

Please ask for: Matt Berry
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1 November 2023

Dear Councillor,

Cabinet

6:00pm on Thursday 9 November 2023

Meeting to be held in the 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:

Johnson, T.B.	Leader of the Council
Newbury, J.A.A.	Deputy Leader of the Council and Regeneration & High Streets Portfolio Leader
Elson, J.S.	Community Wellbeing Portfolio Leader
Muckley, A.M.	Environment and Climate Change Portfolio Leader
Thornley, S.J.	Housing Portfolio Leader
Preece, J.P.T.L.	Parks, Culture, and Heritage Portfolio Leader
Prestwood, J.	Resources and Transformation Portfolio Leader
Fisher, P.A.	<i>Observer (non-voting)</i>

Agenda

Part 1

1. Apologies

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

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.

3. Minutes

To approve the Minutes of the meeting held on 12 October 2023 (enclosed).

4. Updates from Portfolio Leaders

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

5. Forward Plan

Forward Plan of Decisions for November to December 2023 (Item 5.1 - 5.2).

6. 2022-23 Housing Services Annual Report to Tenants

Report of the Head of Housing and Corporate Assets (Item 6.1 - 6.24).

7. Quarter 2 Performance Report 2023/24

Report of the Head of Transformation & Assurance (Item 7.1 - 7.35).

8. Strategic Risk Register Update

Report of the Head of Transformation & Assurance (Item 8.1 - 8.9).

9. LTA Tennis Courts Improvements 2023 - Tennis Concessions Scheme

Joint Report of the Head of Operations and the Head of Wellbeing (Item 9.1 - 9.7).

Cannock Chase Council
Minutes of the Meeting of the
Cabinet

Held on Thursday 12 October 2023 at 6:00 p.m.

In the Esperance Room, Civic Centre, Cannock

Part 1

Present:

Councillors:

Johnson, T.B.	Leader of the Council
Newbury, J.A.A.	Deputy Leader of the Council and Regeneration and High Streets Portfolio Leader
Muckley, A.M.	Environment & Climate Change Portfolio Leader
Thornley, S.J.	Housing Portfolio Leader
Preece, J.P.T.L.	Parks, Culture, and Heritage Portfolio Leader
Prestwood, J.	Resources and Transformation Portfolio Leader
Fisher, P.A.	<i>Observer (non-voting)</i>

39. Apologies

Apologies had been submitted for Councillor J.S. Elson, Community Wellbeing Portfolio Leader.

It was noted that the Environment & Climate Change Portfolio Leader would need to leave the meeting early.

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

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

41. Minutes

Resolved:

That the Minutes of the meeting held on 14 September 2023 be approved.

42. Updates from Portfolio Leaders

(i) Leader

The Leader updated in respect of the following:

- **Democratic & Resilience Services Manager**

The Leader advised that the meeting was the last Cabinet meeting that would be supported by Mr. S. Partridge, Democratic & Resilience Services Manager, who

would shortly be taking early retirement after more than thirty-three years' service with the Council. The Leader thanked Mr. Partridge for his service and professionalism; including support; advice; and guidance provided to himself and other Councillors down the years and wished him well in his retirement.

(ii) Environment and Climate Change

The Portfolio Leader updated in respect of the following:

- **Staffordshire Sustainability Board (SSB)**

The Portfolio Leader reported that she had attended a meeting of the SSB on 25 September, 2023.

- **Carbon Bubble**

Following a previously curtailed visit by the Staffordshire "Carbon Bubble" - a 10-metre installation that helps people visualise how their daily activities can impact carbon emissions - the Portfolio Leader confirmed that she continued to try to get the installation returned to the district at no charge.

- **Tree Preservation Officer**

The Portfolio Leader said she was pleased to report that a new Tree Preservation Officer had recently been appointed.

(iii) Regeneration and High Streets

The Portfolio Leader updated in respect of the following:

- **Jobs fair**

A very successful jobs fair organised by the Council had been held in the Civic Suite ballroom earlier that day, between 10:00am and 1:00pm.

Over 20 employers and training providers exhibited covering a wide range of sectors including leisure and hospitality; the Armed Forces; further education (Walsall College and South Staffs College); utilities; retail; social care; local authorities; civil enforcement; and foster care.

Many of the employers and providers had multiple jobs and apprenticeships available, including the Council which was advertising four vacancies.

Final numbers were still to be confirmed, but based on referrals from Jobcentre Plus it was believed there had been in excess of 300 people through the doors. A number of detailed discussions regarding specific roles had taken place and it was hoped that successful applications would arise from those.

General feedback from exhibitors was that the event was well attended and there was a steady flow of residents through the door throughout the day. The Jobcentre had asked every attendee to complete a feedback form highlighting who they spoke with and if any further discussions were to take place. The forms would be assessed over the next few days and more detailed feedback provided to the Neighbourhood Team in due course.

A further job fair was to be held at Rugeley Community Centre, Burnthill Lane, Rugeley on Thursday, 26 October from 10:00am to 1:00pm. It was hoped that this would be an even bigger event with more employers expected to exhibit.

- **Levelling Up Fund project outline consent**

Members of the Planning Control Committee held on 20 September, 2023, had decided to defer the Outline Planning Application for the redevelopment of Cannock town centre to a later meeting.

This happened as a result of last-minute comments from the Highways Authority at Staffordshire County Council, which unfortunately arrived after the agenda and papers were published.

As Cannock Chase Council's Economic Development Service was the applicant, in order to ensure transparency and exercise due diligence, the committee felt it was appropriate for the highways comments to be addressed and responded to before the application was formally considered. The delay would not affect the progress of the Council's ambitious scheme to create a leisure and cultural hub in Cannock town centre.

It was extremely frustrating to have received objections from highways at the eleventh hour. The objections largely related to the transport modelling that had been carried out by the Council's consultants, and highways had queried some of the assumptions relating to what was included in the traffic model as 'committed development' in and around Cannock town centre. This affected the overall transport assessment which would need to be refreshed.

The Council's consultants had met with Highways officers, and were now revising the transport assessment. This should be re-issued to the County Council by the end of the week, and they will then have two weeks to respond.

The Economic Development team continued to work hard to ensure the application could go to Committee in November, though obviously, this depended on SCC Highways being satisfied with the revised transport assessment and not objecting to the scheme.

Getting the outline consent was a key milestone for the project and would enable the Council to progress detailed reserved matters applications for the demolition works, Northern Gateway and Leisure & Culture Hub.

43. Forward Plan

Resolved:

That the Forward Plan of Decisions for the period October to December 2023 (Item 5.1 – 5.2) be noted.

44. Replacement Bridges at Anglesey Nature Reserve and Rawsley Woods

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 6.1 - 6.8), which was moved by the Environment & Climate Change Portfolio Leader.

Resolved:

That:

- (A) The content of the report be noted, and officers be authorised to progress replacement of one bridge at Anglesey nature reserve and one bridge in Rawsley woods.

- (B) The cost of undertaking the works be funded from the existing capital programme budget of £110,000 and that any balance remaining be returned to the overall capital budget.
- (C) Consideration of any proposals for Rugeley boardwalk be discussed separately as part of the Council's wider capital budget setting process.

Reasons for Decisions

An update report on the replacement bridges was presented to Cabinet on 16 February 2023. The Cabinet resolution was to not proceed with any works at that time and to review the Council's position during Autumn 2023.

Replacement of the bridges at Anglesey nature reserve and Rawnsley woods could be funded through the existing allocation of capital budget.

Replacing Rugeley boardwalk would require significant additional capital funds and hence why it was determined that future proposals for Rugeley boardwalk be considered separately as part of the Council's wider budget setting process.

(The Environment & Climate Change Portfolio Leader left the meeting at this end of this item.)

45. Local Council Tax Reduction Scheme 2024-25 (Authorisation to Consult Interested Parties on Proposed Changes)

Consideration was given to the Report of the Deputy Chief Executive-Resources (Item 7.1 - 7.3).

Resolved:

That the report be noted, and a formal consultation be commenced on proposed changes to the Local Council Tax Reduction scheme with the results being report back to Cabinet.

Reasons for Decision

The 2023-24 Local Council Tax Reduction Scheme ('the scheme') was enhanced to provide additional support for the most vulnerable of residents who otherwise would have had to pay 20% of their council tax. These changes and necessary funding were agreed for one year only, with the scheme reverting to 2022-23 levels in the absence of further approvals.

Continuation of the temporary enhancement to the scheme was not affordable and so the 80% cap would be reintroduced from April 2024.

The review of the scheme had identified ways in which calculation and award of Local Council Tax Reduction could be performed more efficiently and so some operational changes were proposed to be consulted upon.

46. Permission to Spend - Conversion to Wireless CCTV in Cannock Town Centre

Consideration was given to the report of the Head of Wellbeing (Item 8.1 - 8.4).

Resolved:

That permission to spend up to £45,000 from the CCTV capital programme for the conversion to a wireless CCTV transmission solution in Cannock town centre be approved.

Reasons for Decision

The decommissioning of nine BT circuits and conversion to wireless transmission would present a saving of approximately £8,500 per annum, in perpetuity, based on current rates. This was identified in the budget savings for 2022-23.

The conversion would present a decreased reliance on transmission infrastructure where there was uncertainty regarding its future and associated revenue costs.

The conversion would future proof the service technologically. Eight of the nine highlighted BT circuits were VXMD circuits, in excess of 20 years old, and an unsupported end-of-life product.

A wireless transmission solution would enable significant and additional CCTV funding to be received as part of the Government's 'Safer Streets 5' initiative.

There were no ongoing revenue costs associated with a wireless transmission solution.

47. Housing Revenue Account - Creation of New Post

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 9.1 - 9.5).

Resolved:

That the request for the following new role to be created and funded by the Housing Revenue Account be approved:

- Resident Engagement and Insight Officer - salary grade G; 37 hours per week (£44,510 including on-costs).

Reasons for Decision

Housing Services and the Strategic Housing and Service Improvement team required additional capacity to contribute to and undertake the required activities to meet the Social Housing Regulator's Tenant Involvement and Empowerment Standard.

Principally through undertaking and providing sufficient and robust engagement, tenants and residents were able to shape and improve the services delivered to them. This continuous improvement programme provided further empowerment to residents. In addition, by not meeting the Regulator's requirements the Council would open itself up to the Regulator's use of regulatory, enforcement, and general powers.

The Regulator had been given even stronger powers by Government to scrutinise landlords' performance from April 2024, following the enacted Social Housing (Regulation) Act 2023. Government had also promised to "name and shame" providers that did not meet standards.

48. Rent and Income Collection Policy

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 10.1 - 10.10).

Resolved:

That the Rent and Income Collection Policy as attached at appendix 1 to the report be approved.

Reason for Decision

To ensure the Council was responding to the challenges posed by social welfare policies, cost-of-living crisis, and was minimising any negative impact on tenants.

49. Housing Ombudsman Complaint Handling Code - Self-Assessment

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 11.1 - 11.60).

Resolved:

That:

- (A) The implications of the Housing Ombudsman Complaint Handling Code and the outcomes of the self-assessment form be noted.
- (B) It also be noted that the self-assessment form would be published on the Council's website.

Reason for Decisions

To adhere to membership requirements of the Housing Ombudsman and its Complaint Handling Code by reporting the outcome of the self-assessment to Cabinet and that the self-assessment would be published on the Council's website.

The meeting closed at 7:20 p.m.

Leader

Forward Plan of Decisions to be taken by the Cabinet: November to December 2023

For Cannock Chase Council, a key decision is as an Executive decision that is likely to:

- Result in the Council incurring expenditure or making savings at or above a threshold of 0.5% of the gross turnover of the Council.
- Affect communities living or working in two or more Council Wards.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item via email to membersservices@cannockchasedc.gov.uk

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

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
November 2023						
Quarter 2 Performance Report 2023/24	Head of Transformation & Assurance / Resources & Transformation Portfolio Leader	09/11/23	No	No		
Strategic Risk Register	Head of Transformation & Assurance / Resources & Transformation Portfolio Leader	09/11/23	No	No		
Housing Services 2022-23 Annual Report	Head of Housing & Corporate Assets / Housing Portfolio Leader	09/11/23	No	No		
LTA Tennis Courts Improvements 2023 - Tennis Concessions Scheme	Head of Operations / Parks, Culture, and Heritage Portfolio Leader	09/11/23	Yes	No		
December 2023						
Stadium Site Phase 2 Works Revision 2B - Toilet and Community Room	Head of Operations / Parks, Culture, and Heritage Portfolio Leader	14/12/23	No	No		
Safer Streets - Permission to Spend	Head of Wellbeing / Community Wellbeing Portfolio Leader	14/12/23	Yes	No		

Item No. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
Amazon-Rugeley	Head of Economic Development & Planning / Regeneration and High Streets Portfolio Leader	14/12/23	No	No		
Local Development Scheme 2023	Head of Economic Development & Planning / Regeneration and High Streets Portfolio Leader	14/12/23	No	No		
Local Plan Update and Regulation 19 Consultation	Head of Economic Development & Planning / Regeneration and High Streets Portfolio Leader	14/12/23	No	No		
Cannock Town Centre Levelling Up Fund - Permission to Spend	Head of Economic Development & Planning / Regeneration and High Streets Portfolio Leader	14/12/23	Yes	Yes (Appendix only)	Information relating to the financial or business affairs of any particular person (including the Council).	

2022-23 Housing Services Annual Report to Tenants

Committee:	Cabinet
Date of Meeting:	9 November 2023
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing

1 Purpose of Report

- 1.1 To approve the contents of the 2022-23 Housing Services Annual Report to Tenants as required by the regulatory framework for social housing in England, and its publication on the Council's website.

2 Recommendations

- 2.1 That the 2022 - 23 Housing Services Annual Report (attached as Appendix 1) is agreed for publication on the Council's website and circulated to tenants.
- 2.2 That if required the Head of Housing and Corporate Assets, following consultation with the Housing Portfolio Leader, is authorised to make amendments to the 2022-23 Housing Services Annual Report prior to publication.

Reasons for Recommendations

- 2.3 The Annual Report must be made available to all tenants and a copy of the final document will be placed on the Council's website, with hard copies circulated to tenants and leaseholders in conjunction with the next edition of the Tenants' Newsletter.

3 Key Issues

- 3.1 The Council is required to publish the 2022-23 Annual Housing Report as set out in the Regulatory Standards by the Regulator of Social Housing.
- 3.2 The Annual Report is attached as Appendix 1. It will be published on the Council's website and delivered to tenants.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Adhering to the Regulator's requirements to produce an Annual Report will assist Housing Services in helping to achieve the Council's 'Responsible Council' priority by delivering Council services that are customer centred and accessible - providing customers information on our performance for the year - and to be accountable for our performance and actions.

5 Report Detail

- 5.1 Registered providers of social housing in England must meet regulatory standards set by the Regulator of Social Housing. The standards are classified as either economic or consumer. The economic standards do not apply to local authorities. The current five consumer standards that the Council are required to meet are:
- Tenant Involvement and Empowerment Standard
 - Home Standard
 - Tenancy Standard
 - Neighbourhood and Community Standard
 - Tenant Satisfaction Measures Standard
- 5.2 The Tenant Involvement and Empowerment Standard requires the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets.
- 5.3 The Annual Report is attached as Appendix 1.
- 5.4 The Annual Report must be circulated to all tenants. As a result, a copy will be placed on the Council's website and hard copies will be delivered to tenants in conjunction with the next Newsletter edition, which is hoped to go out before the end of December 2023 (PR & Marketing capacity permitting). The cost of these actions can be accommodated within agreed budgets.
- 5.5 It is therefore recommended that the 2022 - 23 Housing Services Annual Report (attached as Appendix 1) is agreed for publication on the Council's website and circulated to tenants.

6 Implications

6.1 Financial

There are no financial implications arising directly from this report. All costs associated with compiling the Annual Report have already been met from existing budgets.

Any costs arising from recommendations contained within the draft Annual Report can be met from within existing budgets.

Delivery of the Annual Report to tenants can also be met from within existing budgets.

6.2 Legal

There are no direct legal implications arising from this report save the Council's statutory duty to issue an annual report in accordance with the regulatory framework.

6.3 Human Resources

None

6.4 Risk Management

The Regulatory framework requires the Council to publish an Annual Report. Failure to do so will be a breach of the framework.

6.5 Equalities and Diversity

Copies of the Annual Report will be provided in a variety of formats including audio and large print on request.

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1: 2022-23 Housing Services Annual Report to Tenants.

8 Previous Consideration

Tenant Services Authority Briefing Paper	Housing Policy Development Committee	24 February 2009
Consultation on the Housing and Regeneration Act 2008 (Registration of Local Authorities) Order 2009.	Cabinet	17 September 2009
Consultation on the TSA Consultation – A new regulatory framework for social housing in England	Cabinet	21 January 2010
Housing Services – Annual Report	Cabinet	16 September 2010
Housing Services – Annual Report	Cabinet	15 September 2011
Housing Services – Annual Report	Cabinet	20 September 2012
Housing Services – Annual Report	Cabinet	19 September 2013
Housing Services – Annual Report	Cabinet	18 September 2014
Housing Services – Annual Report	Cabinet	17 September 2015
Housing Services – Annual Report	Cabinet	20 October 2016
Housing Services – Annual Report	Cabinet	19 October 2017
Housing Services – Annual Report	Cabinet	8 November 2018
Housing Services – Annual Report	Cabinet	17 October 2019
Housing Services – Annual Report	Cabinet	10 December 2020
Housing Services – Annual Report	Cabinet	3 February 2022
Housing Services – Annual Report	Cabinet	26 January 2023

9 Background Papers

None

Contact Officer:	James Morgan
Telephone Number:	01543 464 381
Ward Interest:	None
Report Track:	Cabinet 9 November 2023
Key Decision:	No

Annual Report

for Tenants

2022/23



Welcome to the 2022/23 Housing Services Annual Report to tenants. Here we share information about our performance in the last financial year.

This annual report covers the period between April 2022 and March 2023. Whilst we all try and return to a new normal after the Covid pandemic, things have not been easy for anyone - with the upturn in living costs having an impact for everyone.

The Housing Services team have continued to work hard to ensure that tenants' homes were safe and comfortable places to live and providing additional support for vulnerable households.

The report includes information about how we invest in homes, repair and improve them and respond to the issues and complaints that you raise. It will tell you how the rent that we collect is used to maintain and raise the quality of council homes in the District.

We hope you find this report informative and that it gives you a greater insight into the work that we do for the benefit of all our tenants and leaseholders.



Cllr Sue Thornley

Portfolio Holder for Housing



Nirmal Samrai

Head of Housing and Corporate Assets



Priorities 2022-23



Quality Homes: We will continue to improve the quality of the Council's housing stock for the benefit of our tenants by ensuring that we continue to meet and exceed the Decent Homes standard.



Support: We will make the best use of our stock, provide tenancy sustainment support, promote the provision of suitable accommodation, and provide information and advice to prevent and reduce homelessness.



New Homes: We will continue working towards delivering further new council homes over the coming years using the Housing Investment Fund. A site in Rugeley on the former Aelfgar school site is currently being progressed, working towards the submission of a full planning application and will deliver 58 homes comprising of 29 Council homes for rent and 29 for outright sale.

Key facts

(as at 1 April 2023)



We provide 5,045 homes across the District



We lease 296 flats across the District on leasehold terms;



We sold 30 properties through Right To Buy in 2022/23, and with no new Council homes delivered there was a net loss of 30 properties overall;



We spent approximately £6.7m on planned maintenance works and responsive repairs & maintenance to the existing housing stock in 2022/23 to ensure your properties are well maintained.

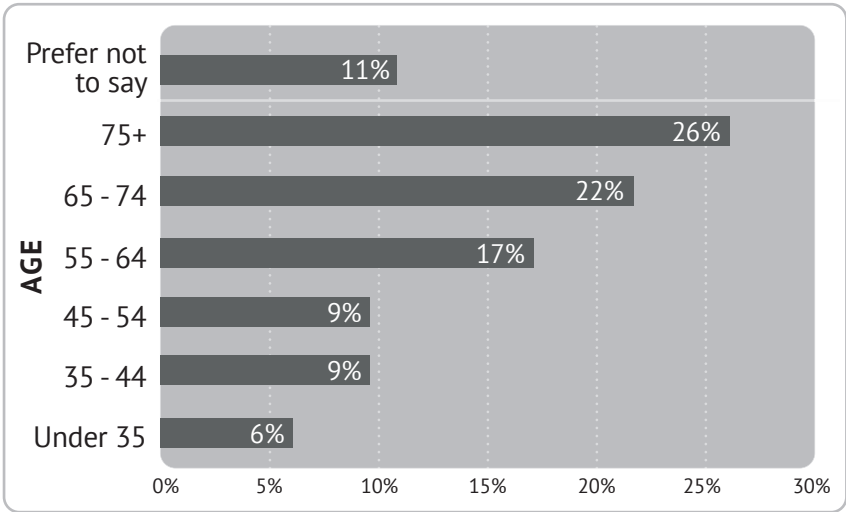
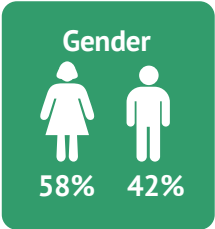


90% of respondents to our monthly repairs satisfaction survey said that were satisfied with the repair services we provided.

Understanding and responding to your needs

Tenant Profile (from STAR survey 2023, based on lead respondent/main tenant)

Our Tenants



Tenants have on average held their tenancies for **12.5 years** (slightly less than as last year). According to our records the longest tenancy held is an incredible **68 years!**

There were **1315 households** on the Housing Register as at 31/03/2023

520 households requiring 1 bedroom accommodation

489 require 2 bedroom accommodation

228 require 3 bedroom accommodation

78 households require 4+ bedroom accommodation

2026 one bed properties;

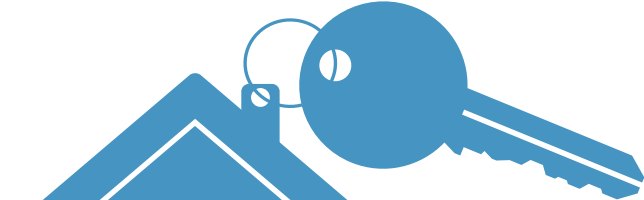
1437 two bed properties

1465 three bed properties

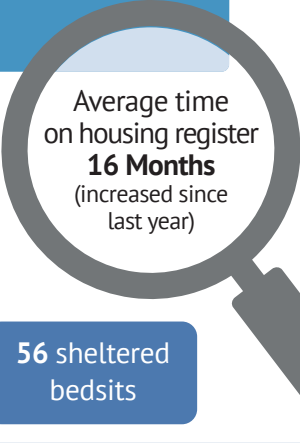
60 four bed properties

1 five bed property

56 sheltered bedsits



The Council has **5045 properties** for rent
As at 31/03/2023



We also manage **793 garages**, of which **377** were occupied. And we have **296 leasehold properties.**
(as at 31/03/2023)

During 2022/23 we received **33,122 calls** through the Contact Centre on Housing related matters and **469 visits** to the Council offices. This is an increase on last year for calls, but a slight decrease in physical visits - understandable perhaps as since the Covid pandemic customer interactions have shifted slightly away from face to face interaction towards other methods of communication - calls, emails, text messaging, social media etc. However we understand that some customers still want face to face interaction and we are working on improving our service offer to you.



244 complaints and enquiries

5 Stage 2 complaints ;
 30 Stage 1 complaints;
 133 MP enquiries;
 76 were recorded as informal (i.e. councillor complaint on behalf of tenant, anonymous or from another family member)

30 complaints reached Stage 1

6 - Housing Options/Homelessness;
 5 - Neighbourhoods;
 4 - Repairs;
 4 - Housing Property Services (HPS);
 3 - Repairs and HPS;
 2 - Income Management;
 1 - Allocations;
 1 - Sheltered Housing;
 1 - Neighbourhoods and Allocations;
 1 - Income Man. and Allocations;
 1 - Housing Opts/Homelessness and Allocations;
 1 - Neighbourhoods and HPS.

5 complaints were escalated to Stage 2

2 - Repairs;
 1 - Allocations;
 1 - Allocations and Neighbourhoods;
 1 - Income Management and Neighbourhoods.



Two cases were considered by the Housing Ombudsman one which was not taken on as it was outside the Ombudsman's jurisdiction and another case was upheld where a service failure was identified.



Measures had been put in place last year to rectify this issue, where an anti-social behaviour report was not properly corroborated.

15 Stage 1 complaints were upheld (fully or partially) = 50%

Four Stage 2 complaints were upheld (fully or partially) = 67%

This is a big increase on last year in all categories. Stage 1 complaints increased by 131% (from 13 up to 30) and stage 2 complaints increased 400% (one up to five). There was an increase in MP enquiries (up 14%), and informal complaints (up 90%) on the previous year too.

There were more cross-team complaints so we are looking to improve communication between teams by encouraging staff to visit other offices, pick up the phones instead of email, collaborate on processes, take ownership and train staff on communication.



63% of Stage 1 complaints were responded to within 10 working days.

60% of Stage 2 complaints were responded to within 20 working days.



Where complaints fell outside of the response times, complainants were informed that the deadline would not be met and told of the date they could expect their response.



What we learned from the complaints received and what we did:



Item No. 6.10

What happened: A complaint was received about our gas contractor failing to get a tenants boiler repaired in a timely fashion. The boiler was new and the contractor was aware of a fault on a small number of this boiler type. The contractor failed to follow the correct process and contact the boiler manufacturer from the outset, instead they tried unsuccessfully on several occasions to fix the boiler themselves. This led to the tenant having a boiler that worked intermittently which caused a great deal of inconvenience and stress.

What we did: The contractor accepted that they failed to manage the situation as they should have carried out a toolbox talk with staff and operatives to remind them of the process for dealing with a breakdown on a new boiler. The contractor will be investigating if they can develop their IT system so that it identifies properties that have had multiple repairs raised in short succession and flags it up. The Housing Property Services team at the Council also instigated reports to flag up properties that have multiple repair visits in short succession and we will raise with the contractor if they haven't already identified. As both systems now report in this fashion, situations like this will hopefully no longer occur.

What happened: A tenant complained that they had an outstanding number of repairs affecting their health and that they had difficulty in contacting Housing Maintenance to gain clarity on when these would be completed. After investigating it was apparent that the Housing Maintenance team had tried to complete the repairs but there were access issues when attended but then nobody had followed up to have these repairs completed. Also, some of the issues raised weren't the responsibility of the Council but this hadn't been explained clearly.

What we did: The Housing Maintenance Manager attended the tenant's property and advised clearly of what we would do. Ownership and responsibility have been a theme of the employee reviews this year in Housing Maintenance and this was a classic case of there being no real ownership or responsibility from anyone who attended the property in ensuring the works had been completed. Through the employee reviews and team meetings we have discussed the need for all members of the team to own a job when it is given to them to ensure completion so we can be confident that this type of complaint should reduce in the future.

What happened: An issue arose when a tenant requested a recording of a conversation they had had with a member of the housing team. Unfortunately direct calls to staff members are not recorded, only calls answered by the Contact Centre are recorded. The message customers hear when calling into the Council main number was misleading saying that calls are recorded.

What we did: The Council requested Netcall (the system provider) change the data protection message on the main telephone number to clarify that only calls answered by the Contact Centre are recorded, this will hopefully clarify the matter for customers. However not all calls are routed through the Netcall system i.e. direct calls to officers. No further queries relating to this have been raised since.

As well as complaints, we also record compliments from tenants

Mrs B said:

“ Sharon from Allocations was absolutely brilliant and very helpful. Please do pass on my thanks to the Allocations team and Sharon in particular for their hard work. ”

Mr and Mrs G said:

“ We had the final inspection of our completed wet room yesterday, what a fantastic transformation. For us it has been a life changing experience, and very comforting, we feel very safe now. It has been superbly carried out by your contractors. We thank you and thank Mark and his team for their work and help. ”

Mrs L said:

“ I would like to make you aware of how fantastic my housing officer has been, I cannot thank her enough. She has gone above and beyond to help us find a new suitable home, Joanne has been so supportive and understanding, I feel like she went above and beyond. ”

Mr F said:

“ Thanks to Tony and Charlie, the electricians who came in today. Couldn't be happier with their friendliness, professionalism and attention to detail ”

Mr P said:

“ Just a small note of thanks to all your team for this superb bungalow, we as a family are now all moved in and it's like we have never lived anywhere else. And as for me, everything being on one level has been like a liberation. I no longer have to use the Leisure centre for a shower. I understand it's only a job to you guys but getting this bungalow is the start of a normal home life. ”

The Housing Ombudsman is focused on helping to resolve individual complaints made by tenants, shared owners and leaseholders about their landlords. They can consider complaints and disputes and may help mediate to find a resolution.

The Regulator of Social Housing is focused on ensuring that the landlord meets the standards set for social housing providers. This includes that the landlord is well-managed and financially viable, provides tenants with quality accommodation, choice and protection, and that its tenants can hold their landlords to account.

Information on our complaints procedure can be found on our web pages at: www.cannockchasedc.gov.uk/residents/housing/housing-complaints-and-compliments

If a resident is not satisfied with the services of the Council, they should initially raise a complaint with us. All social housing landlords have a responsibility to deliver a quality service to their residents and must have a complaints process that is easy to use, fair and designed to put things right.



It is advised that residents first exhaust the Council's corporate complaints procedure, but if a resident is unhappy with the way we have dealt with their complaint, they can refer their complaint to the Housing Ombudsman.

Residents can:

Fill out the online form: www.housing-ombudsman.org.uk/residents/make-a-complaint/

Call **0300 111 3000** during working hours

For more information on the Housing Ombudsman: www.housing-ombudsman.org.uk/

For more information on the Regulator of Social Housing: www.gov.uk/government/organisations/regulator-of-social-housing

The Housing Ombudsman has a Complaint Handling Code which the Council is obligated to follow. You can see how we measure up against the Code in our self-assessment published on our webpages at: www.cannockchasedc.gov.uk/residents/housing/housing-complaints-and-compliments

What are tenants satisfaction measures?

All social housing providers (i.e. Councils and Housing Associations) in England must collect data on a new set of Tenant Satisfaction Measures (TSMs) to be reported to Tenants and to the Regulator of Social Housing for 2023/24.

The measures form part of a new system developed by the Regulator to assess how well social housing landlords are doing at providing good quality homes and services.

How does this affect you as a tenant?

The measures are aimed at helping improve standards for people living in social housing, by:

- Providing a visible way for tenants to see how well their landlord is doing, and enabling tenants to hold their landlord to account.
- providing the regulator an insight into which landlords might need to improve things for their tenants.

How the Regulator will measure landlords' performance

TSMs are designed to see how well landlords are performing in terms of:

- keeping properties in a good state of repair
- maintaining building safety
- respectful and helpful engagement
- effective handling of complaints
- responsible neighbourhood management.

There are 22 Tenant Satisfaction Measures in total which include:

- 12 Tenant Perception Measures
- 10 Management Information measures.

For tenant perception measures, landlords are required to survey a sample representative of their customer population. In summer this year we undertook our first TSM perception survey, with around one third of tenants receiving a survey and a total of 564 households completing it. This met all the statistical requirements of the survey and we are able to take the results as representative of our tenant population. A summary of the results is presented below.

Summary

Just over three quarters (76%) of tenants are satisfied overall with the services provided by Cannock Chase Council. Approximately one in ten (12%) of tenants expressed dissatisfaction, with less than 5% being very dissatisfied.

Areas of strength are the provision of homes that are well maintained and safe (74% and 81% respectively), however, engagement with tenants, measured by tenant perceptions that they are listened to (58%) and kept informed (65%) are areas of weakness.

A particular area for improvement is complaints handling, where only 41% of residents express satisfaction, this however, is in line with other comparable local authorities, suggesting this is an area where tenants tend to be more dissatisfied in general - however we know we need to improve in this area.



A detailed report will be made available on our website at www.cannockchasedc.gov.uk/residents/housing/tenant-participation and a dashboard of indicators created in due course to present the information more clearly.

Overall Satisfaction

TP01: Overall satisfaction.....76.4%

Keeping properties in good repair

TP02: Satisfaction with repairs.....75.6%

TP03: Satisfaction with the time taken to complete repair.....72.3%

TP04: Satisfaction that the home is well maintained.....73.7%

Maintaining Building safety

TP05: Satisfaction that the home is safe*.....80.6%

Respectful and engagement

TP06: Satisfaction that the landlord listens to tenant views and acts upon them*.....58.4%

TP07: Satisfaction that the landlord keeps tenants informed*.....65.3%

TP08: Agreement that the landlord treats tenants fairly and with respect*.....75.5%

Effective handling of complaints

TP09: Satisfaction that the landlords approach to handling complaints.....41.5%

Responsible neighbourhood management

TP10: Satisfaction that the landlord keeps communal areas clean and well maintained.....64.4%

TP11: Landlord makes a positive contribution to neighborhood's*.....54.4%

TP12: Satisfaction with the landlord's approach to handling ASB*.....53.4%

*'Don't know' answers excluded from analysis.

The Housing Services Team work hard to provide support for our customers, particularly the most vulnerable.

During 2022/23 we experienced a cost of living crisis, with the price of energy a particular worry for many.

We will provide as much support as we can to help our customers through these uncertain times. If there are concerns about your tenancy or keeping up with payments, our customers can contact us by:



Telephone **01543 462621**



Online www.cannockchasedc.gov.uk/residents/housing



Email incomemanagementteam@cannockchasedc.gov.uk
or EMTeam@cannockchasedc.gov.uk



Help with the cost of living crisis

The rising cost of living is affecting us all. We are supporting residents, as well as signposting to other agencies which can offer help and advice.

For more information see our dedicated webpages at: www.cannockchasedc.gov.uk/costofliving

There will also be information distributed on our social media platforms: Twitter, Facebook, Instagram and YouTube; and via the [Chase Matters magazine](#).

A special edition of the Tenants' Newsletter was published in early 2023 that provided further information on the cost of living, the help available to tenants and leaseholders and tips on how they can make a few savings to ease rising costs.

If you need any help or advice our website has information to help during this difficult time.



Help for Households

www.cannockchasedc.gov.uk/costofliving

Repairs and improving your home

Repairs during 2022/23

12,494 repair jobs were completed around the same number as last year.



9,635 repairs appointments were made

9,607 repairs appointment were kept **97.9%**.

We completed all repair jobs in **12.42 calendar days** on average over 2 days quicker than the previous year, when we were catching up on a backlog from the pandemic.

All non-emergency repairs were completed in an average of **12.17 working days** again, much quicker than the previous year, 2 days quicker.

100% of emergency repairs were completed within 24 hours improved on last year, where one job was unfortunately not completed.

The total cost of maintenance and repairs during 2022/23 was **£6.66m**

During 2022/23 we continued our monthly repairs satisfaction surveys sent to a random selection of tenants who had required a repair job to be completed during the previous month. We have found that:



90% were satisfied with the quality of the work slight decrease on last year (-2%).

88% were satisfied the repair was done right first time slight decrease on last year (-1%).

89% were satisfied overall with the service they received slight decrease on last year (-2%).

We know our performance in turning around void properties has improved, but we want to drive down the time it takes to relet properties further. We've made changes and are continuing to implement our Improvement Plan that includes a number of actions that we know will speed up the process for repairing and re-letting our properties. Performance in 2023/24 is showing further signs of improvement.



Improving our homes



586 properties received electric upgrading works (wired in smoke detectors and provision of additional sockets) increase on last year (450)



120 properties benefitted from disabled facilities work (safe WC and showering, alterations to rooms; heating and power improvements; safety related works) decrease on last year (155)



267 properties benefitted from a central heating upgrade decrease on last year (415)



150 properties had bathroom upgrades increase on last year (57). **37** properties had kitchen upgrades increase on last year (0).

These capital programme improvements cost **£3.54m**

Disrepair Claims

There were 17 disrepair claims brought to the Council during 2022/23 and these do take up a lot of time and money. 15 of the 17 were resolved and 2 have rolled over into 2023/24. Of the 15 resolved cases, 11 were proven and cost the service over £65,000 this prevented 12 new kitchens being upgraded for other tenants, as well as a lot of officer time that could be better spent on other projects.



Repairs can be resolved much quicker this way and the cost of involving law firms means that the money you pay in rent is directly being paid to these firms for repairs that would have been completed if they were reported anyway. It also means other repairs and improvement work cannot be completed as the time and money is spent on dealing with disrepair claims.



In these cases, for most tenants involved, the claim only slows the repairs process down. We believe that some of these solicitors and law firms may advise tenants to refuse access for repairs, which delays the repair being completed and could cost tenants money. In many cases, tenants may be liable to pay court costs even on a no-win no fee basis.

If you are dissatisfied with any housing or repairs service you have received, or feel that you are entitled to compensation, there are a number of options available to you, both informal and formal. Our complaint procedure allows tenants to raise concerns and request that the service 'makes it right'. Tenants can log complaints by phone, in writing, by email or through the website at www.cannockchasedc.gov.uk/council/about-council/customer-feedback-help-us-get-it-right



If you have any outstanding repairs then in the first instance it is essential you call **01543 462621** to report these to the Housing Maintenance service who will raise the repair and get you booked in.

More information is available at: www.cannockchasedc.gov.uk/residents/housing/housing-complaints-and-compliments

Damp and mould

Housing Maintenance have now introduced a dedicated Damp and Mould team, which has been set up to deal specifically with damp and mould issues within our properties.



If tenants believe there is damp and mould present within their home they can contact the team by calling **01543 462621** to book an inspection.

- ① During the inspection our customers are given advice and guidance on the following: Types of dampness, condensation and mould growth, steps to reduce condensation and black mould, common household moisture producing activities and property ventilation.
- ② A complete property survey is completed which considers the property type, insulation depth and type, glazing type, build type, external door type, and heating type.
- ③ Once the survey has been completed any remedial repairs are raised and scheduled with the customer, this may include Additional loft insulation, chemical treatment and decorative finish applied to any affected areas, installation of air vents, or installation of a Passive Input Ventilation System into the property to introduce fresh, filtered air into the dwelling at a continuous rate, encouraging movement of air from inside to outside.
- ④ Once the survey has been completed the Damp and Mould Inspector will raise a follow up survey to ensure that the repairs and advice has been successful.

Managing your tenancy

Your Rent

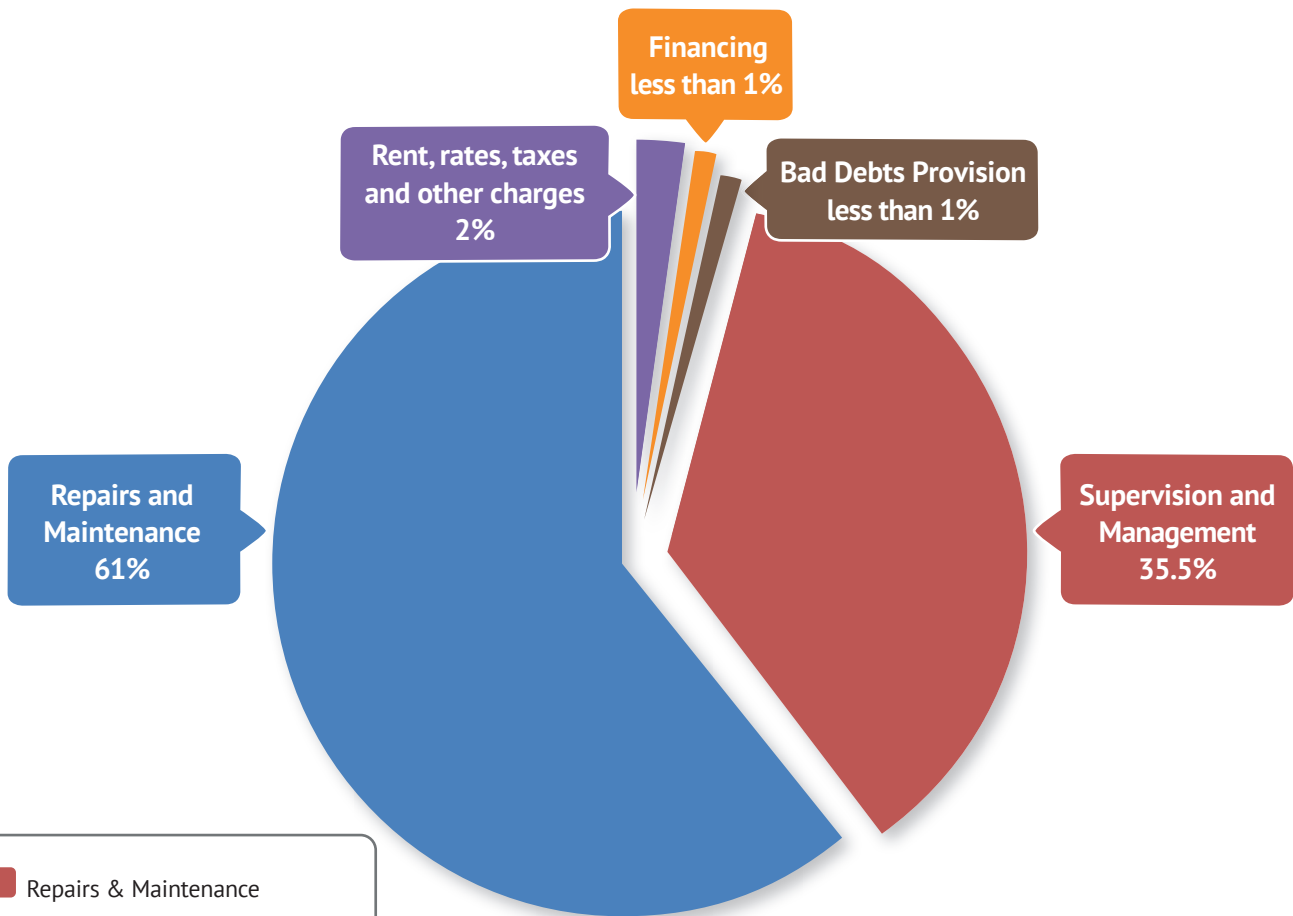
Following Government policy, we increased your rent by 4.1% in April 2022. The policy for rent increases is based on Consumer Price Index (CPI) plus 1%. The CPI at the time of rent setting was 3.1%, hence the total 4.1% increase.



Your average rent in 2022-23 was £78.20 per week.



We received £20.24m in dwelling rent income during the year.



- Repairs & Maintenance
- Supervision & Management
- Rent, Rates, Taxes, Other Charges
- Financing
- Bad Debts Provision

Current tenants were in arrears to the amount of **£297,138** at the end of the financial year. Those tenants in arrears were behind with their payments by an average **£282.81**, just under 4 weeks rent, which is about the same as last year. And some tenants are behind by a lot more. We evicted 3 households as a result of their rent arrears, an increase on the past couple of years but that was partly due to Covid-19 restrictions.

94% of tenants felt fairly or very satisfied with moving between Council properties, a slight decrease from the previous year but there were more lettings made during the year.



We recovered 15 abandoned properties

67 ASB cases were investigated, of which 55 were successfully resolved, 12 were closed due to disengagement or withdrawal, a decrease in cases on last year.



Lettings 2022/23



98% of tenancies granted in the last two years lasted for more than 1 year, which shows our proactive approach to tenancy sustainment.



210 tenants received a new tenancy visit.



180 introductory tenancies were sustained for 12 months.

We let 347 properties in total during 2022/23:



213 lettings were made to new tenants to social housing



106 lettings were to existing social housing tenants



28 mutual exchanges were completed

The Service takes a multi-agency approach by creating a sustainability plan to focus on tenants who have required assistance with the cost of running their home. This has included sign posting to various Services and voluntary agencies. This approach has proved very successful.



During 2022/23 Tenancy Sustainment Officers have assisted 68 tenants in hardship to sustain their tenancies.



Resident Involvement

Over the past year, there have been several community engagement events across the District.

The events were held in Hednesford during April 2022, Cannock in May 2022 and June 2022; and 3 events were held in Rugeley during May 2022, November 2022, March 2023.

Resident involvement is about working with our tenants and residents to support and address those issues they feel are a priority in their local community. Housing Officers have been working with voluntary agencies and Community partners to develop and deliver these events.



Pye Green Community Centre

Housing Officers have worked in partnership with the Rugeley Community Centre and Foodbank to assist those tenants who are struggling financially in terms of the cost of living crisis.

This partnership approach has created an opportunity to assist people who are in financial hardship and who feel isolated and require specific support.

Housing Officers have assisted over 60 tenants who have engaged with the Services provided and further work is on-going with those volunteers involved.

Tenants & Residents Associations are also active on the Springfields estate in Rugeley and Moss Road estate in Chadsmoor, Cannock.

Housing Stock - Building New Council Homes / RTBs

Item No. 6.21

Following on from the successful development at Hawks Green Depot in 2021/22, the Council remains committed to building new council homes for rent. They will reflect the Council's commitment to the Climate Change agenda with the construction of sustainable, low energy homes. The Council are currently working with a development partner to progress the submission of a full planning application for 58 homes on the former Aelfgar school site in Rugeley. 29 of these properties will be Council houses for rent.



Looking forward to 2023/24

We will continue improving and maintaining the quality of our housing stock beyond the Decent Homes Standard, with kitchen and bathroom replacements programmes alongside external envelope and environmental improvements.

We will continue to work to drive down the turnaround times of our empty homes (voids) to reduce our lost rental income, reduce the time incoming tenants have to wait for a property to be ready, whilst continuing to deliver a safe, clean, tidy home that is decent and conforms to our lettable standard.

We will also continue to support independent living, and alongside our cyclical maintenance and improvement works we will continue to undertake minor and major adaptations to improve properties for people with mobility and other health issues, which make it difficult for them to access the facilities within their home.

With the Social Housing (Regulation) Act coming into force in summer 2023 we will ensure we are compliant with the Social Housing Regulator's updated Consumer Standards so that we improve the standards of social housing, making sure tenants get quality accommodation, have choice and protection, and can hold us to account.

We look forward to receiving detailed results and analysis of our 2023 Satisfaction Survey of Tenants and Leaseholders, seeing what you think of the services we deliver and, most importantly, how we can improve our offer to all our tenants and leaseholders.

Nirmal Samrai

Head of Housing and Corporate Assets

In 2023/24 your rent has been increased by 7% in accordance with Government's rent policy, so average rents per week in 2023/24 will be approximately:



1 bed =
£75.99



2 bed =
£86.80



3 bed =
£91.00



4 bed =
£101.20

Housing Revenue Account Budget 2023/24

£21.95m

£21.86m

HRA Income
2023/24

HRA Expenditure
2023/24

HRA Capital Programme 2023/24 Priorities

Replacement of Kitchens	£1,660,000
Replacement of Bathrooms	£1,568,000
Disabled Facilities Work	£1,114,000
Replacement of Central Heating	£966,000
Upgrading of Electrics	£692,000
Communal Door Entry System	£170,000
Fire Safety Works inc. Communal Blocks	£800,000
Sheltered Schemes improvement works, lift replacements and door entry	£350,000
Electrical Inspection Condition Report	£227,000
External / Environmental Works	£146,000
Other Costs and Contingencies	£168,000
Total	£7,861,000



Keep in touch...

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www.cannockchasedc.gov.uk

 Search for 'Cannock Chase Life'  @CannockChaseDC  @CannockChaseDC

Quarter 2 Performance Report 2023/24

Committee:	Cabinet
Date of Meeting:	9 November 2023
Report of:	Head of Transformation and Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans (PDPs) and Council's performance at the end of the second quarter of 2023-24.

2 Recommendations

- 2.1 To note the progress at the end of the second quarter relating to the delivery of the Council's priorities as detailed at Appendices 1a-1d and the performance information set out at Appendix 2.
- 2.2 To note that:
- (i) The workforce plan has been deferred to 2024/25; and
 - (ii) A report will be brought to Cabinet outlining a revised timetable for the Local Plan.

Reasons for Recommendations

- 2.3 The performance information allows Cabinet to monitor progress in delivery of the Council's corporate priorities and operational services.

3 Key Issues

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2023/24. These are based on the Corporate Plan 2022-26 and the supporting four-year delivery plans.
- 3.2 Overall, 62% of the projects have been delivered or are on schedule to be completed. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1d.
- 3.3 With regard to the operational performance of the key services of the Council, 74% of targets have been met or exceeded. Further details can be found at 5.6 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The Council's Corporate Plan 2022-26 was approved by Council on 27 April 2022, setting out the priorities and strategic objectives. The supporting four-year delivery plans were approved on 16 November 2022. The indicators and actions contribute individually to the Council's priorities and objectives.

5 Report Detail

Background

- 5.1 The Priority Delivery Plans (PDPs) set out in Appendices 1a to 1d to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions and timetable for delivery that are the basis of the Council's performance reporting framework.
- 5.2 In addition to the PDPs, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.
- 5.3 Where applicable, we will also report on new or additional duties undertaken by the Council during the quarter, as part of this report.

Priority Delivery Plans

- 5.4 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is given in Appendices 1a-1d. A summary of progress, by rating, is given in the table below.

Corporate Plan Priority					N/A	Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Work not yet due to be started	
Economic Prosperity	3	13	4	0		20
Health and Wellbeing	3	8	1	1	2	15
Community		10	1	2	5	18
Responsible Council		4	3	5	1	13
Total	6	35	9	8	8	66

- 5.5 At the end of quarter 2, of the 66 actions planned for delivery in 2023/24:
- 9% have been completed;
 - 53% are on target to be completed;
 - 14% have slipped slightly;
 - 12% are more than 3 months behind schedule; and
 - 12% are not yet due.

Key Performance Indicators (KPIs)

5.6 A dashboard of key performance indicators for the Council's operational services is set out in Appendix 2. In summary:

- 8 indicators show performance above target (42%);
- 6 indicators show performance on target (32%); and
- 5 indicators show performance below target (26%)

The reasons for underperformance and the corrective action to be taken is set out in Appendix 2.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

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

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities.

6.5 Equalities and Diversity

Equality and diversity matters are addressed in individual services areas and by undertaking equality impact assessments for projects and programmes of work where this is necessary and appropriate.

6.6 Health

None

6.7 Climate Change

There are specific objectives within all of the priority areas which address the challenge of climate change.

7 Appendices

Appendix 1a: Economic Prosperity PDP

Appendix 1b: Health and Wellbeing PDP

Appendix 1c: Community PDP

Appendix 1d: Health and Wellbeing PDP

Appendix 2: Key Performance Indicators

8 Previous Consideration

None

9 Background Papers

Corporate Plan 2022-26 - Council 27 April 2022





4-Year Delivery Plans 2022-26 - Cabinet 15 September 2022

Contact Officer:	Adrian Marklew
Telephone Number:	01543 464 598
Ward Interest:	All Wards
Report Track:	Cabinet 09/11/23
Key Decision:	No

Priority Delivery Plan for 2023-24

PRIORITY 1 - ECONOMIC PROSPERITY “To reinvigorate the economy and create a District that thrives”

Summary of Progress as at end of Quarter 2

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
3	13	4	0		20



Summary of Successes as at Quarter 2




Good progress being made with the Council's UKSPF Investment plan with a number of key projects underway and the Cannock Construction excellence project nearing completion.



Summary of Slippage as at Quarter 2




Levelling Up Fund - outline planning application deferred to October/November Planning Control Committee. Business plan for managed workspace element of the scheme has slipped due to delay with design work, and submission of Project Adjustment Request to DLUHC.




Cannock Railway Station - while further work has been undertaken in relation to the design and feasibility of achieving a transformational upgrade to the station, the Council is not yet in a position to develop a detailed business case, and there are no active opportunities to bid for external funding to fund the project.





Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Attract investment to develop the District's economy							
Deliver the Levelling Up Fund regeneration scheme for Cannock Town Centre, creating a new cultural hub and high-quality public realm	<ul style="list-style-type: none"> Secure outline planning consent for LUF scheme Approval of design and cost plan Commence demolition and clearance of existing sites Compulsory Purchase Order approval from Secretary of State 	X				<p>Outline planning application deferred at September Planning Control Committee; will go back to Committee in either October or November.</p> <p>RIBA 3 Design and cost plan produced and finalised.</p> <p>X</p> <p>X CPO has been formally submitted to Secretary of State. The Council is currently engaging with objectors to the CPO with the aim of addressing any concerns and/or reaching a negotiated position.</p> <p>Council will be submitting a formal Project Adjustment Request (PAR) to DLUHC to request an extension to the project timeframe.</p>	
Work in partnership to secure investment in major projects to create confidence in our district	<ul style="list-style-type: none"> Participate in the UKReIFF 2023 event to promote the district to developers/investors 	X				<p>As noted in the Q1 update, the Head of Economic Development and Planning attended UKReIFF event as part of the 'We are Staffordshire' team. Preparation is now starting for the 2024 event.</p>	




Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Re-development of former Rugeley Power Station as a Zero Carbon community - owner to commence build out of development scheme 				X	Awaiting further details on ownership of site and programme for development.	
	<ul style="list-style-type: none"> Cannock Railway Station - transformational upgrade. Detailed business case and funding strategy. 	X				Further design and feasibility work has now been completed by Network Rail on behalf of the client team, with a decision to be taken on next steps for the project. Part of this will be to identify potential funding streams and further work needed to develop the business case.	
Identify a pipeline of future projects to support economic growth opportunities and the rejuvenation of our town centres across Rugeley, Hednesford, Cannock and the surrounding villages and maximise investment and funding into the district	<ul style="list-style-type: none"> Delivery of projects set out in the Council's approved UK Shared Prosperity Fund (UKSPF) Investment Plan 	X	X	X	X	<p>West Midlands Grant Programme, Net Zero Pathfinder, Go Digital Accelerator & Cannock Construction Excellence Initiative have all signed their grant agreements.</p> <p>Net Zero Pathfinder and Go Digital Accelerator launched in August.</p> <p>Issues with West Midlands SME Grant Programme arose with the Birmingham City Council's issuing of their S114 Notice - officers are working to understand any implications of this before launching the programme.</p> <p>Cannock Construction Excellence work has been completed and launch event is scheduled for 27 October.</p>	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
						<p>Agreement from the UKSPF Project Board in July to progress the Enterprise Advice & Support Programme - in draft agreement stage.</p> <p>Youth Aspiration and Life Skills projects will be competitively tendered.</p> <p>Beat the Cold is also in draft grant agreement stage</p>	
Encourage entrepreneurship, promote apprenticeships, and support business							
Seek to identify and promote employment sites for new and growing businesses	<ul style="list-style-type: none"> New employment allocations to be identified via new Local Plan 		X	X	X	Employment Land Needs Assessment currently being refreshed as part of the Regulation 19 stage of the Local Plan.	
	<ul style="list-style-type: none"> Develop proposal for business workspace in Levelling Up Fund project 		X			The requirements for business workspace have been built into the LUF RIBA stage 3 design work. Demand assessment identifies potential market for small business workspace and lack of existing provision. Officers will now progress the next stage of the project which will be to develop a business plan and delivery model.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with established Growth and Skills Hubs to streamline and simplify access to business support services, access to training and apprenticeships	<ul style="list-style-type: none"> Promote availability of support from existing Growth and Skills Hubs to increase business referrals 	X	X	X	X	E-bulletins sent to businesses on our database as and when information is shared with the Economic Development Team	
Continue to work with partners to secure additional funding to be able to continue business growth and start-up schemes	<ul style="list-style-type: none"> Commission and procure new start up support provision utilising UKSPF funding 		X			<p>Agreement from UKSPF Board in July 2023 for Staffordshire County Council to deliver the Enterprise Advice & Support Programme funded through UKSPF which will cover Working for Yourself/Loans to step up businesses/Get started and Grow.</p> <p>West Midlands SME Grant Programme when launched will provide grants for start-up and growing businesses</p>	
Attract modern, green and skilled industries, and create jobs							
Work with our colleges and training providers to equip young people and all residents with skills they need to access employment opportunities	<ul style="list-style-type: none"> Commission and fund Cannock Construction Excellence project (South Staffordshire College) utilising UKSPF allocation 	X	X	X	X	The construction of the new facility is virtually complete with the new centre due to be formally opened on 27 October	





Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with partners to identify and support businesses to become more carbon efficient and identify opportunities to create green jobs in our district	<ul style="list-style-type: none"> Commission and fund Staffordshire Net Zero pathfinder project 	X	X	X	X	Staffordshire University and Cannock Chase Council issued press releases in August launching both the Net Zero Pathfinder and Go Digital Accelerator programmes	
Rejuvenate our town centres							
Identify opportunities to improve public realm in our town centres	<ul style="list-style-type: none"> Cannock Town Centre - LUF investment in public realm enhancements - sign off of detailed scheme and cost plan 		X			Public realm enhancements included as part of RIBA Stage 3 design work; these include proposed new connection into the town centre (Northern Gateway) and creation of new public square adjacent to the refurbished Prince of Wales Theatre and wider cultural hub. The RIBA 3 work and cost plan has now been completed and will be presented to the LUF Board for final sign off in Q3.	
	<ul style="list-style-type: none"> Rugeley Boardwalk - replacement scheme - review inflation and construction cost pressures and present options to Cabinet 			X		Report presented to Cabinet on 12 October. Cabinet agreed that the cost of the replacement scheme may be considered for the 2024/25 Capital Programme.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with town and parish councils, local businesses and traders to support the development of initiatives to increase vibrancy of our town centres and increase footfall	<ul style="list-style-type: none"> Regular liaison meetings with town and parish councils to identify opportunities for joint working 	X	X	X	X	Meeting took place in August 2023 with five of the Thriving Communities areas to discuss project progress, share experiences and try to establish joint working	
	<ul style="list-style-type: none"> Launch the Thriving Communities project and invite town and parish councils to bid for funding 	X	X	X	X	Thriving Communities project launched in February 2023, an allocation of funds has been set aside for seven town and parish council areas. Each area is using the funds to enhance their local area and arrange events to encourage more footfall in their high streets.	
Support the development of our visitor economy							
Work with Destination Staffordshire (DMP) to promote our key attractions, accommodation providers and events	<ul style="list-style-type: none"> Work with DMP to deliver the county-wide visitor economy strategy 	X	X	X	X	Local Visitor Economy Partnership application submitted to Visit England by DMP. Decision on application expected in November 2023.	
	<ul style="list-style-type: none"> Participate in joint marketing initiatives and development of themed campaigns 	X	X	X	X	Cannock Chase continues to participate in Enjoy Staffordshire marketing campaigns as part of its membership of the DMP.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Evaluation of Destination Staffordshire investment 				X	Awaiting publication of the Economic Impact Assessment from Destination Staffordshire to inform future decisions on Council investment. DMP has requested districts/boroughs enter into a partnership agreement, pending the decision on LVEP accreditation.	
	<ul style="list-style-type: none"> Work with McArthurGlen on encouraging overnight stay packages in the district 	X	X	X	X	Regular meetings take place to discuss progress at McArthurGlen and opportunities for joint working. McArthurGlen have submitted a reserve matters application for phase 2 of the development and this should be presented to Planning Control Committee during Quarter 3.	
Maximise the legacy of the 2022 Commonwealth Games by using the event to help boost the district's profile	<ul style="list-style-type: none"> Explore options for new visitor accommodation/eco accommodation to encourage those visiting Cannock Chase Forest to stay in the district 			X	X	Meeting to be arranged with Forestry England during Q3.	

Priority Delivery Plan for 2023-24

PRIORITY 2 - HEALTH & WELLBEING “To encourage and support residents to lead healthy and independent lives”**Summary of Progress as at end of Quarter 2**

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
3	8	1	1	2	15



Summary of Successes as at Quarter 2



Good progress is being made with the planning of the Council's first bike play area at the Stadium Park site in West Chadsmoor with work starting on it during Q3/Q4. IHL is already entering into discussions with school and community groups around training potential at the site. Successful delivery of the SPACE Scheme over the summer holidays by IHL, including teaching a number of children how to ride a bike.




Summary of Slippage as at Quarter 2




The Council has not yet finalised and adopted its green travel strategy due to resourcing issues, however, it continues to work towards its finalisation and the objectives that it is planned will be contained within it. It is also continuing to work with the County Council around its Staffordshire wide green travel strategy, especially around LEVI funding and other infrastructure improvement projects.




The Health & Wellbeing Strategy is being redrafted to ensure the data and intelligence on health indicators in Cannock Chase District is reflected and informs the priorities and delivery.

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing							
Work with Inspiring Health Lifestyles (IHL) leisure trust and other stakeholders to deliver campaigns/ programmes to promote the benefits of being active and living healthily	<ul style="list-style-type: none"> Work with IHL, partners, stakeholders and schools on increasing participation in sports and wellbeing activities and bid for funding where appropriate 	X	X	X	X	<p>IHL activities were actively promoted at the Hednesford Festival.</p> <p>As part of the SPACE Scheme (activities for young people during the school summer holidays) IHL teams delivered 'Pop Ups in the Park' (colouring and nature based activities) as well as football camps, swimming, gym and mountain biking activities.</p>	
Promote the use of the Cannock Chase Can online app to support people in leading healthy lifestyles	<ul style="list-style-type: none"> Develop evaluation tool - Cannock Chase Can portal Develop new app features and functionality Deliver activities within the community - bespoke projects Organise Cannock Chase Can showcase event 		X	X	X	<p>Evaluation tool is currently in development and testing will commence in December 2023.</p> <p>Data dashboard has been created and can be used to gain local insight to inform delivery.</p> <p>Projects ongoing and new projects being developed i.e., Cannock Chase Knits Together, Treasured Times and Warm Hubs.</p>	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Establish a Cannock Chase Can zone at Hednesford's annual festival Embed Cannock Chase Can into the infrastructure of IHL (Wellbeing offer) Create a Cannock Chase Can Wellbeing Hub using existing leisure and cultural venues 		X	X	X	<p>Cannock Chase Can zone was present at Hednesford Festival and the team has also attended local summer events to promote it.</p> <p>This is ongoing and work is underway on how we capture data.</p> <p>Work is progressing on this.</p>	
Encourage residents to walk or cycle to and from work and school	<ul style="list-style-type: none"> Adopt and work towards the objectives within the Council's green travel strategy 		X	X	X	The Council is yet to finalise and agree its green travel strategy	
	<ul style="list-style-type: none"> Work with partners to create attractive and safe walking and cycling routes 	X	X	X	X	CCDC officers continue to develop plans for cycle ways around Norton Canes and work with County Council colleagues on wider cycleway projects such as those around Cannock's railway station and transport networks, as part of the ongoing investment into Greener Travel.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Work with schools to promote walking and cycling to school 		X	X		IHL and CCDC officers have been working with community groups and schools in preparation for the opening of the above, alongside British Cycling, looking at training opportunities that the new facility will offer. As part of the SPACE scheme IHL has taught a number of children how to ride a bike.	
	<ul style="list-style-type: none"> Opportunities to be identified as part of the planning application process 			X		Action not yet due.	N/A
Deliver lasting legacy projects from the Commonwealth Games' mountain biking event (i.e. Perry's Trail and Pedal and Play trail)	<ul style="list-style-type: none"> Encourage and incorporate cycle and wheeled sports play and areas into play areas/parks where possible 	X	X	X	X	Plans for the Council's first cycle play area at the Stadium site, West Chadsmoor, are progressing well, with the intention of looking to include such areas into major parks developments going forward.	
Embed health and wellbeing into all of our policies and everything that we do							
Develop a Health and Wellbeing Strategy (HWB)	<ul style="list-style-type: none"> Present strategy to Cabinet for adoption 	X	X			Further work has been carried out to identify and interpret data to inform the strategy. This, alongside a comprehensive review of the draft strategy has delayed the presentation of the strategy to Cabinet for adoption. Work is well underway in drafting the strategy.	





Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Integrate strategy actions/milestones into mainstream service delivery 			X	X	Action not yet due	N/A
Work with partners to address health inequalities across the District							
Work with Staffordshire County Council to deliver the Better Health Staffordshire (BHS) Pilot Project	<ul style="list-style-type: none"> Provide constructive input, advice and assistance with the project to SCC and other partners 	X	X	X	X	Work progressing well with the County Council to demonstrate the contribution that Cannock Chase Can makes to delivering BHS.	
	<ul style="list-style-type: none"> Ensure opportunities for the Cannock Chase Can initiative and app to contribute to BHS continue to be aired and maximised 	X	X	X	X	Work progressing well with the County Council to demonstrate the contribution that Cannock Chase Can makes to delivering BHS.	
Support residents that need our help							
Work with partners to encourage the take up of benefits by residents with low incomes	<ul style="list-style-type: none"> Ensure Service Level and Grant Agreements include support for residents on low incomes 	X				The Citizens Advice Bureau provides a range of support for residents on low incomes and for those in financial difficulty, including benefit take up. Support Staffordshire's work for the year includes ensuring support is provided to residents as a result of the cost-of-living crisis.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with Support Staffordshire and Staffordshire County Council to support residents who need our help	<ul style="list-style-type: none"> Engage in partnership working to ensure Cannock Chase residents benefit from support available from county wide organisations and schemes 	X				Distribution of slow cookers to residents who need them took place during Q1	
Work on fuel poverty with partners, such as Staffordshire Warmer Homes	<ul style="list-style-type: none"> Project Team to identify and assist households suffering fuel poverty, through awareness campaigns and promotion activity 	X	X	X	X	Awareness campaigns and promotion of support and advice available delivered	
Work with partners to safeguard the most vulnerable people within our district	<ul style="list-style-type: none"> Deliver partnership campaigns to raise awareness of key issues and support pathways for key issues affecting the district 	X	X	X	X	Campaigns are now being delivered by the Commissioner for Police, Fire and Rescue, and Crime and therefore no longer in-house	N/A
Provide funding to voluntary organisations to provide free independent, impartial, and confidential advice to our residents	<ul style="list-style-type: none"> Grant Agreement in place 	X				Funding provided to Citizens Advice	

Priority Delivery Plan for 2023-24

PRIORITY 3 - THE COMMUNITY “To ensure Cannock Chase is a place that residents are proud to call home”

Summary of Progress as at end of Quarter 2




				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
	10	1	2	5	18




Summary of Successes as at Quarter 2




Play areas refurbishment is on track and two of the Council’s Friends groups (supporting our parks) have successfully become registered charities.




Summary of Slippage as at Quarter 2


Local Plan progress has been affected by proposed changes to NPPF and Levelling Up and Regeneration Bill, and the gathering of evidence.

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Ensure our neighbourhoods are safe, clean, and tidy							
Engage with young people at risk of engaging in ASB through targeted diversionary activities across the district	Deliver annual programme of diversionary activities across the district	X	X	X	X	Achieving Goalz and Dreams has been commissioned through Locality Deal Funding to deliver this initiative. Areas for engagement are determined based upon known peaks/hotspots, with additional flexibility to respond to emerging themes and trends as required.	
Maintain our local parks and green spaces							
Undertake a review of all our play areas	<ul style="list-style-type: none"> Carry out capital play area refurbishments as per the programme 	X	X	X	X	Play area refurbishment programme on track, currently working on projects in Laburnum Avenue, Cannock Stadium Phase 2A, Barnard Way, Cannock Park play area. Planting works to be completed at Wellington Drive during Q3 (at the start of the tree planting season).	
Provide support and opportunities to community groups wishing to take on more responsibility for improving and developing open spaces and play areas	<ul style="list-style-type: none"> Improve links with existing Friends Groups and create a 'Friends of Parks Groups' Strategy 	X	X	X	X	Officers working with a number of friends groups on park and play area development projects. Two of the Council's Friends groups have successfully become registered charities since the start of the new financial year.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Encourage residents to live a sustainable lifestyle							
Work with partners and the local community to support appropriate tree and planting schemes	<ul style="list-style-type: none"> Work with internal and external partners, local schools etc to identify suitable sites for community planting schemes 		X	X	X	During Q2 planning has been undertaken for planting at the start of the planting season (Q3 and Q4) around open spaces and parks/play area developments	
	<ul style="list-style-type: none"> Carry out community planting at suitable identified sites 			X	X	Action not yet due	N/A
	<ul style="list-style-type: none"> Look to create wild planting areas on parks and open spaces 	X	X	X	X	A number of wild planting areas have been identified for development. Some sites have not been mowed/cut back as they would have been previously and left fallow to increase biodiversity. However, it has become apparent that some residents do not understand this approach and more work needs to be undertaken communicating the re-wilding message.	
Undertake campaigns to raise awareness of the ways in which residents can reduce their impact on the environment	<ul style="list-style-type: none"> Carry out annual waste reduction/recycling/ climate change campaigns 	X	X	X	X	Waste and Recycling Officer is signing up to 'Take the Jump' campaign to then work with community groups, schools etc to encourage reduce, reuse and recycling during the next year.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Work with schools, other educational establishments and partners, to promote sustainability, environment, and climate change awareness 		X	X		<p>Foul Play campaign delivered to five local schools (yr 3 pupils).</p> <p>Small Change Big Difference campaign completed, eco film premiere held at Staffordshire University Academy to 200 school children.</p>	
Develop a Sustainability Strategy and action plan to reduce the Council's impact on the climate	<ul style="list-style-type: none"> Adopt a Council Sustainability Strategy 			X		Action not yet due	N/A
	<ul style="list-style-type: none"> Work towards the objectives of the Council's sustainability strategy 			X	X	Action not yet due	N/A
Encouragement of District wide Sustainability	<ul style="list-style-type: none"> Work with local government and external partners on improving the district's sustainability and lowering its carbon emissions 	X	X	X	X	Continuing to work with Staffordshire Sustainability Board, Staffordshire Climate Commission, Sustainability West Midlands and a number of other partners on reducing the Council's and district's carbon emissions.	
Improve the housing offer across the District							
Increase housing choice	<ul style="list-style-type: none"> Deliver sufficient supply of homes to provide for housing choice and ensure all people are able to live in a decent home 	X	X	X	X	Policies on housing choice and a proposed uplift in the delivery of affordable housing have been included in the Regulation 19 Local Plan. New timetable to be devised and Cabinet report to approve next stage of consultation.	





Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Help meet local need for a wide variety of housing, including: <ul style="list-style-type: none"> o affordable dwellings; and o aspirational housing 	X	X	X	X	Affordable Housing policies are set out within Reg19 Local Plan. Consultation has been delayed (see below in relation to the new Local Plan).	
Work with other housing providers and landlords to ensure that their properties are safe and healthy	<ul style="list-style-type: none"> Review and update policies and procedures, as legislation is updated, changes and/or is created in relation to health and safety in public and private sector housing 	X	X	X	X	The current Housing Assistance Policy is being amended to reflect limited funding available for Home Adaptations and focus on mandatory grant assistance.	
Ensure our communities are well designed, accessible, and have inclusive environments							
Adopt a new Local Plan for the district	<ul style="list-style-type: none"> Council approval and Submission to Secretary of State for examination spring 2023 	X				Dates reflect LDS 2022 timetable that were not achieved due to delays in obtaining evidence. Proposed changes to NPPF and Levelling Up and Regeneration Bill may impact on Local Plan timetable and further report to Cabinet programmed December 2023 with proposed new LDS.	
	<ul style="list-style-type: none"> Examination in Public summer 2023 		X			To be revised - Cabinet report December 2023.	N/A

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Support and build strong connections within our local communities							
Work with partners to support community events	<ul style="list-style-type: none"> Regular meetings with town and parish councils 		X		X	A meeting is being arranged for quarter 3.	
	<ul style="list-style-type: none"> Identify options for supporting community events 				X	Action not yet due	N/A

Priority Delivery Plan for 2023-24

PRIORITY 4 - RESPONSIBLE COUNCIL “To be a modern, forward thinking and responsible Council”

Summary of Progress as at end of Quarter 2






				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
	4	3	5	1	13

Summary of Successes as at Quarter 2




Work has commenced on a zero-based budgeting exercise as part of the preparation for the medium term financial strategy and budget process.

Summary of Slippage as at Quarter 2




While work is in progress, a number of the actions are behind schedule. This is partly due to capacity issues and partly due to the need to align some of the work with other associated projects. One action regarding the workforce plan has been deferred to 2024/25 to allow work on organisational culture to be progressed first.

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Improve our customers' access to services							
Develop a new customer portal to deliver better access to services online	Implementation of new system - Phase 1		X			While work is progressing well, the go live date has been pushed back to Q3	
	Development of new e-forms and processes - Phase 2			X	X	Work on phase 2 will commence in January to allow for `lessons learned` to take place on Phase 1	
Enhance the use of technology and new ways of working							
Update our digital technology strategy and plan future improvements	Review of digital strategy and development of action plan	X				The strategy has been drafted and is being reviewed alongside the zero-based budgeting exercise	
Develop our workforce to ensure they are suitably skilled							
Develop and deliver a workforce plan	Overarching framework for workforce plan to be developed		X			This has been deferred to 2024/25 to focus on other work which needs to be completed before the framework can be drafted	
	Review of the trial of the hybrid working model and policy development	X				A report is being drafted and is scheduled to be considered by Leadership Team in November.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Be a responsible Council that lives within its means and is accountable for its actions							
Set a Medium-Term Financial Strategy (MTFS)	<ul style="list-style-type: none"> A rolling MTFS produced each year 	X	X	X	X	The medium-term financial strategy will be reviewed as part of the budget setting process due to take place between October to January.	✓
	<ul style="list-style-type: none"> Delivery of savings for the budgets for 23/24 and 24/25 	X	X	X	X	These are continuing to be reviewed as part of the zero-based budgeting exercise. This will then inform future savings needs/delivery as many of the savings identified are permanent reductions in base budget need.	✓
	<ul style="list-style-type: none"> Implementation and transformation of shared services, including the delivery of savings 	X	X	X	X	Work is in progress on the preparation for the management tier restructure. This will now be implemented in 2024. A transformation strategy has been drafted and will be considered by the Shared Services Board in Q3.	✗
Make the best use of our assets							
Undertake a corporate wide review of our assets and develop a new Asset Strategy	<ul style="list-style-type: none"> Undertake a programme of strategic review of the Council's non-HRA land and property assets 	X	X			Through the Asset Management Group asset reviews are now starting to progress. This will now be an ongoing process.	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Develop the business case to create a new Civic Hub in Cannock town centre as part of the Levelling Up Fund scheme 		X			Business case and RIBA 1 design work currently being finalised.	
Identify opportunities for funding for green initiatives to improve energy efficiency of our buildings	<ul style="list-style-type: none"> Develop an Energy Management Strategy 	X				An Energy Management Strategy has been drafted and is under the consideration of Leadership Team.	
	<ul style="list-style-type: none"> Develop asset management plans 			X	X	Action not yet due	N/A
	<ul style="list-style-type: none"> Identify `green` funding opportunities to support asset requirements 	X	X	X	X	<p>Initial research has into opportunities for green funding has been undertaken.</p> <p>Current funding opportunities tend to have restricted bidding windows and hence for a funding application to be successful, a project will need to be already developed and specified, ready for submission at the requisite times.</p> <p>A bid has been prepared for funding towards PV panels for the Leisure Centres.</p>	

Key Performance Indicators (KPIs) for 2023/24 - as at end of Quarter 2

Symbol	Description	Number of KPIs
	Performance exceeds target	8
	Performance on target	6
	Performance below target	5

KPIs for Priority 1 - The Economy





Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
Planning								
Major Planning Applications determined within time	60%	N/A	100%				★	
Non-major Planning Applications determined within time	70%	96.6%	95.5%				★	
Building Control								
Applications registered and acknowledged within 3 days of valid receipt	90%	100%	98%				★	
Full plans applications with initial full assessment within 15 days of valid receipt	70%	95%	92%				★	

KPIs for Priority 2 - Health and Wellbeing






Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Leisure								
Number of leisure and wellbeing service users	Out-turn (2022/23) 795,897	214,714	197,575				✓	
Number of individuals engaged through Cannock Chase Can activities and initiatives, including the App	N/A	1,092 app users	1,263 app users				N/A	

KPIs for Priority 3 - The Community

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Waste Collection								
% Household waste sent for re-use, recycling and composting	50%	50.30%	59.70%				★	Q2 figures are based on a two-month average while September figures remain unconfirmed. Q2 actual figures will be updated once official confirmation is received.
<i>Breakdown:</i>								
<i>Recycling (dry)</i>		20.23%	26.95%					
<i>Composting (garden)</i>		30.07%	32.75%					
Missed bin collections (including assisted)	2021-22 out-turn 732	140	204				✘	Figures include bins and blue bags. An increase of 64 missed collections is unacceptable and has been discussed with Biffa, with an expectation that this will decrease in Q3.
Environmental Health								
% of food businesses inspected which are broadly compliant (rating of 3 or better)	N/A	98%	97%				N/A	
Homelessness								
% of homeless cases resolved through prevention assessed under prevention duty	N/A	71%	55%				N/A	
% of homeless cases assessed under relief duty	N/A	29%	45%				N/A	

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Housing								
Rent collected as proportion of rent due	100%	98.74%	97.04%					Due to reporting timescales, figure had to be taken a week earlier than normal, which has resulted in a decrease as additional week's income not taken into account. By year end will be closer to target, if not exceeded.
Rent arrears - former tenants (FTA)	£500,000	£453,302	£459,514					
Average re-let time for Voids	52	46.10	43.30					
% emergency repairs completed in time	100%	100%	100%					

KPIs for Priority 4 - The Council

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Local Taxation and Benefits								
Days taken to process new HB/CT Claims	20 days	37.6	40.2					Agency staff to help clear our backlog have been difficult to find and so improvement to our processing times has been slower than we had hoped. We have recently recruited the temporary support and backlogs are now reducing.
Days taken to process new HB/CT change of circumstances	9 days	8.3	7.8					
% of Council Tax collected annually	98% by year end	28.0%	54.7%					Figure extracted at 25 September represents slight improvement on last year
% National non-domestic rates (NNDR) collected	98% by year end	25.7%	54.2%					Figure extracted at 25 September represents slight improvement on last year
Land Charges Searches								
Turnaround time for land charges searches (excluding personal searches) – average no. of working days	10 working days	12.54	11.62					Performance has continued to improve but ongoing technical issues in accessing the data from the County Council's system has had an impact on turnaround times

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Calls, Complaints and FOI requests								
% of calls answered	94%	94.9%	93.7%				✓	
Average call wait time	2 min	1.02min	1.18min				★	
Complaints received and upheld:								
Total stage 1 complaints		15	15				N/A	
<i>Upheld in full</i>		3	3					
<i>Upheld in part</i>		0	3					
Total stage 2 complaints		3	3					
<i>Upheld in full</i>		0	1					
<i>Upheld in part</i>		1	1					
FOI requests within time i.e., 20 working days	85%	89%	79%				✗	Performance has dipped due to a staff leave slowing response times over the summer holiday period

Strategic Risk Register Update

Committee:	Cabinet
Date of Meeting:	9 November 2023
Report of:	Head of Transformation & Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 30th September 2023.

2 Recommendations

- 2.1 That Cabinet approves the Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

Reasons for Recommendations

- 2.2 Cabinet are required to approve the Strategic Risk Register.

3 Key Issues

- 3.1 All strategic risks and associated action plans have been reviewed and the Council's risk profile is summarised in the table below:

Risk Status	Number of Risks at 1st April 2023	Number of Risks at 30th September 2023
Red (High)	2	2
Amber (Medium)	4	3
Green (Low)	0	0
TOTAL	6	5

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Risk management is a systematic process by which key business risks / opportunities are identified, prioritised, and controlled so as to contribute towards the achievement of the Council's aims and objectives.
 - (ii) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

“A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk.”

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation, and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council’s ability to deliver its Corporate Priorities and Objectives.

5.4 The risk register has been updated as at 30th September 2023 and a summary is attached as **Appendix 1**. The risks in the summary have been aligned with the new Corporate Plan priorities.

5.5 The risk summary illustrates the risks / opportunities using the “traffic light” method i.e.,

RED risk score 12 and above (action plan required to reduce risk and/or regular monitoring)

AMBER risk score 5 to 10 (action plan required to reduce risk)

GREEN risk score below 5 (risk tolerable, no action plan required)

5.6 The overall number of risks has reduced as one risk has been removed from the Risk Register. All other risks remain at the same score. There are currently no Green Risks.

5.7 The risk register has been updated to reflect the revised risk scores and the main changes relates to Risk C3 “Failure to work in partnership to sustain support to vulnerable residents’ leading to a reduction in the quality of life of affected residents.” This risk has been removed from the Strategic Risk Register and is being managed as an operational issue.

5.8 The key information and progress for each risk is set out in the strategic risk register attached at **Appendix 2**. A full strategic risk register including detailed controls and actions for each risk is held on file by the Chief Internal Auditor & Risk Manager.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The Risk Management implications are included within the body of the report and appendices.

6.5 Equalities and Diversity

None

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1 – Summary of Strategic Risks – 30th September 2023

Appendix 2 – Strategic Risk Register Key Information – 30th September 2023

8 Previous Consideration

None

9 Background Papers

File of papers held by the Chief Internal Auditor & Risk Manager.

Contact Officer: Stephen Baddeley

Telephone Number: 01543 464415

Ward Interest: All

Report Track: Cabinet 9/11/23

Audit & Governance Committee 30/11/23

Key Decision: No

Cannock Chase Council
Summary of Strategic Risk Register as at 30th September 2023

Red Risks

Risk No	Risk	Risk Owner	Date Added to Register	Residual Risk Score at April 2023	Residual Risk Score at Sept 23	Direction of Travel over period reported
C1	Finance Risk	Deputy Chief Executive Resources	May 2020	20 RED	20 RED	↔
C4	Key Contractors Risk	Head of Operations / Head of Wellbeing	May 2020	15 RED	15 RED	↔

Amber Risks

Risk No	Risk	Risk Owner	Date Added to Register	Residual Risk Score at April 2023	Residual Risk Score at Sept 23	Direction of Travel over period reported
C2	Economy Risk	Head of Economic Development & Planning	May 2020	9 AMBER	9 AMBER	↔
C5	Organisational Resilience Risk	Chief Executive	May 2020	10 AMBER	10 AMBER	↔
C6	Cyber Attack Risk	Head of Transformation & Assurance	May 2020	9 AMBER	9 AMBER	↔

Risks Removed

Risk No	Risk	Risk Owner	Date Added to Register	Residual Risk Score at April 2023
C3	Partnership Risk	Head of Wellbeing	May 2020	9 AMBER

Key to Direction of Travel

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased
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Cannock Chase Council
Strategic Risk Register Key Information as at 30th September 2023

Ref No: C1	Risk Name: Finance Risk		
Risk Description	Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council's ability to deliver services, corporate priorities or leading to external intervention		
Risk Owner: Deputy Chief Executive Resources	Portfolio: Resources and Transformation		
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED

Overall Progress Summary:

The medium-term financial stability of the Council is dependent upon its ability to set a 2024-25 budget that minimises the use of reserves, and the impact of changes arising from the future funding regime for local government. Details in relation to the implementation of 50% Business Rates Retention, a Business Rates Reset and Fair Funding are still awaited.

A consultation document in relation to the Future of New Homes Bonus was published in February 2021 (a response from the Council was submitted in advance of the closing date). The Council is awaiting details of the financial Settlement for 2024-25, including New Homes Bonus, to be provided by Central Government, likely in the Autumn.

Recent events have included the Ukraine war, energy crisis, inflation creating a cost-of-living crisis and interest rate rises. These issues, as well as uncertainty regarding national fiscal and monetary policy, the direction of the new Government and the impact on the local government financial settlement, have created substantial risk to financial sustainability.

Ref No: C2	Risk Name: Economy Risk		
Risk Description	Adverse macro-economic conditions lead to a serious impact on the performance of the District's economy		
Risk Owner: Head of Economic Development & Planning	Portfolio: Regeneration & High Street		
Links To Priorities:			
<ul style="list-style-type: none"> PRIORITY 1 - ECONOMIC PROSPERITY - "To reinvigorate the economy and create a District that thrives" 			
Gross Risk Score (i.e., without controls)	Likelihood: 3	Impact: 5	Total Score: 15 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: 9 - AMBER

Overall Progress Summary:

Economic conditions remain challenging, due largely to the current cost of living pressures and inflation growth. Unfortunately, the District's largest employer Amazon, has confirmed that it will be closing its fulfilment centre in Rugeley in February 2024. The Council is working with Amazon and key partners to mitigate the impact of the closure, with the aim of supporting local workers who are directly affected by the proposals. The Council has established a Task Group and an offer from partners has been developed and made available to Amazon, with the intention to deliver support to workers by the end of 2023.

Despite Amazon's decision, the District's economy continues to be resilient, with unemployment rates at a stable level and a large number of job vacancies available. The Council will continue to monitor local economic conditions and respond if the situation worsens.

Major investments such as the Levelling Up Fund scheme in Cannock Town Centre, the proposed phase 2 of the McArthurGlen Designer Outlet and re-development of the former Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District. Furthermore, the £3m of UK Shared Prosperity Fund money will be invested by the Council to grow the District's economy and address current economic challenges.

Ref No: C4	Risk: Key Contractors Risk		
Risk Description	Changes in the operational costs/income due to economic factors which impact on the sustainability key Contractors to deliver the required services.		
Risk Owner: Head of Operations / Head of Wellbeing	Portfolio: Community Wellbeing and Environment & Climate Change		
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 5	Total Score: 15 – RED

Overall Progress Summary:

Regular contact continues to be maintained with the Council's key contractors in relation to performance and operational matters.

Leisure and culture facilities and services remain at risk, with visitor numbers slowly recovering towards pre-pandemic levels, concerns still remain over the impact of the cost-of-living crisis and energy costs. The original Deed of Variation remains in place in regard to the pandemic recovery but requires reviewing in light of the changing support requirements towards energy costs, and as near pre-pandemic income levels return.

The waste and recycling collection contract was extended for a further two years, until 2025, giving additional stability, eliminating the risk of not having a suitable contract in place. There remains a risk around going to the market before the full extent of the Resources and Waste Strategy is understood but this is being mitigated against as part of the procurement process. The Council successfully moved to a dual stream dry recycling collection service in May 2022, along with neighbouring authorities to control disposal costs and improve quality and will continue to operate dual stream as part of the new contract. In addition to the above the Council will be introducing a chargeable garden waste collection service from January 2024 which will be covered under a deed of variation or similar to the existing contract. The service will be operated via the Council's new customer interface, following its development and implementation. This service will be incorporated into the post 2025 collection contract, along with options around the possible introduction of food waste collections, during the contract term.

Concerns over the cost-of-living increases impacting upon staffing costs / wage bills, and increasing fuel/energy costs, such as electricity, gas, and petroleum-based products, impacting upon operational costs, have eased during the first six months of the year. However, the impact can still be evidenced in areas such as leisure services, income and costs. While current costs seem to have stabilised, they remain considerably higher than in previous years, which may have a marked impact upon contract pricing in the future, such as in the forthcoming waste collection contract.

Ref No: C5	Risk: Organisational Resilience Risk		
Risk Description	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services and key projects.		
Risk Owner: Chief Executive	Portfolios: The Leader and Resources & Transformation		
Links To Priorities:	<ul style="list-style-type: none"> PRIORITY 4 - RESPONSIBLE COUNCIL "To be a modern, forward thinking, and responsible Council" 		
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 2	Impact: 5	Total Score: 10 – AMBER

Overall Progress Summary:

The majority of services are operating normally but some services are continuing to experience capacity issues due to vacancies and problems in recruiting new staff especially in relation to technical and specialist staff. Officer capacity continues to be reviewed and work prioritised. The Council's new shared leadership team structure came into effect on 1 April 2023 and all posts are now filled with the exception of one, which has recently been appointed to. Work is underway to prepare for the consultation for the next stage of Shared Services, which is a review of the operational management tier.

Ref No: C6	Risk Name: Cyber Attack Risk		
Risk Description	Failure to repel or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks leading to disruption to the delivery of services and communication with residents.		
Risk Owner: Head of Transformation & Assurance	Portfolio: Resources and Transformation		
Links To Priorities:			
<ul style="list-style-type: none"> PRIORITY 4 - RESPONSIBLE COUNCIL “To be a modern, forward thinking, and responsible Council” 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – AMBER

Overall Progress Summary:

Cyber attacks are a global issue and the operating environment means that new risks and challenges are always developing, and attacks are becoming more sophisticated.

The Technology Team has achieved Cyber Essentials Plus; this is a government-backed, industry-supported scheme to help organisations protect themselves against common online threats. About Cyber Essentials - NCSC.GOV.UK

A Security Officer role has been created within the team as part of the localised restructure. Cyber Essentials Plus renewal is underway.

PSN certification has been renewed.

Working with National Cyber Security Centre (NCSC) on our Cyber action plan, meetings held quarterly.

LTA (Lawn Tennis Association) Tennis Court Improvements 2023 - Tennis Concession Scheme.

Committee:	Cabinet
Date of Meeting:	9 November 2023
Report of:	Head of Operations / Head of Wellbeing
Portfolio:	Parks, Culture, and Heritage / Community Wellbeing

1 Purpose of Report

- 1.1 To seek Cabinets approval for the proposed tennis concessions following the Lawn Tennis Association (LTA) 2023 tennis court improvement works and requirement to establish a sinking-fund for future maintenance and refurbishment.

2 Recommendations

- 2.1 That Cabinet agrees to the proposed inclusion of tennis concessions into the current IHL / Council leisure concession scheme.

Reasons for Recommendations

- 2.2 On 10 November 2022 Cabinet agreed to the re-introduction of tennis court hire fees to support a bid for capital improvements to the Council's tennis courts across the district by the LTA.
- 2.3 The original report did not include a concession scheme because the scheme was led by Parks and Open Spaces as opposed to IHL. Officers were asked to re-examine this by the Council's Health and Wellbeing Scrutiny Committee, and subsequently Cabinet, following the call-in of the report to the above committee.
- 2.4 In order to maximise the cost effectiveness, efficiency, and avoid unnecessary duplication, it is considered that operating tennis concessions from within the current concessions scheme is the most appropriate approach and offers best value.

3 Key Issues

- 3.1 It was agreed at Cabinet on 10 November 22 that the Council would take part in the Lawn Tennis Association's (LTA) Club Spark scheme to encourage the uptake of grass roots tennis across the country. The Council was required to bid for capital funding to improve its tennis courts. The LTA Clubspark scheme bid was led and is planned to be administered by the Council's Parks and Open Spaces team.
- 3.2 The Council's LTA scheme bid was successful and provided a significant capital investment in tennis courts across the district. One of the conditions of the bid was the establishment of a sinking fund for future repairs and maintenance.

- 3.3 The original report (Nov 2022) recommended a return to chargeable tennis court booking to fund the above LTA requirements, and to allow players improved transparency and access when they wanted to play. The report was called-in to the Council's Health and Wellbeing Scrutiny Committee, at which officers were asked to consider the introduction of a charge concession scheme, if possible.
- 3.4 Officers worked with colleagues from within the Council's leisure service provider (IHL) on the possibility of incorporating tennis provision into the current concessions scheme operated by them.
- 3.5 Having worked with IHL colleagues it has been confirmed that it is possible to use the current IHL concession scheme and back-office software to integrate tennis provision into the existing concession scheme and operate it on behalf of the Council's Parks and Open Spaces service.
- 3.6 The Clubspark Rally system can also be amended to include a link to the IHL concession scheme page on their website to enable ease of access for tennis court users.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
 - (i) **Health and Wellbeing** - To encourage and support residents to lead healthy and independent lives.
 - a. The availability of high-quality tennis courts within our Parks may encourage more people to use the parks, helping them to improve their physical and mental health and well-being.
 - b. The offer of a family ticket will encourage the playing of tennis to a younger generation of players which is at the heart of the LTAs drive for the game.
 - (ii) **The Community** - To ensure Cannock Chase is a place that residents are proud to call home.
 - a. It will help to maintain our local parks to a high standard.
 - (iii) **Responsible Council** - To be a modern, forward thinking, and responsible Council.
 - a. Income from the charge for tennis court hire will be in-part reserved to fund future maintenance and refurbishment of the tennis courts, thus making the facilities more sustainable.

5 Report Detail

- 5.1 It was agreed at Cabinet on 10 November 22 that the Council would take part in the Lawn Tennis Association's (LTA) Club Spark scheme to encourage the uptake of grass roots tennis across the country if the Council's bid for funding was successful.
- 5.2 In order to be eligible for the capital funding towards the refurbishment of the tennis courts the Council was required to set up a 'sinking fund' to cover future court

refurbishment costs. It would enable the Council's tennis courts to be kept at an LTA acceptable standard.

- 5.3 To assist with the creation of the tennis court sinking fund it was agreed that a court hire fee would be re-introduced. The fee was set at the same level that it had been in 2007, £7 per hour, prior to it being suspended for operational reasons. This equates to £1.75 per hour for a doubles match. A family ticket (2 adults, 2 children playing up to 3 times a week) will also be offered at £52 per annum.
- 5.4 Several of the recommendations of the above report were called-in by members of the Council and referred to the Council's Health and Wellbeing Scrutiny Committee. A report was prepared for an extraordinary meeting on 19th December 2022.
- 5.5 At the above meeting officers were asked to explain the rationale behind Cabinet's reintroduction of the court hire fee to members. They were also accompanied by colleagues from the LTA and Cheslyn Hay and Cannock Chase Community Tennis Club, as partnering organisations.
- 5.6 The committee agreed to the continuation of the bid and if successful the programme of works with the LTA and the rationale behind the court hire fee but asked officers to revisit the possibility of introducing a concession scheme like that operated by the Council's leisure service provider, IHL.
- 5.7 Officers took the Scrutiny Committee's recommendations back to Cabinet on 2 March 2023. The report recommended 'That the Cabinet's original decision of 10 November 2022 (minutes no. 57) in respect of Review of Tennis Provision - Cannock Chase, be referred to Cabinet for reconsideration with the proposed amendment that, there was an agreement in principle for the need for a charging model with the provision of some form of concession scheme.
- 5.8 On 15 June 2023 Cabinet granted permission to spend capital funds on the tennis courts and parks infrastructure in support of the refurbished courts, following notification from the LTA that the Council had been successful in its bid for funding. The total amount of capital funding from the LTA amounted to a sum of £207,178 with the Council contributing a total sum of £43,500 from two existing s106 receipts.
- 5.9 Following the above, officers and IHL colleagues met to discuss if the current IHL leisure concession scheme could be used for tennis concessions and as part of the Club Spark programme. It was decided that in principle it could be used with some additional thought, and development.
- 5.10 It is proposed that the tennis concession would work on the same principles of the current IHL concession scheme, whereby concession scheme card holders would be eligible for a discount on the booking of tennis court hire.
- 5.11 This will avoid the Council having to operate two different concessions schemes and will reduce the amount of resource required to administer the scheme. Using the existing scheme also offers the additional advantage of the parameters of the scheme already being firmly established for several years.

5.12 The current scheme is available to residents of the Cannock Chase district who are (and have the accompanying official proof of eligibility):

- Full-time students
- On a Government trainee scheme
- Registered disabled
- Carers or attendants
- Job seekers
- On low income
- On income support
- Children dependent on an adult receiving benefit
- Retired and receiving a state pension
- In receipt of Working Family Tax Credit (higher element only)
- Care leavers (18 to 25 years old)
- Active members of the armed forces, including those active reservists who are resident in Cannock Chase District.
- Refugee Status (UNCHR1951)

Or are recipient of the following benefits:

- Housing Benefit
- Income Support
- Job Seekers' Allowance
- Working Families Tax Credit
- Carers Allowance
- Universal Credit
- Disability Access.

5.13 It is proposed that the above criteria will be applied in full to tennis concessions except for any Council offers such as a family ticket, which is already heavily discounted.

5.14 Integrating the tennis concession into the IHL concession scheme also has a benefit to tennis playing residents, as it will allow them discounted access to other leisure activities, such as access to gyms, swimming, and fitness classes, etc.

5.15 Tennis concession discounts will be applied at the time of booking for eligible residents. The scheme will be jointly administered by the Council and IHL.

5.16 The inclusion of tennis and the proposed amendments to the current IHL concession scheme ensures the Council's levels of inclusivity and fairness. By specifically targeting hard to reach groups the scheme is supporting the Council's Health and Wellbeing priorities.

- 5.18 In addition to this Cheslyn Hay and Cannock Chase Community Tennis Club will continue to provide free use via coaching and the use of tennis equipment across Cannock and Hednesford Park. This scheme will also be considered for extension into Heath Hayes Park and Ravenhill Park from 2024 in respect of free use determined by the information received from the Club spark system.
- 5.17 Some of the existing coaching provided by Cheslyn Hay and Cannock Chase Community Tennis Club is funded by the charity, Tennis For Free, and will see the following coaching provided.

Venue	Cannock Park	Hednesford Park	Purpose
Target Audience	Saturdays 9am -10 am13yrs +	Sunday 10-11am Free family Coaching 11.10-12.10pm Tennis Disability Coaching Sessions 8-18 yrs.	Free coaching to expand the tennis offer in Parks
Charge per Hr (FOC if not stated)	10.10 am- 10.50 am 5-8 yr. old £4 10.50am - 11.50 am 9-12 yr. old £4		Extend Tennis Coaching on the day for family members
	Wednesday 10 am-11.30 am Community Mix in £1ball donation if possible	Wednesday pm Mental Health Tennis Sessions (£4)	Encourage people who have not considered playing tennis because of social barriers.

6 Implications

6.1 Financial

The Cabinet report of the 15 June 2023 set out the requirement for a revenue maintenance budget of £1,900 per annum and contributions to a new sinking fund for future repairs of £15,600 per annum (condition of the grant).

The level of the court hire fee (£7 per hour), the expected income, and LTA's annual sinking fund contribution requirement leaves a limited opportunity for a concession scheme reduction.

It is proposed that a 10% concession on the court hire fee could be sustained while continuing to make the required contributions. This will not apply to the family/season ticket or paid coaching schemes as these are already subsidised by the Council.

The provision of tennis concessions and the new tennis court hire scheme will be reviewed once the Council has operated both for a suitable period of time. This will need some ICT work with the IHL and the LTA Rally system to interlink on discounts to ensure that the discount is provided at source. There is currently no budget for this ICT work so will be an initial cost in year 1.

The LTA Clubspark System will require the Council to sign up to Stripe who take a percentage and flat fee per transaction. This will be an additional charge to the Council and is not passed onto the user.

The Council will need to allow Clubspark to establish a booking platform that is bespoke to Cannock on their system that must also link back to the Council's system for audit purposes. Links will need to be established across the website so people wishing to book via the Council's website are automatically linked into the Clubspark portal.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equalities and Diversity

None.

6.6 Health

The continued provision and access to good quality sports and leisure facilities across the district is a key driver in trying to ensure both good physical and mental health for residents, through as in this case, outdoor activity / sport.

6.7 Climate Change

It is hoped that by encouraging residents to become more active, by providing appropriate leisure activities at managed facilities, it should encourage more active travel, such as walking or cycling, especially during leisure and free time.

7 Appendices

None

8 Previous Consideration

Recommendation from the Health and Wellbeing Scrutiny Committee held on 19 December 2022 (Call-In LTA Report) - Cabinet - 2 March 23

Call-In: Review of Tennis Provision - Cannock Chase Council - Health, Wellbeing, and Community Scrutiny Committee - 19 December 2022

9 Background Papers

Permission to spend - Tennis Court Refurbishment - Cabinet - 15 June 23

Review of Tennis Provision Cannock Chase Council - Cabinet - 10 November 22

Contact Officer:	Tom Walsh
Telephone Number:	01543 464 482
Ward Interest:	All
Report Track:	Cabinet: 09/11/23
Key Decision:	Yes