Housing Maintenance	<ul style="list-style-type: none"> <li>• Delivery of responsive repairs service</li> <li>• Void Works</li> <li>• Vulnerable Persons Decorating Scheme</li> <li>• Out of Hours Emergency Repairs</li> <li>• In-House Stores Provision</li> </ul>	<p>Re-visit Voids Action Plan</p> <p>Mobile Working</p> <p>Vulnerable Persons Decorating Scheme – Criteria</p> <p>Procurement of Maintenance Contracts</p> <p>Procurement of Fleet</p>
Housing Property Services	<ul style="list-style-type: none"> <li>• Kitchen &amp; Bathroom Upgrades</li> <li>• External Envelope Works</li> <li>• Gas Servicing</li> <li>• Gas Repairs &amp; Maintenance</li> <li>• Electrical Upgrades</li> <li>• Quantity Surveying</li> <li>• Disabled Facilities Grant</li> <li>• Property Alterations / Permissions</li> </ul>	<p>Procurement of Contracts</p> <p>Disabled Facilities Grants</p> <p>Delivery of Planned Works Contracts</p> <p>Delivery of Cyclical Works</p>
Planning Policy	<ul style="list-style-type: none"> <li>• Development of Local Plan</li> <li>• Conservation Area policy</li> </ul>	<p>New Local Plan production commenced.</p>



	<p>guidance and management plans</p> <ul style="list-style-type: none"> <li>• Administration of Community Infrastructure Levey</li> <li>• Neighbourhood Plans</li> <li>• Monitoring implementation of planning policy</li> <li>• Transport related issues</li> </ul>	<p>New National Planning policy Framework</p> <p>Revisions to CIL</p>
Development Control	<ul style="list-style-type: none"> <li>• Planning Applications</li> <li>• Enforcement</li> </ul>	
Economic Development	<ul style="list-style-type: none"> <li>• Town Centre regeneration</li> <li>• Development of Mill Green Designer Outlet Village</li> <li>• Promoting the development of key investment sites</li> <li>• Working with partners to increase skills of local people and reduce unemployment amongst 18-24 age group</li> <li>• Engaging with local businesses; encouraging expanding businesses to employ local people; support new businesses to start and grow</li> <li>• Work with tourism, leisure and accommodation businesses to grow the visitor economy</li> <li>• Work with Local Enterprise Partnerships</li> <li>• Work with West Midland Combined Authority</li> </ul>	<p>Production of Economic Prosperity Strategy</p> <p>Cannock Town Centre Masterplan</p> <p>Commercial Use of Highways</p> <p>Kingswood Lakeside, Towers Business Park, Rugeley Power Station</p> <p>Greater Birmingham &amp; Solihull LEP and Stoke &amp; Staffordshire LEP</p>
Building Control	<ul style="list-style-type: none"> <li>• Checking of plans and inspection of work on site</li> <li>• Dangerous structures</li> <li>• Control of demolition</li> </ul>	<p>The Hackitt Review</p> <p>Revised regulatory framework</p>
Corporate	<ul style="list-style-type: none"> <li>• Estates Section – Managing</li> </ul>	<p>Assets Review</p>

Property Services	<p>the Council's non-residential portfolio; valuations; lettings; lease management; rent reviews; disposals; acquisitions; rent recovery; development of appraisals</p> <ul style="list-style-type: none"> <li>• Markets Management</li> <li>• Maintenance Section – day to day responsive repairs; maintenance of Council owned Assets; accommodation moves; major building / refurbishments works; building compliance; management of contractors; stock condition surveys</li> </ul>	<p>Development of Asset Management Database</p> <p>Markets Review</p> <p>Assets Review (linked to Estates Section)</p> <p>Civic Centre Car Park Extension</p> <p>Building Compliance</p> <p>Stock Condition Surveys – Prioritise works</p> <p>Management of Utilities</p>



## **SCRUTINY REVIEW TEMPLATE**

<b>REVIEW TITLE</b>
<b>SCOPE OF THE REVIEW / TERMS OF REFERENCE</b>
<b>REASON FOR SCRUTINY</b>
<b>MEMBERSHIP OF THE REVIEW GROUP</b>
<b>KEY TASKS / REVIEW PLAN</b>
<b>SOURCES OF EVIDENCE</b>
<b>TIMESCALE</b>

<b>Report of:</b>	<b>Interim Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Paul Beckley</b>
<b>Telephone No:</b>	<b>4223</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Promoting Prosperity Scrutiny Committee and Council</b>

**PROMOTING PROSPERITY SCRUTINY COMMITTEE**  
**4<sup>th</sup> JULY 2018**  
**ECONOMIC DEVELOPMENT AND TOWN CENTRES SCRUTINY COMMITTEE**  
**ANNUAL REPORT 2017-18**

**1 Purpose of Report**

- 1.1 This report summarises the work undertaken by the Economic Development and Town Centres Scrutiny Committee during the municipal year 2017-18.

**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 Economic Development and Town Centres Scrutiny Committee during the municipal year 2017-18.
- 3.2 The Committee received information on:
- (i) the end of year outturn for the Priority Delivery Plan for 2016-17;
  - (ii) progress reports on the Priority Delivery Plan for 2017-18;
  - (iii) Review of transport provision in the district.
- 3.3 The review focused on bus services and as a result made three recommendations:

- That Cabinet be recommended to write to Arriva to show support for the inclusion of Rugeley within the “saver zones” area and the Scrutiny Committee be advised of any reply received.
- That a letter be forwarded to Staffordshire County Council on behalf of the Committee expressing their disappointment on the reduced bus services being provided in the District from April, 2018.
- That Parish/Town Council’s be contacted to ask if they would be willing to make a contribution towards subsidising the Lichfield and Rugeley Village Connect service.

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

- 4.1 The Economic Development and Town Centres Scrutiny Committee is responsible for scrutinising matters relating to the Economic Development and Town Centres corporate 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 remit of the Economic Development and Town Centres Scrutiny Committee during 2017-18 included:
- Economic Development and Town Centres PDP
  - Planning
  - Economic Development
  - Building Control
  - Markets
  - Land and Property Holdings (excluding HRA)
  - Town Centre Regeneration
- 5.4 The Committee considered the following items during 2017-18:
- 4 July 2017
- End of Performance Report 2016-17
  - Committee’s work programme for 2017-18

12 December 2017

- PDP Q1 and Q2 2017/18 update
- Update on the Transport Review by the Transport Working Group

4 April 2018

- PDP Q3 2017/18 update
- Conclusions of the Transport Review by the Transport Working Group
- Information on the SWIFT Travel Scheme
- Update on use of Section 106 monies in relation to Rugeley Tesco

5.5 A Member Working Group was established to scrutinise transport provision with the focus on bus services. This Transport Working Group met on 3 occasions and representatives from Staffordshire County Council and/or Arriva attended each meeting. This gave Members opportunity to receive information and to scrutinise these representatives on the local bus services.

5.6 As a result of the work of The Transport Working Group the Committee made 3 recommendations:

- That Cabinet be recommended to write to Arriva to show support for the inclusion of Rugeley within the “saver zones” area and the Scrutiny Committee be advised of any reply received.
- That a letter be forwarded to Staffordshire County Council on behalf of the Committee expressing their disappointment on the reduced bus services being provided in the District from April, 2018.
- That Parish/Town Council’s be contacted to ask if they would be willing to make a contribution towards subsidising the Lichfield and Rugeley Village Connect service.

<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>Ext 4210</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Promoting Prosperity Scrutiny Committee and Council</b>

**PROMOTING PROSPERITY SCRUTINY COMMITTEE**  
**4<sup>th</sup> JULY 2018**  
**HOUSING, CRIME AND PARTNERSHIPS SCRUTINY COMMITTEE**  
**ANNUAL REPORT 2017-18**

**1 Purpose of Report**

- 1.1 This report summarises the work undertaken by the Housing, Crime & Community Safety Scrutiny Committee during the municipal year 2017-18.

**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, Crime and Partnerships Scrutiny Committee during the municipal year 2017-18.
- 3.2 The Committee received information on:
- (i) the end of year outturn for the Priority Delivery Plan for 2016-17;
  - (ii) progress reports on the Priority Delivery Plan for 2017-18;
  - (iii) Anti Social Behaviour Policy review – working group
  - (iv) Locality Policing Review – working group
- 3.3 The Anti Social Behaviour (ASB) Policy review focussed on developing a corporate Anti Social Behaviour Policy linked with the Council's Housing Anti Social Behaviour Policy. The aim of the review was have one corporate



approach for dealing with ASB and to bring in broader partnership working in relation to new powers and tools and diversionary activities.

- A Draft Corporate Anti Social Behaviour Policy was produced and it was noted that the implementation of the Policy had additional staffing resource implications. The Head of Service was going to consider on how to best to move this matter forward.
- The Locality Policing Review – was removed from the work programme as Members did not have the power to direct the work of the Police and there was also a lack of clarity about what the review wanted to achieve.

#### **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 and Community Safety.

#### **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, Crime and Community Safety Scrutiny Committee during 2017-18 included:
- Strategic Housing & Tenancy Services
  - Housing Maintenance
  - Housing Property Services
  - Community Safety
  - Partnerships
  - CCTV

- 5.4 The Committee considered the following items during 2017-18:

##### 19<sup>th</sup> July 2017

- End of Performance Report 2016 – 17
- Community Safety Scrutiny & Housing Scrutiny Committee Annual Reports 2016 - 17
- Prevent Action Plan

- Cannock Local Policing Team Update
- Voids Action Plan
- Work Programme 2017 – 18

23<sup>rd</sup> November 2017

- Anti Social Behaviour Policy – Presentation
- Cannock Local Policing Team Update
- PDP Q1&2 2017 – 18 Update
- Work Programme Review

21<sup>st</sup> March 2018

- Cannock Local Policing Team Update
- Corporate Anti Social Behaviour Policy - Update
- PDP Q3 2017 – 18 update
- Re-thinking Social Housing Workshop

5.5 A Member Working Group was established to develop the Corporate ASB Policy. This ASB Working Group met on 1 occasion and agreed to include Hate Crime and Domestic Abuse into the Corporate ASB Policy.

5.6 The implementation of the draft Corporate Anti Social Behaviour Policy would have staffing resource implications and the Head of Service agreed that the Managing Director would be consulted on the roll-out of the Policy.

5.7 The Committee took part in a Re-Thinking Social Housing Workshop – the Project was launched by the Chartered Institute of Housing (CIH) last Autumn to a national conversation going focussed around 3 key questions:-

- 1) What is Social Housing?
- 2) What it does?
- 3) Who its for?

*“What its role and purpose should be”*

5.8 Nationally 3000 people took part in the project and almost 200 workshops were held across England the results are expected in the Summer of 2018.

<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**



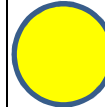
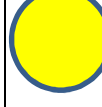

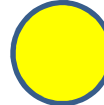
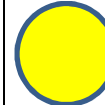

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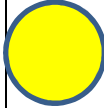
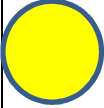


**Background Papers**

None





**Housing Priority Delivery Plan 2017-18**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend	Performance compared to 2015/16
<b>More and better housing: Increasing the supply of affordable housing</b>								
Additional affordable housing	76	33	27	54	190	160		 2015/16 - 22
<b>More and better housing: Planning for the housing needs of the District</b>								
Number of affordable dwellings secured through S106 agreements	0	0	0	25	25 * <small>*It was anticipated that 3 S106 agreements may be signed for affordable housing during the year but only 1 did.</small>	45		 2015/16 - 203




Strategic Objective					
Increasing the supply of affordable housing					
Action & Progress Update	Outcomes	Q 1 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>Scheme has progressed well and is currently ahead of programme. During Q2 there were 10 completions, with only a further 4 properties left to complete from the total of 65 properties for affordable rent by the Council.</p> <p>All 65 properties have now been handed over and let. The last 4 were completed in Q3.</p> <p>During Q4 a completion event was held; attended by members, officers and representatives of Keepmoat and Homes England. The full scheme is expected to complete in early 2018/19, with works to the small Play Area and Public Open Space, and environmental improvements to existing flats still to be finished.</p>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the Council's housing stock</li> <li>• Complete the implementation of the Moss Road Estate Regeneration Strategy.</li> <li>• Enhance the appearance of the Moss Road Estate</li> <li>• Provide local employment and training opportunities</li> </ul>				
Action & Progress Update	Outcomes	Q 1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Progress the redevelopment of 25 properties on former garage sites and other areas of Council owned land.</b></p> <p>At the end of 2016/17 Cabinet gave approval for the scheme to be extended to 39 properties on 11 sites, with the use of GBSLEP Unlocking Housing Sites Fund. Planning permission was granted for a further six sites during Q1.</p> <p>Construction was ongoing in Q2 and 3.</p> <p>During Q4 handovers were received on two sites, totalling 11 properties. Construction is ongoing on the remaining sites. Scheme completion is expected by the end of Q3 2018/19.</p>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the council's housing stock</li> <li>• Enhance the appearance of the Council's housing estates</li> </ul>				

Strategic Objective																										
Improving the Council’s social housing stock and raising standards in the private rented sector																										
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating																					
<p><b>Implement a range of improvements works as provided for in the 2017-18 HRA Capital Programme.</b></p> <p>Most programmes met or exceeded the target for the year. The kitchen and double glazing programmes were just short due to tenant refusals, these properties will be picked up on void. The bathroom upgrade programme was just short too due to more interest in the higher valued Shower or Level Access Shower options compared to the option of a Bath.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Programme</th> <th style="text-align: center;">Annual Target</th> <th style="text-align: center;">Total at Q4</th> </tr> </thead> <tbody> <tr> <td>No. of properties having gas heating replaced</td> <td style="text-align: center;">275</td> <td style="text-align: center;">308</td> </tr> <tr> <td>No. of properties benefitting from external envelope work</td> <td style="text-align: center;">635</td> <td style="text-align: center;">635</td> </tr> <tr> <td>No. of properties benefitting from electrical upgrading works</td> <td style="text-align: center;">600</td> <td style="text-align: center;">636</td> </tr> <tr> <td>No. of properties benefitting from kitchen replacement</td> <td style="text-align: center;">60</td> <td style="text-align: center;">57</td> </tr> <tr> <td>No. of properties benefitting from bathroom upgrade</td> <td style="text-align: center;">260</td> <td style="text-align: center;">241</td> </tr> <tr> <td>No. of properties benefitting from double glazing works</td> <td style="text-align: center;">525</td> <td style="text-align: center;">516</td> </tr> </tbody> </table>	Programme	Annual Target	Total at Q4	No. of properties having gas heating replaced	275	308	No. of properties benefitting from external envelope work	635	635	No. of properties benefitting from electrical upgrading works	600	636	No. of properties benefitting from kitchen replacement	60	57	No. of properties benefitting from bathroom upgrade	260	241	No. of properties benefitting from double glazing works	525	516	<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>				
Programme	Annual Target	Total at Q4																								
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**Summary of Progress in Delivering Projects/Actions:**

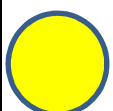
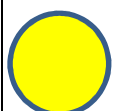
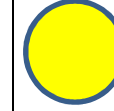
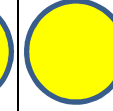
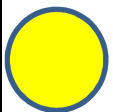
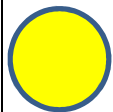
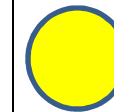
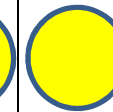
				<b>No Rating</b>
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
<p style="text-align: center;">1</p> <p style="text-align: center;">33.3r%</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">66.6r%</p>	<p style="text-align: center;">0</p> <p style="text-align: center;">0%</p>	<p style="text-align: center;">0</p> <p style="text-align: center;">0%</p>	<p style="text-align: center;">0</p> <p style="text-align: center;">0%</p>

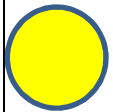

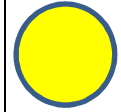
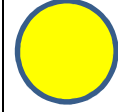
## Economic Development and Town Centres Priority Delivery Plan 2017-18









	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend	Performance compared to 2015/16
<b>Better jobs and skills - Supporting a successful business economy</b>						
Private Sector Workforce Growth	No data available	No data available	No data available	No data available	N/A	
UK Business Counts (2015)	3,280 (2016 data)	<b>3,400 (2017 data)</b>	<b>3,400 (2017 data)</b>	<b>3,400 (2017 data)</b>	An upward trend has been achieved.	 2015/16 3220
<b>Better jobs and skills - Improving skills and accessibility to local employment opportunities</b>						
Employment/ unemployment rates	0.7% (460 JSA claims) 79.5% employment rate	0.7% (454 JSA claims) 79.5% employment rate	0.7% (408 claims) 78.4% employment rate	0.9% (582 claims) 81.9% employment rate.	JSA data is based upon current data, but Emp Rate is obtained via survey.	 2015/16 JSA – 1.2% emp rate -76%
Qualifications (Jan 2015 – Dec 2015)	47.2% NVQ Level 3+ (Jan –Dec 2016)	<b>47.2% NVQ Level 3+ (Jan-Dec 2016)</b>	47.2% NVQ Level 3+ (Jan-Dec 2016)	53.7% NVQ Level 3+ (Jan – Dec 2017)	Latest data shows an improved position.	 2015/16 47.3%

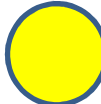

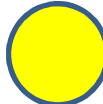



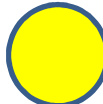




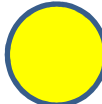

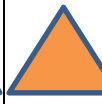

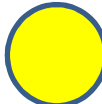

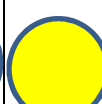
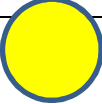
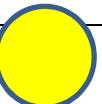
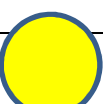
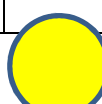
<b>Better jobs and skills – Growing the number of successful businesses</b>						
Business start ups and growth	No data available	No data available	No data available	No data available	N/A	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Target Achieved/ Trend</b>	
<b>Better jobs and skills - Supporting attractive and competitive town centres</b>						
Town vacancy rates	5.8% across three town centres.	5.2% across three town centres	5.5% across three town centres	6.4% across three town centres.	This rate is still well below the national average.	 2015/16 –5.8%
Visitor numbers – footfall	No data available.	No data available	No data available	No data available.	N/A	
<b>More and better housing: Planning for the housing needs of the District</b>						
Number of affordable dwellings secured through S106 agreements	Nil	Nil	Nil	25  *It was anticipated that 3 S106 agreements may be signed for affordable housing during the year but only 1 did.	Target 45	 2015/16 - 203


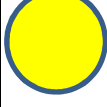
Strategic Objective:					
Supporting a successful business economy					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Cannock Chase Local Plan Part 2</b>  <b>Progress work in key areas to underpin production of the Plan, including:-</b></p> <ul style="list-style-type: none"> <li>• Responses to the Issues and Options Consultation - Assess all of the sites and any new policy options, taking into account the representations made at the issues and options stage.</li> <li>• Production of an updated Strategic Housing Land Availability Assessment (SHLAA)</li> <li>• Decide which sites should be put forward for allocation and for what use.</li> <li>• Draft the proposed policy detail.</li> <li>• Prepare the 'Proposed Submission' Plan</li> </ul> <p>Representations received to the Issues and Options were reported to Cabinet in August 2017. The latest SHLAA covering 2016-17 was completed in October 2017. A report setting out the revised Local Development Scheme and Local Plan Review was approved by Council in February 2018. Work on the Local Plan Review is now underway.</p>	<p>A robust and up-to-date evidence base is required to ensure that the Local Plan is considered 'sound' at Examination in Public and can stand up to scrutiny from potential objectors.</p>				
<p><b>Develop a strategy to secure improvements to Cannock Railway Station (in association with improved connectivity between Mill Green Designer Outlet Village, the station and the town centre), Hednesford and Rugeley Railway Stations</b></p> <ul style="list-style-type: none"> <li>• Cannock Station – SCC, Network Rail and WMR is developing a 'Chase Line Stations Alliance' which, together with the new West Midlands franchise operator, is hoped to bring about substantial improvements</li> </ul>	<p>Enhance connectivity across the District and outside of the District. Increased numbers of rail passengers.</p>				

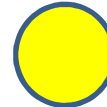
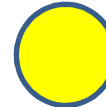
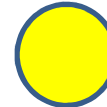

<p>to Chase Line stations. The station’s Vision seeks to ensure they are instantly recognisable in the areas which they serve and also integrate properly into the community. Stations should act as ‘Gateways’, with quality infrastructure and more facilities such as shops. The study is in two stages: Stage 1 is to confirm the projects for outline development. It is anticipated that this stage will result in a shortlist of projects for further development. Stage 2 will develop outline a masterplan for each of the prioritised stations from Stage 1. Site inspections of Cannock, Hednesford and Rugeley Town were carried out in June and initial concept proposals have been produced. WMR have acknowledged that Cannock Station is a priority.</p> <ul style="list-style-type: none"> <li>• Consultation with key stakeholders on the latest Rail Alliance proposals is currently continuing to refine options. A strategy to address funding and deliverability needs to run in parallel to further detailed feasibility work.</li> </ul>					
<p><b>Co-ordinate the production of a development brief for the former Rugeley ‘B’ Power Station and work with partners to ensure redevelopment of the site.</b></p> <ul style="list-style-type: none"> <li>• <b>Production of Masterplan/Planning Brief – with the site owners, Engie, and Lichfield DC</b></li> <li>• <b>Production of Supplementary Planning Document (SPD) (Local Plan Document)</b></li> <li>• <b>Demolition and clearance of site (Engie) – Contractor to be appointed</b></li> <li>• <b>First buildings to be demolished (Engie contractor)</b></li> </ul> <p>Cabinet approved the draft Rugeley Power Station SPD for consultation purposes at its June 2017 meeting. The joint consultation with Lichfield District Council ran from 24 July until 3 September 2017. The completed SPD was formally adopted by both Cannock Chase and Lichfield District Councils in early 2018. Engie have appointed demolition contractors and work is expected to start in May 2018.</p>	<p>Local economy in Rugeley protected and new uses, employment, housing and community facilities established on site as soon as possible.</p>				




Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Seek to maximise local employment opportunities in large projects (businesses supporting the initiative creating 50+ jobs) with the ambition that 50% of new employees would be residents of the District.</b></p> <p>Most large projects currently being progressed are speculative with the end-user to be confirmed. There is also a requirement for employers who are willing to participate and agree to recruit locally. The Mill Green Designer Outlet Scheme will therefore be a major opportunity to respond to the local jobs for local people ambition. Employment and Skills Plan was agreed on 8 February 2018. The Plan is now being implemented and covers both the construction and subsequent operational phases of the scheme. The scope of the Plan includes Apprenticeships and work experience opportunities in conjunction with local schools.</p>	Local jobs for local people.				
<p><b>Setting up a Retail Skills Academy for Mill Green DOV</b></p> <p>After some delays, Walsall College have been confirmed by all parties as the preferred training provider for the Retail Skills Academy. Content of the pre-employment training is in the process of being agreed along with delivery arrangements in the District.</p>	Upskilling Employment opportunities for local people at the MG DOV and other retail outlets in the area.				



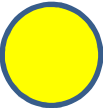

















Strategic Objective					
Growing the number of successful businesses					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Support the growth and expansion of local companies through the 'Let's Grow' Programme</b></p> <p>Successful delivery of the previous programme achieved. Additional monies to continue operating the programme secured from the Pye Green Valley monies (£40,000). Promotion ongoing. No approvals in quarter 4 but increase in larger grant enquiries being evidenced (still on profile). Take up has slowed in response to reduced promotion being undertaken.</p>	<p>Small businesses supported to grow and increase employment</p>				
<p><b>Continue working with partners to formulate and implement EU funded projects to support business start ups and the growth of existing businesses (SMEs) and help businesses to access the resultant funding.</b></p> <p>Delivery of approved projects currently taking place i.e. Business Growth Programme and Enterprise for Success. Currently exploring start up grants programme and approved higher level skills match project. Higher level skills project now live. Submitted GBSLEP bid for Southern Staffs growth hub advisers (x 2 posts).</p> <p>ERDF supported projects are in the process of securing contract extensions. The Council will continue to support partners in their bids to expand the range of business support available in the District. Monitoring of beneficiaries of the support is continuing.</p>	<p>New businesses formation.</p> <p>Jobs protected/created.</p>				

Strategic Objective					
Supporting attractive and competitive town centres					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To continue the production of an Area Action Plan for Cannock Town Centre to sit alongside Local Plan Part 2 and secure the participation of key stakeholders in developing and delivering plans for the future of the Centre.</b></p> <p>Responses to the AAP Issues &amp; Options consultation are being reviewed and considered in the context of the emerging work on the Cannock Town Centre Prospectus (see below). The completion of the AAP is now linked to ongoing work on the Cannock Town Centre Prospectus (as below) and will be subject to review.</p>	<p>Development of Cannock Town Centre to meet future needs. Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p><b>Produce a Cannock Town Centre Prospectus to generate interest in investment opportunities.</b></p> <p>Specialist advisers have been appointed to undertake Phase 1 and work is progressing to produce the report. Findings are to be shared via a series of workshops with key individuals from April 2018 onwards and will inform the brief required for Phase 2. Work is also underway to secure funding for this stage of work.</p>	<p>Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p><b>Work with developers to secure a commencement to construction works for the Mill Green Designer Outlet Village and progress measures required to enhance connectivity with Cannock Railway Station and Cannock Town Centre</b></p>	<p>Enhanced profile of Cannock Chase as a visitor destination. Improved retail and leisure offer. Construction jobs.</p>				

<p>Section 73 planning application was approved on 11 October 2017. Since then, work on discharging planning conditions has commenced. Recruitment for the Town Centre Partnership Officer has also commenced.</p>	<p>Increased access to training opportunities.</p>				
<p><b>Deliver the Town Centre Discretionary Business Rates Scheme to facilitate the reoccupation of previously vacant town centre accommodation</b></p> <p>No applications in quarter 4 but not actively promoting at present. Potential vacant unit competition to be promoted jointly with Cannock Town Centre shopping centre owners.</p>	<p>More competitive and attractive town centre.</p>				

Strategic Objective					
Planning for the housing needs of the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley</b></p> <p>Offer received from potential purchaser currently being considered by Staffordshire County Council. The District Valuer has advised the parties on potential capital values. Decision required by the parties on how best to proceed. Report taken to SCCs Property Group and disposal has now been approved. CCDCs Cabinet will consider the Heads of Terms for disposal on 19 April.</p>	<p>Open market and affordable dwellings to meet housing needs in Rugeley.</p>				





Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Develop a comprehensive Asset Management Plan which includes all</b></p>	<p>The effective use of the Council's</p>				

<p><b>maintenance costs and opportunities for income generation etc.</b></p> <p>Q2 - Due to changes in the Senior Management structure, this area of work is now being picked up by the Head of Housing &amp; Partnerships. An interim Building Surveyor has now been appointed and scoping of requirements has begun</p> <p>Q3 – Work is ongoing and is subject to review of Property Services team and management structure.</p> <p>Q4 - A review of the Property Services Team workload has been undertaken and various Options are being considered by the Leadership Team. A new structure for the team will be agreed in Q1 2018-19 - this will enable work on the Asset Management Plan to commence in 2019-2020.</p>	<p>land and property assets that meet operational needs and make the greatest return on investment</p>				
<p><b>Pursue additional external funding to support regeneration projects in the District</b></p> <p>WMCA employment pilot to take place in Cannock North. Due to start June 2018 and will deliver for 2 years. Bid submitted to GBSLEP to secure phase 2 monies for Cannock Town Centre prospective work. Employment pilot delivery arrangements being confirmed and procured, but decision making process and appraisal of projects still awaited by GBS LEP.</p>	<p>Maximise funding available to the Council</p>				
<p><b>Bring forward detailed business case for an extended shared service for Building Control Services</b></p> <p>An outline Business Case and draft budget has been produced and work is currently being undertaken to build this into a more detailed Business Case. This has taken longer than expected.</p>	<p>A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment</p>				
<p><b>Delivery of improvement works to Cannock Indoor Market Hall, Increase trading days at Cannock Market from 3 days to 4 days and increase fees</b></p>	<p>FRP option</p>				
<p><b>Start charging for pre-application advice on major planning applications</b></p> <p>Charges became effective on 1 April 2018.</p>	<p>FRP option</p>				
<p><b>Delivery of Civic Centre Car Parking Scheme to create pay &amp; display spaces in</b></p>	<p>Improved public car parking for</p>				



<p><b>support of the Hospital</b></p> <p>Design tenders received and preferred bidder selected. Design and detailed costings almost complete. Tender process for demolition of the two bungalows has also been awarded.</p>	<p>visitors to Cannock Hospital</p>				
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**Summary of Progress in Delivering Projects/Actions:**

				<p>No Rating</p>
<p>Project completed</p>	<p>Project on target</p>	<p>Project Timeline/scope/target date requires attention. Alterations considered by leadership team</p>	<p>Project aborted/ closed</p>	
<p>2 11.1%</p>	<p>11 61.1%</p>	<p>5 27.8%</p>	<p>0 0%</p>	<p>0 0%</p>