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4 October 2024

Dear Councillor,

Responsible Council Scrutiny Committee
6:00pm, Monday 14 October 2024
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. Clegg
Chief Executive

To: Councillors:

Aston, J. (Chair)
Gaye, D. (Vice-Chair)
Bullock, L. Muckley, A.
Hill, J.O. Newbury, J.
Hughes, G. Sutherland, M.
Johnson, J. Thornley, S.
Mawle, D.

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 interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.
 - (ii) To receive any Party Whip declarations.
3. **Minutes**

To approve the Minutes of the meeting held on 9 July 2024 (enclosed).
4. **Priority Projects for 2024-25**

Report of the Deputy Chief Executive-Resources (Item 4.1 - 4.24).
5. **Responsible Council Scrutiny Committee Work Programme 2024/25 Update**

Verbal update from the Head of Transformation & Assurance.

Cannock Chase Council
Minutes of the Meeting of the
Responsible Council Scrutiny Committee
Held on Tuesday 9 July 2024 at 6:00pm
In the Council Chamber, Civic Centre, Cannock

Part 1

Present:

Councillors

Aston, J. (Chair)
Gaye, D. (Vice-Chair)
Bullock, L. Mawle, D.
Hill, J.O. Muckley, A.
Johnson, J. Sutherland, M
Lyons, O. Thornley, S.
(substitute)

1. Apologies

Apologies for absence had been submitted by Councillors M. Freeman and G. Hughes.

Councillor O. Lyons was in attendance as substitute for Councillor Hughes.

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

No declarations of interests or party whip declarations were received.

3. Minutes

Resolved:

That the Minutes of the meeting held on 12 March 2024 be approved as a correct record.

4. Introduction to the Role of the Responsible Council Scrutiny Committee

The Committee received a presentation from the Head of Transformation & Assurance that covered:

- support for the committee,
- background,
- purpose of scrutiny and effective scrutiny,
- committee's role and remit,
- work programming and examples of work scrutiny, and
- undertaking a review.

5. End of Year Performance Report 2023/24

Consideration was given to the end of year performance information for the Responsible Council Priority Delivery Plan (PDP) 2023/24 (Item 5.1 - 5.11) *(presented by the Head of Transformation & Assurance)*.

The Head of Transformation & Assurance advised that the report presented the end of year performance for 2023/24, with 12 projects scheduled to be delivered in total. Of those, 5 were completed, 1 on target, and the remainder behind target. Key successes included the launch of the customer portal, which would continue to be developed during 2024/25. In respect of slippages, 2 pieces of work related to the HR service were behind target due to capacity issues in the team and focus being on supporting the restructure of the service manager team as part of the wider shared services and transformation work.

The Head of Transformation & Assurance then took the Committee through the projects and actions in the PDP marked as being behind schedule:

- **Digital strategy** - this had been drafted and reviewed by leadership team informally and was now being amended based on feedback received. It was expected to be brought to Cabinet in August for approval.
- **Hybrid working trial** - progression of work on this had been impacted by the calling of the general election for early July.
- **Shared services** - work on this was now back on track.

In response to a query from a Member on savings to be achieved from shared services and whether there was a list of those savings, the Head of Transformation and Assurance advised that the savings were being delivered on a stage-by-stage basis. An 8% saving had been set out in the original base case as a starting point, with the service manager restructure slightly overarching this target.

In response to a further query from the same Member as to whether any further savings were due, the Head of Transformation & Assurance advised not yet as the Council was now at the start of the transformation programme with a strategy planned to be presented to Cabinet at the same time as the digital strategy. This piece of work would be a big undertaking, so it was important to get it right.

A Member requested that information be provided to Members at the next meeting to help understand what savings had been planned and what had been achieved so far from the leadership team and services managers restructures given the slow pace at which they had been progressed.

In response to a query from a Member as to whether the accommodation review meeting had been held, the Head of Housing & Corporate Assets confirmed this was the case. All floors in the civic centre were currently being used and with discussions ongoing about future use of the building, it was considered better to not move people around at this time.

The same Member then raised that since become a councillor, it felt like conversations about moving out of the civic centre had been ongoing, and as such, nothing had been done about improving the energy efficiency or sustainability of it. In response, the Head of Housing & Corporate Assets advised that the Council had put in a brownfield land bid funding application for the civic centre site earlier in the year. The outcome of the bid would not be known until later in the summer and it was also unknown at this time whether the change of central government would affect it.

On a standard working day, the occupancy of Council staff in the building was 23% owing to hybrid working. The floors in the building let out to external organisations were fully occupied and rental income being received.

The same Member then raised as to whether it would be more energy efficient to condense Council staff onto fewer floors and help build a sense of community amongst those working in the building.

In response to a query from another Member as to how matters were progressing in respect of the proposed civic hub in Cannock town centre and whether the Council was serious about moving into one, the Head of Transformation & Assurance advised there was not a definitive plan at the moment as the civic hub was a separate project from the Levelling Up Fund (LUF) scheme, of which only phases 1 and 2 had been agreed to date. This was not to say it could not happen in the future, but the Council would need to secure funding to deliver it.

The Head of Transformation & Assurance then took the Committee through the key performance indicators marked as being below target:

- **Days taken to process new Housing Benefits / Council Tax claims** - the year end position was shown as being below target, but quarters 3 and 4 showed a significantly improved position and were actually ahead of target.
- **Percentage of Council Tax and National Non-Domestic Rates collected** - the collection rates were only just behind target at year end and the S151 Officer was already doing work behind the scenes to improve rates for 2024/25.
- **Turnaround time for land charges searches** - although slightly behind target at year end, the overall position had improved during the year, with quarters 3 and 4 being above target.
- **Percentage of calls answered** - this was below target at year end mainly due to the increase in calls received during December 2023 following the introduction of the garden waste charging scheme.

In response to a query from a Member regarding call answering and whether extra resource had been put into the team knowing that the garden waste charges were coming in, the Head of Transformation & Assurance advised that extra resource was provided but it had been difficult to predict what the take up of the scheme would be pre-Christmas, so as well as dealing with high call volume, there had been a large increase in people visiting reception in person to sign up. Work was already underway to look at how the process could be better managed for later this year.

In response to a query from a Member as to when the solar panels would be installed at Rugeley leisure centre, the Head of Housing & Corporate Assets advised that a contractor was being secured at the moment, so it should be known soon when the works would commence.

In response to a query from the same Member as to what stage 1 and stage 2 complaints were, the Head of Law & Governance advised that stage 1 complaints were those formally recorded centrally by the Council and sent to the relevant service area for response. If an individual was dissatisfied with the response to their stage 1 complaint, they could ask for it to be reviewed by a senior officer, this being stage 2.

A Member referred to an issue they had experienced in waiting for a response to a complaint submitted several months ago (prior to becoming a councillor) and so queried whether any data was available on how many complaints were not responded to or acknowledged, the Head of Law & Governance advised he would pick this matter up with the Member concerned separately.

A Member noted concern that this PDP appeared to suffer the most slippage in progress when compared to others and felt this was a worry given what work was involved.

In response to a query from the same Member as to who made the decision on delaying work on the asset management strategy, the Head of Housing & Corporate Assets advised that Cabinet approved the strategy in 2022, but leadership team had since made the decision that it would become a combined asset management and sustainability strategy hence the need for a delay on progress.

Members raised concern that it appeared a lot of work was being delayed / deferred, with other tasks needing to be completed before projects and actions could be progressed. Furthermore, the performance report did not set out details on budgets, cost implications and budget impacts from work being delayed. In response, the Head of Transformation & Assurance advised that leadership team was very conscious of capacity issues and challenges coming up over the next 12 months. Priorities would be reviewed with the cabinet and robust measures put in place to report against. In respect of financial reporting, this had been raised by the external auditors in their value for money report, so it was planned to be addressed this year, looking at how it could be strengthened and linked in with risk reporting etc.

A Member raised that the Council's risk register and risk strategy were not seen by this committee and queried if doing so would help the committee carry out its work. The Head of Transformation & Assurance advised that Cabinet had responsibility for approving the risk register each year, and the Audit & Governance Committee was responsible for reviewing it and challenging progress delivery. In respect of the risk strategy, the overarching policy was being reviewed and would be presented to Cabinet and Audit & Governance Committee for approval later in the year.

6. Responsible Council Scrutiny Committee Work Programme 2024/25

Consideration was given to the report of the Head of Transformation & Assurance (Item 6.1 - 6.13).

The Head of Transformation & Assurance provided an overview of the report, advising that the key section for Members' consideration was the draft work programme included as appendix 4.

In respect of the development an executive / scrutiny protocol, the Head of Law & Governance reminded Members of the motion agreed by full Council in March 2024 to look at how Scrutiny and Cabinet could work better together and how a protocol could be developed. It was recommended that the four opposition members to be appointed to the task & finish group come from this committee and that the first meeting should look at what aspects of scrutiny Members may wish to look at, including terms of reference, alignment with Cabinet and leadership portfolios and the scrutiny toolkit. Once discussed by the group, any final recommendations would be agreed by this committee and referred to full Council for determination.

A Member noted that councillors could meet by themselves to discuss what they wanted to scrutinise and raise with officers accordingly.

Another Member noted that effective scrutiny had been looked at previously, so it would be helpful to look at what models other local authorities operated to determine what would work best for this District.

The same Member then suggested that 'progress on achieving the Council's 2019 climate emergency declaration' be included as a work programme item as it was felt important for the committee to review as a cross-cutting issue. The review would include looking at progress made to date, future work planned and using that knowledge to ensure activity was not being duplicated across service areas. It was requested that each head of service attend and report on their services. There was also a need to understand what had been achieved from the climate emergency action plan and what could still be done.

In response to a query from a Member as to how the Council's improvement plan arising out of the external auditor's value for money report would be monitored, the Head of Transformation & Assurance advised this would be done by the Cabinet and the Audit & Governance Committee, but this committee could be asked by either of those bodies to look at specific issues if felt necessary. By way of example, this committee could be asked to review proposals on development of the Council's performance management framework at the appropriate time.

The same Member then suggested that 'development of the Council's workforce plan and succession planning' be a work programme item, as going through the performance report, it was evident that slippage in many areas was due to capacity and resourcing issues in service areas. There had been gaps in senior management posts at different points over the last few years and a lack of succession planning. There was a need to look at pressure points and where things had gone wrong as this would enable Members to better understand the delivery of key projects and what resources officers needed to their work properly. Credibility of the Council was also an important factor in this as this longer this work was delayed then the more problems it would create in the future.

The Head of Transformation & Assurance advised that part of the capacity issue in the HR team had been due to a long-term absence. This situation had now been addressed so a review of the team structure would be undertaken to ensure it had the right resource in place. Development of the workforce strategy could not commence until a separate piece of work had been completed on what type of organisation the Council wanted to be. Work was however already underway on matters such as staff learning and development needs.

Another Member agreed with the views of the previous Member, noting that it felt like councillors kept being told that a report or other work needed to be done before certain projects could be progressed. This was causing frustration for Members as it seemed there was a lot of uncertainty about when projects would be completed, and reports come to Members for decisions. It also meant the public could not be properly updated on timescales for when work would be finished.

A Member noted that scrutiny at this Council had not had a good history of achieving change when compared to other councils, but based on the earlier discussions, a good plan could be put in place going forward on what Members wanted to review.

The Chair then sought Members views on which topics raised during the debate they wished to review. The committee was of the view that all three topics should be taken forward.

The Head of Transformation & Assurance advised the development the executive / scrutiny protocol would be taken forward as per the motion agreed by full Council. In respect of the other two review topics, it was suggested that update presentations be provided to the committee in the first instance to then determine whether in-depth reviews were necessary.

A Member requested that the climate change item be considered at a separate meeting prior to the next formal meeting of the committee in early September, with an email update to be provided in advance of an additional meeting taking place.

In respect of the workforce and succession planning review, the Head of Transformation & Assurance advised the required information would not be ready for the next meeting of the committee as a lot of the data was held by individual service areas rather than centrally in the HR service. The matters raised by Members would be discussed at a forthcoming leadership team meeting and feedback provided to the committee afterwards.

The Chair advised that officers needed to be allowed sufficient time to pull together the requested information so that the committee could have a meaningful discussion on the issues raised.

Resolved:

That the following review topics be agreed for the Committee's 2024/25 work programme:

- (A) Development of an executive / scrutiny protocol, to include a review of the scrutiny structure. Opposition members on the task & finish group to be Councillors Hughes, J. Johnson, Mawle and Muckley.
- (B) Progress report on achieving the Climate Emergency Declaration as agreed by full Council in 2019.
- (C) Workforce planning and succession planning.

The meeting closed at 7:30 p.m.

Chair

Priority Projects for 2024-25

Committee: Responsible Council Scrutiny Committee / Cabinet

Date of Meeting: 14 October 2024 / 24 October 2024

Report of: Deputy Chief Executive - Resources

Portfolio: The Leader of the Council

1 Purpose of Report

1.1 This report sets out an up-date to the priority projects and key performance indicators that underpin the delivery of the Council's priorities and form the basis of the Council's performance management framework for 2024/25.

2 Recommendations

2.1 Cabinet is asked to approve the list of key strategic and operational priorities set out in paragraph 3.5.

Reasons for Recommendations

2.2 Prioritisation of the Council's work programme for 2024/25 is essential for the effective allocation of resources.

3 Key Issues

3.1 The Council is half-way through delivery of its corporate plan for 2022-2026. With a change in Administration following the local elections in May 2024, it is timely to undertake a mid-term review.

3.2 The overarching priorities set out in the current corporate plan will remain unchanged for the remaining two years; these are:

- (i) **Economic Prosperity** - To reinvigorate the economy and create a District that thrives
- (ii) **Health & Wellbeing** - To encourage and support residents to lead healthy and independent lives
- (iii) **The Community** - To ensure Cannock Chase is a place that residents are proud to call home
- (iv) **Responsible Council** - To be a modern, forward thinking and responsible Council

3.3 The Council is ambitious to deliver significant change to Cannock town centre, to deliver its Shared Services agenda and value for money (VFM) in service delivery. It is proposed that these three themes will be central to the delivery of Council's priorities going forward:

- (i) Delivery of the town centre regeneration schemes;
- (ii) Delivery of the VFM improvement plan; and
- (iii) Delivery of the shared services transformation programme.

- 3.4 The projects that underpin the delivery of the Council's priorities have been reviewed against the resources available, changes in local circumstances and to reflect the national agenda emerging from the new Government.
- 3.5 In common with many public sector organisations, the Council faces a number of challenges in terms of both funding and capacity, resulting from austerity measures imposed over recent years. Revenue budgets remain tight and future funding is uncertain, with settlements being given for 12 months at a time. Capacity is being impacted by a shortage of suitably qualified and experienced staff in key areas, including support services and the number of projects being supported.
- 3.6 In order to ensure that resources can be allocated effectively, a review has been undertaken of the projects and workstreams for each of the corporate priorities to prioritise them and inform the work programme for 2024/25 and 2025/26. The key projects for each of the 4 corporate priorities are set out below:

Corporate Priority 1 - Economic Prosperity

1. Economic Growth & Regeneration Projects
2. Local plan – respond to updated National Planning Policy Framework (NPPF) including evidence review
3. S106 – review of policy and process

Corporate Priority 2 - Health & Wellbeing

4. Full review of leisure offering and planning ahead for future delivery including contract procurement/ renewal
5. Health strategy and development of wider approach to health and wellbeing for both Councils

Corporate Priority 3 - The Community

6. Housing (HRA) recovery and improvement
7. Place Based Housing strategy and new council house building
8. Waste contracts including Food waste
9. Tree Management
10. Play area investment and rationalisation

Corporate Priority 4 - Responsible Council

11. VFM Improvement Plan
12. Closure of the Accounts, the audit and VFM review for 2023/24
13. Transformation of all services
14. Digital Strategy including IT systems replacements
15. Strategic asset management including the review of key assets
16. Climate change
17. Land Charges

Further details on the priority projects can be found in Appendix 1.

- 3.7 Priority Delivery Plans (PDPs) have been developed, setting out the key actions and milestones for 2024/25 and indicative actions for 2025-26. These are attached at Appendix 2. These will form the basis of the Council's work programme for 2024/25 and replace the existing indicative delivery plans for 2024/25 and 2025/26.
- 3.8 A separate delivery plan already exists for the VFM Improvement work and will continue to be performance managed outside of the delivery plans to avoid duplication.
- 3.9 Similarly, due to the scale and importance of the HRA Housing work, a Housing Improvement Plan is being developed and this will also be performance managed separately.
- 3.10 The Priority Delivery Plans are also accompanied by a set of key performance indicators (KPIs) which measure the delivery of operational services (Appendix 3).

4 Relationship to Corporate Priorities

- 4.1 The report sets out the priority projects for 2024/25 and these contribute to all of the Council's priorities.

5 Report Detail

5.1 Background & Context

- 5.1.1 Like many other Councils, the Council faces a range of opportunities and challenges which it must balance. The Council has successfully bid for significant regeneration funds which commits it to a wide-ranging project. Whilst offering significant benefits to the District, at the same time they create additional work for teams which are already experiencing capacity issues through recruitment difficulties, changes in demand/expectations and legislative changes. The Council also continues to face financial challenges, increasing costs and uncertainty around future settlements from the Government.
- 5.1.2 The Council is half-way through delivery of its corporate plan for 2022-2026. With a change in Administration following the local elections in May 2024, it is timely to undertake a mid-term review and reflect on changes over the last two years and to look ahead at anticipated changes. The review has included existing projects and commitments, emerging work areas and service areas whose performance needs to be improved.
- 5.1.3 The review has also considered the change in national Government and the new opportunities and expectations this brings. For local government, these include:
- New House Building targets
 - Creation of new towns and housing affordability
 - Speed up and streamline the planning process
 - Up-to-date local plans (national planning policy framework)
 - Private rented sector – abolition of no-fault evictions
 - Building Safety
 - Ending homelessness
 - Devolution proposals.

5.2 Priority Workstreams

- 5.2.1 There needs to be a focus on key workstreams in order to make the best use of the resources we have available.
- 5.2.2 Three key areas have been identified as being central to the Council's plan going forward. These are:
- Delivery of the town centre regeneration schemes;
 - Delivery of the VFM improvement plan; and
 - Delivery of the shared services transformation programme.
- 5.2.3 Economic growth and investment in the District is an existing priority project. The Council has been successful in securing substantial funding for a scheme to regenerate the town centre. The scheme is significant in scale, complexity and risk but present opportunities to bring in private sector investment to transform and revitalise the town centre. The scheme has to be delivered within a set timescale in accordance with the funding requirements.
- 5.2.4 Delivery of the Value for Money Improvement plan is a more recent priority project, following receipt of the External Auditor's VFM report earlier this year. The report relates to the VFM review covering the period 2021/22 and 2022/23. It includes a number of statutory recommendations and highlighted a large body of work that needs to be completed to improve the management of its housing stock and ensure that the Council has solid foundations to deliver the priority projects and workstreams as well as day to day activities and appropriate monitoring and governance. An action plan has already been prepared to address the findings of the report and work has commenced on delivering this.
- 5.2.5 There is an ambitious transformation agenda associated with the sharing of services with Stafford Borough Council. This is an existing priority project which needs to be developed and delivered to bring the two Councils' workforces together and maximise the benefits of shared services. Following completion of the restructuring at service manager level, we are now scoping out the transformation work programme. This work cuts across all service areas.
- 5.2.6 The full list of priority projects is summarised below split across each of the corporate priorities. The list also indicates whether the project is an existing priority or a new one.

Corporate Priority 1 - Economic Prosperity

1. Economic Growth & Regeneration Projects - existing priority project
2. Local plan – respond to updated National Planning Policy Framework (NPPF) including evidence review - existing priority project
3. S106 – review of policy and process - new priority project

Corporate Priority 2 - Health & Wellbeing

4. Full review of leisure offering and planning ahead for future delivery including contract procurement/ renewal - new priority project
5. Health strategy and development of wider approach to health and wellbeing for both Councils - existing priority project

Corporate Priority 3 - The Community

6. Housing (HRA) recovery and improvements - new priority project
7. Place Based Housing strategy - new priority project
8. Waste contracts including Food waste - new priority project
9. Tree Management - new priority project
10. Play area investment and rationalisation - existing priority project

Corporate Priority 4 - Responsible Council

11. VFM Improvement Plan - new priority project
12. Closure of the Accounts, the audit and VFM review for 2023/24 - new priority project
13. Transformation of all services - existing priority project
14. Digital Strategy including IT systems replacements - existing priority project
15. Strategic asset management including the review of key assets - existing priority project
16. Climate change - existing priority project
17. Land Charges - new priority project

5.3 Monitoring and Management of the Delivery of the Priority Projects

- 5.3.1 Delivery plans have been established for each of the priority projects. Performance in delivering these will be reported to Cabinet and the relevant Scrutiny Committee. The Delivery Plans are set out in Appendix 2.
- 5.3.2 A VFM improvement plan is already in place and progress is being reported to Cabinet and the Audit & Governance Committee. This will remain separate from the Delivery Plans to avoid duplication.
- 5.3.3 Due to the scale and importance of the Housing HRA Housing work, a separate Housing Improvement Plan is being developed rather than a delivery plan as part of this report. Progress in delivering this will be reported separately to the Housing Board, the Health, Wellbeing & Community Scrutiny Committee and the Cabinet.
- 5.3.4 The Transformation Strategy is to be reported to Cabinet separately and this will set out the proposed governance arrangements for managing the delivery of this work and reporting on this to Members.
- 5.3.5 Performance in the delivery of operational services will be monitored through the Key Performance Indicators set out in Appendix 4. These have been modified from those previously reported on, to reflect the changes made to the work programme for 2024/25. A further more in-depth review is planned as part of a wider review of the Council's performance management framework.
- 5.3.6 Housing KPIs have been included in Appendix 3 and will be reported on as part of the corporate performance monitoring until the Housing Improvement Plan has been approved. Once performance reporting has commenced for the Housing Improvement Plan, the Housing KPIs will be reported on as part of this.

6 Implications

6.1 Financial

Budgets will be required to deliver the corporate priorities listed above. As the projects are developed business cases will be prepared which detail the financial requirements and resource needs of each. These will then be presented for approval to members, being clear where the funds are being allocated from. There may be competing demands for limited resources from the above projects which will lead to members and officers needing to ensure that decisions on the allocation of resources are robust.

6.2 Legal

The Local Government Act 1999 requires local authorities to make arrangements to secure continuous improvement in the way in which their functions are exercised, having regard to a combination of economy, efficiency and effectiveness (the Best Value Duty). Regard must be had to the statutory guidance which advises authorities to set clear and achievable priorities, to review corporate plans to ensure they are current and realistic, and to ensure resources are used effectively having regard to any capacity constraints.

6.3 Human Resources

Capacity has been identified as an issue in the report. It is important that this is managed to protect the wellbeing of employees.

6.4 Risk Management

Capacity has been identified as a risk on the Council's strategic risk register. Prioritisation of key projects will assist in the management of this risk.

6.5 Equalities and Diversity

None

6.6 Health

None

6.7 Climate Change

Work on the climate change strategy has been identified as a priority

7 Appendices

Appendix 1: Priority Projects for 2024/25 and 2025/26

Appendix 2: Delivery Plans for Priority Projects

Appendix 3: Key Performance Indicators for Operational Services

8 Previous Consideration

None

9 Background Papers

VFM report and Improvement Plan

Contact Officer: Judith Aupers

Telephone Number: 01543 464 411

Ward Interest: All Wards

Report Track: Responsible Council Scrutiny Committee 14/10/24
Cabinet 24/10/24

Key Decision: No

Priority Projects for 2024-25

Priority 1 - Economic Prosperity

1. Cannock Town Centre Regeneration (LUF scheme)

The first phase of the town centre scheme has been approved by both Cabinet and the Government.

As part of the first phase, the Council will progress the demolition of the former Multi-Storey Car Park, development of the Northern Gateway and refurbishment of Beecroft Road car park. Discussions are ongoing with the Ministry of Housing, Communities and Local Government (MHCLG) regarding the second phase of the project. Discussions have been positive, and they are supportive of the proposed plans for phase 2 of the scheme. The second phase has been approved by Cabinet, but confirmation of the Project Adjustment Request (PAR) extension is awaited.

MHCLG are encouraging the Council to spend the full LUF funding and add to the scheme; but there are concerns over capacity to deliver a wider scheme as well as potential financial liabilities to the Council for these wider more complex schemes, these concerns need to be set against the benefits of the project and the need for the regeneration of Cannock town centre.

2. Local Plan

The Council is currently producing a new Cannock Chase District Local Plan for the period 2018 to 2040 to replace the adopted Local Plan (Part 1) which was adopted in 2014. Subject to Cabinet and Council approval, it is intended to submit the Plan to the Secretary of State for examination stage in autumn 2024. It is anticipated that the Examination will be held in spring 2025 and could be adopted by the Council in winter 2025.

The new Government has announced reforms to the planning system and a new version of the National Planning Policy Framework (NPPF) is currently out to consultation. The new Government has announced its ambition to significantly increase the volume of housebuilding at a national level, particularly affordable and social housing. It is proposed that Local Planning Authorities (LPAs) will be set mandatory housing targets to help achieve the Government's housebuilding ambitions and the impact of this needs to be considered in the context of the Council's new Local Plan.

Of all the proposed changes, the amendment with the greatest potential impact for Cannock Chase is the revised methodology for calculating housing need. The current Cannock Chase regulation 19 plan housing requirement is 264 dwellings per annum. If the Government introduces the revised way of calculating housing need this would be set at 555 dwellings per annum.

As the new Government is seeking to considerably increase housing delivery, the consultation sets out that there are implications for any Local Plan which is delivering more than 200 dwellings below the proposed new targets. For plans at an advanced stage including Cannock Chase, the implication is that the Council would need to immediately embark on a new Local Plan after adoption (usually a review of a Plan would only require consideration after a period of 5 years from adoption). This will require consideration of resources and capacity required to prepare for a new Plan.

3. S106 – review of policy and process

Section 106 Agreements provide the infrastructure required to mitigate negative impacts of development. Planning obligations secured through a S106 Agreement can be used to address issues such as the provision of affordable housing, highway improvements, play provision. Cannock Chase Council also collects funding from developers via the Community Infrastructure Levy (CIL).

The Council has historically negotiated and collected significant sums of Section 106 and CIL funding and is required to publish an Annual Infrastructure Statement each year to show much funding has been collected and allocated / spent to projects. Although the Council has made progress in ensuring that effective monitoring systems are in place, and that funding is appropriately allocated to projects (Council priorities or local projects); there is a need to review the Council's Section 106 policy and procedures, to ensure that there is a decision making framework in place to increase the pace that funding is allocated to local priorities and that the Council can more effectively use S106 funding to deliver against its own priority projects.

There is also a need to procure and implement the necessary software to improve the effectiveness of monitoring and collection of payments from developers. The Council also will be looking to charge a Section 106 monitoring fee to cover the administration and monitoring of planning obligations, based on evidence and benchmark comparisons with other Local Planning Authorities.

Priority 2 - Health & Wellbeing

4. Review of Leisure Service Provision

Cannock Chase outsourced its Leisure, Culture and Heritage provision in 2011 to Wigan Leisure Trust, which was to become Inspiring Healthy Lifestyles (IHL). The initial 10-year contract term ended in 2020/2021, and a deed of variation extended the contract to March 2027. A strategic review is being carried out of all the facilities and services delivered by IHL to shape the future delivery of the services and to inform any future commissioning.

5. Health strategy and development of wider approach to health (SP3)

The newly formed Integrated Care Systems aim to improve health and care services with a focus on prevention, better outcomes and reducing health inequalities. Councils are well placed to support and influence this critical agenda through both core services and focussed activity. This workstream will set out the strategic direction and delivery plans on how we are going to make an impact in this area.

Priority 3 - The Community

6. Housing (HRA) recovery and improvements

The External Auditor's VFM report identified a number of compliance issues regarding the maintenance of the Council's housing stock. One of the actions to address these concerns was to commission a further more detailed review; this has identified additional work that needs to be undertaken. Problems with the IT system used to support delivery of both planned and responsive maintenance work have also been highlighted. Additional resources have been agreed by the Deputy Chief Executive - Resources / s151 Officer to support the work on the HRA issues. These include:

Appendix 1

- Additional resources to clear the outstanding responsive repair jobs with the focus on the category 1, 2 and 3 jobs.
- Funding for an external project manager and specialist to address the issues with the IT system as well as the secondment of an officer from the in-house Technology Team.

In response to the national housing crisis the Council has a key role in building homes that contribute towards meeting the District's housing needs, with 1,100+ applicants currently on the Council's housing register. The new homes will be built to a future homes standard that will enable the residents to live in a low-cost, energy efficient property.

Each year the Council sells approximately 30 properties through the Right to Buy. Therefore, it is essential that the Council continues with its successful house building programme to minimise these losses and, if possible, increase the housing stock. The housing development scheme will continue with the much-needed regeneration of the former Aelfgar School site which has been left derelict for a number of years.

The Council has also secured an award of £800,000 funding which has been match-funded to deliver carbon reduction measures to 112 council properties (through retrofitting). As well as linking to the Council's ambitions for climate change, it also links to our Health and Well Being priority by helping to address fuel poverty and reducing costs associated with achieving adequate levels of heat within in our homes. All of the properties selected have an EPC rating of D or below and the installed measures could save tenants between £220 and £400 a year on energy bills.

7. Place Based Housing strategy

One of the recommendations from the value for money report was for Cannock Chase to prepare a Place Based Housing Strategy. This priority will deliver that strategy and frame the direction of strategic housing in the district, pulling together all parts of the Council with responsibility for housing along with external partners and stakeholders.

8. Waste and Recycling (incl. Food Waste Collections)

All councils across England are being mandated to provide separate weekly food waste collections from April 2026 as part of central government's Resources and Waste Strategy 2018. While work has already begun, there is still much work to be undertaken before this can happen including, planning the new services, agreeing disposal points, negotiating with contractors, procurement of containers, and communications with residents. Although the Government is providing funding for the initial implementation and service delivery, ongoing funding may be an issue. While this is a statutory function, the manner that it is delivered gives the Council choices. These will need to be reviewed to ensure that they meet the statutory requirements.

The Council's kerbside waste and recycling collection contract comes to an end in March 2025. A new waste contract has been procured and although the incumbent contractor has been successful, implementation of the new contract requires mobilisation throughout the remainder of 2024/25 alongside the ongoing management of the current contract.

9. Tree Management

There are approximately 23,000 trees at CCDC on Council land that we have a statutory duty to inspect and maintain. The Council also has a statutory duty to manage tree protection orders across the district/borough, including in their issuing, registration, amendment, reapplication, and revocation. In order to ensure this is carried out correctly it is considered essential that the Council develops a work and investment strategy and plant well for the future.

Due to the large number of trees and amount of associated data involved, the Council also needs to update its electronic tree management system to aid the efficient management of trees and tree protection orders. It is intended the system should be accessible in part to the public to allow ease of access to tree management information, including tree protection order details and tree protection alteration applications.

This is a substantial piece of work and will continue into 2025/26. It will be undertaken jointly with Stafford Borough Council as part of the shared services transformation work.

10. Play area investment and rationalisation

The Council recognises the importance of good quality play areas and parks for its residents and visitors.

The Council has a multi-year play area improvement programme which now requires updating to consider the improvement works that have been undertaken within the last few years as a result of it.

It is also intended to review the play areas, especially in relation to the area they serve and their ongoing budgetary requirements for investment and maintenance over the coming years, in a bid to maximise best value.

Priority 4 - Responsible Council

11. Delivery of the VFM Improvement Plan - Finance and Transformation elements

The VFM improvement plan was produced in response to the External Auditor's Annual Report for 2021/22 and 2022/23. It is multifaceted and will be challenging to deliver, despite the investment that has been agreed as part of the budget process, as many of the officers involved with this work have other key workstreams to deliver.

Delivery of the VFM improvement plan is vital as it will improve our ability to deliver services, manage the running of the Council and make effective decisions. It is also essential that we are seen by stakeholders and the External Auditors to be making progress against the agreed improvement plan.

12. Closure of the accounts, the audit and VFM review for 23/24

Whilst the intention is to not proceed with the outstanding audits of accounts for 2021/22 and 2022/23, we will need to proceed with preparation of the 2023/24 accounts. At present it is anticipated that due to depleted resources coupled with the pressures on the Finance Team from the wider organisation, particularly regeneration, it will not be possible to prepare the 2023/24 accounts on time. This will have an impact on the VFM improvement plan and require a re-planning of the

Appendix 1

Finance Team work plan going forwards to ensure that this does not become a repeat of the current position with outstanding accounts and audits.

In addition to the closure of the accounts, considerable work will be involved in supporting the External Auditors to complete the audit of the accounts and the VFM review for 2023/24. As we will have new external auditors to work with, it is going to take more time in this first year for them to gain an understanding of the two Councils and we will be under close scrutiny given the VFM report covering the last two years.

13. Shared Services - Transformation of all Services

With the completion of the senior management restructure, work is now commencing on bringing the service teams together and planning for the transformation work that is needed. This will include team restructures and process redesign as well as software changes to deliver further savings and efficiencies. These will happen in phases to allow managers time to familiarise themselves with their new roles and according to service need.

A transformation programme of this scale is the first to be undertaken. It is estimated that it will take 2-3 years to deliver. It has the potential to deliver significant improvements for our customers, improve efficiency and deliver savings.

Whilst some additional resources have been agreed to fund setting up a corporate team to support and manage delivery of the programme, it is going to require significant input from the service areas directly affected and the corporate support services

14. Digital Strategy including IT systems replacements

There is a need to invest in and modernise the Council's IT infrastructure and service platforms. A digital strategy has been developed to support this work.

Investment has been approved by Council for new switches and to replace the platform that hosts our virtual machines. Installation of the new equipment is being planned for and is due to commence shortly.

A number of key systems are coming to end of support and are in need of replacing to both improve the efficiency of service delivery and our cyber security arrangements. There is a lack of clarity about the software and technology needs of the service areas and a patchwork of various software solutions has evolved organically which is complicated and does not meet the needs of the Council. This needs to be tied into the workforce and asset strategy as well as tied to the needs of the end users. The Technology Service will liaise with managers to work up a full understanding of the organisation and a review of contracts in place to ensure we are compliant.

Ongoing development of the new Customer Portal (Goss) will also be a key part of our transformation programme to improve customer service. We also need to invest in new software BI to support the development work on performance management etc as referred to in the VFM report.

15. Strategic Asset Management

A review of our approach to asset management is needed to set the strategic direction and rationalisation/estate usage. The review will include a clear approach to asset appraisal, determining its value to the authority not just on a financial basis but also for the delivery of outcomes.

As part of the review of the Council's assets, consideration is to be given to the future of the existing office accommodation and depots. The buildings are in need of refurbishment work and the costs of this will be significant. The move to hybrid working, though the final position on this has yet to be agreed, has resulted in under-occupancy of the building and letting vacant space is currently a competitive market. The sharing of services with SBC will also have an impact on both office and depot space requirements depending on the outcome of the transformation work.

The asset review is also to include researching, procuring and implementing a new IT system to provide a comprehensive record all of the Council's assets, valuation, maintenance schedules etc.

There is currently a proposal to adopt a Corporate landlord model, but this needs work to understand/reallocate budgets and set up guidance and processes. It also needs to be determined what the staffing structure and expertise required are to support this model.

16. Climate Change

As Climate Change mitigation is a significant priority, it is important for us to have a plan that lays out how we as a District work towards addressing the Climate Emergency. These strategic aspirations are supported by a Climate Change Action Plan to ensure we are working towards our net zero targets, and these are incorporated in operational delivery by all service areas. The strategy also puts in place a robust governance process chaired by the relevant Cabinet Member and or the Deputy Chief Executive for Place.

17. Land Charges

Part of the Land Charges Service is due to be transferred to His Majesty's Land Registry (HMLR). This on its own is a substantial piece of work. But in addition, the IT system used by the service needs to be replaced as a priority as it will not be supported by the supplier after 31 March 2025. The IT system is integral to successfully migrating the service to HMLR). The new IT system will need to be supported by transformation of the supporting processes to maximise efficiency benefits to the service and its customers.

Priority 1 - Economic Prosperity
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
Delivery of major economic growth regeneration projects	Cannock Town Centre Regeneration - Phase One					
	• Acquire commercial interests to facilitate the development of the Northern Gateway		X			
	• Secure planning consents for demolition for phase 1 and Northern Gateway (reserve matters)			X		
	• Commence demolition works to facilitate phase one of Town Centre regeneration scheme			X		
	• Commence highway works as part of the Northern Gateway scheme				X	
	• Complete demolition works including former Multi-storey car park					X
	• Agree preferred development delivery option for cleared development sites					X
	Cannock Town Centre Regeneration - Phase Two (*subject to approval of PAR)					
	• Decision on whether to proceed with phase two of scheme, subject to approval of the Project Adjustment Request (PAR) from MHCLG			X		
	• Linked to above, conclude negotiations to acquire commercial interests to create regeneration opportunity for the town centre			X		
	UK Shared Prosperity Fund					
	• Implement and deliver the UKSPF projects in year 3 of the Council's approved Investment Plan, working towards full allocation of spend by 31 March 2025 and delivery of outputs.					X
	Investment and growth projects					
	• Refresh Economic Growth Strategy					X
• Develop pipeline of future projects					X	

Priority 1 - Economic Prosperity
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
Local Plan	<ul style="list-style-type: none"> • Submit Local Plan to Examination • Complete Local Plan Evidence Base <ul style="list-style-type: none"> ○ Air Quality ○ Viability Update ○ Heritage Impacts Assessments 			X		
	<ul style="list-style-type: none"> • Revised Local Development Scheme 		X			
	<ul style="list-style-type: none"> • Local Plan Examination and adoption 					X
	<ul style="list-style-type: none"> • Local Development Documents/Policy Guidance / Procurement, Preparation, Consultation, Adoption: <ul style="list-style-type: none"> ○ Statement of Community Involvement ○ CIL Review + Examination ○ Design SPD 					X
Planning Obligations - Review of Policy and Allocations	<ul style="list-style-type: none"> • Charging schedules for Section 106 and Biodiversity Net Gain (BNG) monitoring fees <ul style="list-style-type: none"> ○ Cabinet approval ○ Implementation ○ Monitor Fees 		X	X		X
	<ul style="list-style-type: none"> • Planning obligations Working Group <ul style="list-style-type: none"> ○ Establish group and terms of reference ○ Agree governance and schedule of meetings ○ Project Identification, prioritisation and monitoring 		X X			X
	<ul style="list-style-type: none"> • Business case for Exacom system 			X		

Priority 2 - Health & Wellbeing
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
Review of the Leisure, Culture and Heritage Contract	Commission strategic support to review the leisure, culture and heritage offer in Cannock Chase.		X			
	Commission technical support to carry out stock condition surveys of CCDC leisure, culture and heritage buildings.		X			
	Preparation of report setting out options.			X		
	Decision on Cannock Chase leisure, culture and heritage provision and scope of future commissioned service.				X	
Design and Deliver Cannock Chase District's approach to Health	Complete delivery of health inequalities funded projects.		X			
	Evaluation of health inequalities funded projects to inform future activity.			X		
	Extend the scope of the Cannock Community Safety Partnership to ensure health and wellbeing are fully integrated.				X	
	Complete Community Wellbeing Strategy, setting out priorities across community safety and health.					X
	Agree a delivery plan with the Community Wellbeing Partnerships, to guide the activity on health.					X

Priority 3 - Community
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4		2025/26
Place based housing strategy	Prepare documents to commission Cannock Place Based Housing Strategy			X			
	Start procurement of the Cannock Place Based Housing Strategy				X		
	Cannock Place Based Housing Strategy completed						X
Waste & Recycling - Kerbside collection contract (2025-2032)	Complete procurement process and award contract		X				
	Complete preparation for mobilisation of new waste and recycling contract				X		
	New waste & recycling contract start						X
Waste & Recycling - Introduction of mandatory food waste kerbside collections [* denotes action subject to confirmation of government funding settlement]	Design of new service model and discussions with contractor			X			
	Consider and action revenue settlement offered by Government			X*			
	Cabinet approval for new service, start date, and permission to spend				X*		
	Prepare to tender for the procurement of food waste caddies				X*		
	Procure food waste caddies						X
	Distribute food waste caddies						X
Tree Management	Review current services & establish requirements (including Tree Protection Orders)				X		
	Prepare joint investment strategy and work programme						X
	Approval of joint investment strategy as part of budget process						X
	Procure joint tree management system (including Open Customer Facing Public Portal)						X
	Implement joint tree management system						X

Priority 3 - Community
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
Play Area / Parks Improvements	Review and update current play area investment programme			X		
	Create potential rationalisation lists			X		
	Consult on potential rationalisation lists				X	
	Report to Cabinet on recommended rationalisations				X	
	Begin implementation of agreed rationalisations					X

Note re Housing

Currently the actions relating to Housing arising from the External Auditor's VFM review for 2021/22 and 2022/23 are set out in the VFM Improvement Plan approved by the Cabinet and Audit & Governance Committee on

7 February 2024 and Council on 21 February 2024. Delivery of the VFM Improvement Plan is being monitored separately by the Cabinet and the Audit & Accounts Committee on a quarterly basis.

Through actions identified from the VFM audit, an independent external review commissioned and undertaken by Savills (including findings) and other strategic & operational HRA priorities identified by the service, has been brought together and are being finalised into a single HRA Improvement & Delivery Plan (HRA IDP).

Due to the significant scale and importance of the HRA programme, the HRA IDP will have further dedicated performance and oversight from the Cabinet and other emerging structures being put in place - the Housing Board.

The HRA IDP will be submitted to Cabinet for approval and following this, progress will be monitored and reported on a quarterly basis to Cabinet, the Housing Board (when set up) and the Health, Wellbeing and Community Scrutiny Committee. There will also be a direct alignment and delivery between the HRA IDP & CCDC's priority projects.

Priority 4 - Responsible Council
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
Closure of the Accounts	Closure of the accounts 23/24				X	
	Catch up on closure of previous years accounts			X		
	Audit of the Accounts for 2023/24					X
	VFM review 23/24					X
Transformation Strategy & Plan	Approval of the Transformation Strategy and Plan		X			
	Brief Senior Management Team on the strategy		X			
	Complete scoping work to support development of the Transformation work programme			X		
	Develop the Transformation work programme				X	
	Approval of the Transformation work programme					X
	Delivery of the Transformation work programme					X
Digital Strategy (inc replacement of IT Systems)	Finalise the digital technology strategy		X			
	Procurement of switches for Infrastructure Upgrade	X				
	Plan for installation of new switches		X			
	Installation of new switches			X	X	X
	Identify IT systems in need of replacing over next 3 years		X			
	Assessment and prioritisation of systems to be replace		X			
	Technology Board to approve systems to be replaced			X		
	SharePoint File Migration - development of business case and work plan					X
	Development of new Shared Services Intranet					X
	Project plans will be developed for each system once prioritisation has been agreed and the PDP will be updated accordingly					

Priority 4 - Responsible Council
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
Climate Change Strategy	Revised Climate Change Strategy developed and in place			X		
	Recruitment of staff to support delivery of strategy and monitor operational delivery			X		
	New Governance Structure in place to track operational delivery			X		
	Review Climate Change Strategy					X
Land Charges	Full review of Land Charges Service to include a review of current processes and IT systems		X			
	Transformation of Land Charges scoped and timeline in place to drive this forward			X		
	Procure replacement IT System				X	
	Working towards transformed service				X	X
	Implementation of replacement IT system					X
Strategic asset management including the review of key assets	Building Condition Surveys					
	Appoint Interim Building Surveyor		X			
	Undertake Building Condition Surveys, including HRA Shops				X	
	Produce Asset Management Plans / Options Appraisals					X
	Corporate Assets ICT System					
	Research Systems		X			
	Draft specification for new system				X	
	Procure System					X
	Secure Staffing Resources for Systems Admin Officer					X
	Implement ICT System					X

Priority 4 - Responsible Council
Priority Delivery Plan for 2024/25 and Indicative Actions for 2025/26

Project	Actions and Milestones	Q1	Q2	Q3	Q4	2025/26
	Insurance Reinstatement Valuations					
	Secure Budget			X		
	Commission Service Provider to complete Valuations				X	
	Register all Council Owned Assets and undertake full reconciliation					X

Note Re VFM Improvement Actions

A separate delivery plan already exists for the VFM improvement actions. This was approved by the Cabinet and Audit & Governance Committee on 7 February 2024 and Council on 21 February 2024 and was subsequently updated following the preparation of the Annual Governance Statement for 2023/24 and was approved by the Audit & Governance Committee on 18 June 2024.

Delivery of the VFM Improvement Plan will continue to be monitored separately by the Cabinet and the Audit & Governance Committee on a quarterly basis.

CCDC Key Performance Indicators (KPIs) for 2024/25

KPIs for Priority 1 - Economic Prosperity
Planning
Major Planning Applications determined within time
Non-major Planning Applications determined within time
Major Planning Applications overturned at appeals as percentage of no. applications determined
Non-major Planning Applications overturned at appeals as percentage of no. applications determined
Building Control
Applications registered and acknowledged within 3 days of valid receipt
Full plans applications with initial full assessment within 15 days of valid receipt
Customers satisfied or very satisfied with the service
KPIs for Priority 2 - Health and Wellbeing
Leisure
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities, including comparison to previous years as well as narrative on the wider wellbeing work and events they facilitate.
KPIs for Priority 3 - The Community
Operations - Waste & Recycling
% collections completed first time
Number of missed bin collections (including assisted) / quarter
% Household waste sent for re-use, recycling and composting
Amount of residual waste collected per household (Kgs)
Environmental Health
% of food businesses inspected
% of food businesses inspected which are broadly compliant (rating of 3 or better)
% of service requests responded to within target (all service areas)
% Environmental Protection Act permitted processes inspected in line with risk rating
% Taxi / PHV fleet inspected / compliant
Housing Assistance
No of DFGs completed
Strategic Housing & Homelessness
% households had a positive outcome and secured accommodation for 6 + months
Community Safety & Partnerships
Total value of financial outcomes achieved as a result of the CAB contract
Community Safety Partnership Hub referrals and case closures within 3 months

KPIs for Priority 3 - The Community (Housing)
Housing Repairs
% emergency repairs completed in time
% of non-emergency repairs completed in time
Building Safety/Decency
% of properties with a valid annual landlord Gas Safety Record
% of properties with a valid Electrical Certificate (within 5 years)
% of passenger lifts that have a valid 6 monthly thorough examination record
% of buildings that have a current Legionella risk assessment
% of buildings that have a current Fire risk assessment
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.
Proportion of homes that do not meet the Decent Homes Standard at year end.
Tenancy Management
Housing Applications Processed within 28 days
% of Mutual Exchange applications determined (approved or refused) within 42 days
% of dwellings that are vacant and available for let (at period end)
Average re-let time for Voids
No. of tenants benefiting from disabled facilities work (major and minor)
No of tenants awaiting disabled facilities work (registered and work approved (major and minor))
Rent collected as proportion of rent due
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year
Number of ASB cases which involve hate incidents.
Housing Complaints
Stage one complaints received per 1,000 homes during the reporting year.
Proportion of Stage one complaints responded to within 10 days
Stage two complaints received per 1,000 homes during the reporting year.
Proportion of Stage two complaints responded to within 20 days
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)

KPIs for Priority 4 - Responsible Council
Local Taxation and Benefits
Days taken to process new HB/CT Claims
Days taken to process new HB/CT change of circumstances
% of Council Tax collected annually
% National non-domestic rates (NNDR) collected
Transformation & Assurance
% of calls answered
Average call wait time
Law & Governance
FOI requests within time i.e. 20 working days
Corporate Assets
% of buildings with a valid annual landlord Gas Safety Record
% of buildings with a valid Electrical Certificate (within 5 years)
% of passenger lifts that have a valid 6 monthly thorough examination record
% of buildings that have a current Legionella risk assessment
% of buildings that have a current Fire risk assessment