

Please ask for: Steve Partridge

Extension No: 4588

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3 July, 2019

Dear Councillor,

CABINET

4:00 PM ON THURSDAY, 11 JULY, 2019

ESPERANCE ROOM, CIVIC CENTRE, CANNOCK

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

Yours sincerely,



T. McGovern,
Managing Director

To: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Pearson, A.R.	Corporate Improvement Portfolio Leader
Bennett, C	Crime and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader
Woodhead, P.E.	<i>Invitee (non-voting Observer)</i>

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A G E N D A

PART 1

1. Apologies

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

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

3. Updates from Portfolio Leaders

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

4. Minutes

To approve the Minutes of the meeting held on 13 June, 2019 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: July to September 2019 (Item 5.1 – 5.2).

6. Summary of Complaint Received: April 2018 to March 2019 (Annual Report)

Report of the Managing Director (Item 6.1 – 6.6).

7. Annual Report 2018/19

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.21).

8. Cannock Town Centre Development Prospectus

Report of the Head of Economic Prosperity (Item 8.1 – 8.20).

9. Revenues and Benefits Collection Report

Report of the Head of Finance (Item 9.1 – 9.7, plus 'Not for Publication' Appendices).

The Not for Publication Appendices (Item 9.8 – 9.14) are confidential due to the inclusion of information which is likely to reveal the identity of an individual, and information relating to the financial or business affairs of any particular person (including the Council).

10. Proposed Creation of Single Strategic Commissioning Unit

Report of the Head of Economic Prosperity (Item 10.1 – 10.25).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 13 JUNE 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Bennett, C.	Crime and Partnerships Portfolio Leader
Pearson, A.R.	Corporate Improvement Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader
Woodhead, P.E.	<i>Invitee (non-voting Observer)</i>

1. Apologies

None.

2. 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.

3. Updates from Portfolio Leaders

Culture and Sport

The Culture and Sport Portfolio Leader advised that car parking at the 5's Pavilion had now been completed on time and in budget.

She also reported that she had been in discussions with the Head of Environment and Healthy Lifestyles regarding a report on Phase 2 of the Cannock Stadium.

Crime and Partnerships

The Crime and Partnerships Portfolio Leader reported that his portfolio had increased significantly following the merger of the Police and the Fire and Rescue Service.

Economic Development and Planning

The Economic Development and Planning Portfolio Leader advised that since being appointed to the position he had been meeting with Senior Officers to discuss his portfolio.

Housing

The Housing Portfolio Leader advised that four additional garage sites were opened on Tuesday 11 June. These would provide mainly 2 bedroom houses and 11 bungalows.

4. Minutes of Cabinet Meeting of 18 April, 2019

RESOLVED:

That the Minutes of the meeting held on 18 April, 2019, be approved as a correct record and signed.

5. Forward Plan

The Forward Plan of Decisions for the period June to August 2019 (Item 5.1 – 5.2 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period June to August 2019 be noted.

6. Representatives on Outside Bodies 2019/20

Consideration was given to the Report of the Managing Director (Item 6.1 – 6.6 of the Official Minutes of the Council).

RESOLVED:

That

- (A) The appointment of representatives to outside bodies for 2019/20, as set out in the scheduled attached as Appendix 1 to the report, be approved.
- (B) Councillor J.T. Kraujalis be appointed as the substitute member on the Cannock Chase AONB Joint Management Committee for 2019/20.
- (C) Councillor Mrs. S.M. Cartwright be appointed as the substitute member on the Staffordshire Police, Fire and Crime Panel for 2019/20.
- (D) Councillor J.T. Kraujalis be appointed as the substitute member on the Staffordshire and Stoke-on-Trent Joint Waste Management Board for 2019/20.
- (E) The Managing Director, in consultation with the Leader of the Council, be authorised to make appointments to any additional outside bodies, or amendments to existing outside bodies, as necessary, throughout the municipal year that would otherwise be determined by Cabinet.

Reasons for Decisions

Each year Cabinet was required to appoint representatives to a number of outside bodies as detailed in the schedule at Appendix 1 of the Report. This was normally done at the first Cabinet meeting following the Annual Council meeting.

For practical purposes, Cabinet was also requested to confirm the Managing Director's authority, in consultation with the Leader of the Council, to make appointments to any additional outside bodies and amend any existing outside bodies, as necessary, throughout the municipal year.

7. Annual Performance Report 2018/19

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 7.1 – 7.37 of the Official Minutes of the Council).

RESOLVED:

- (A) The performance information related to the Priority Delivery Plans as detailed in Appendices 1 to 4 of the report be noted.
- (B) The actions that have been flagged as being carried forward to 2019/20 be noted.

Reason for Decisions

Information for performance actions and indicators for each of the Priorities was set out in Appendices 1 to 4 of the report. The overall rankings for each priority area were detailed in report section 5. Overall, 72.38% of actions/projects for 2018/19 had been delivered.

8. Strategic Risk Register

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 8.1 – 8.19 of the Official Minutes of the Council).

RESOLVED:

That the Strategic Risk Register be approved and the progress made in the identification and management of the strategic risks be noted.

Reason for Decision

All strategic risks and associated action plans had been reviewed and the Council's risk profile was summarised as shown below:

Risk Colour	Number of Risks at 1 October 2018	Number of Risks at 1 April 2019
Red	1	1
Amber	4	4
Green	0	0
TOTAL	5	5

9. Annual Performance Review 2018/19 of Wigan Leisure and Culture Trust

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 9.1 – 9.60 of the Official Minutes of the Council).

RESOLVED:

That the performance of Wigan Leisure and Culture Trust in delivering the Culture and Leisure Services for the period 1 April 2018 to 31 March 2019 be noted.

Reasons for Decision

Performance achieved during the seventh year of the contract with Wigan Leisure and Culture Trust (WLCT) was good. Participation rates at all of the sites (excluding the golf course) exceeded target and represented an upturn; in some cases significant, from the previous year's performance. In particular, it was noted that the health and fitness visits to the two leisure centres arrested the trend of recent years and performed strongly during the year. The opening of new facilities at Chase Leisure Centre was also proving successful.

As the contract relationship continued to develop, WLCT would need to ensure that the culture and leisure facilities and services continued to:-

- Be in line with the Council's Corporate Plan, Priorities and Objectives;
- Be evidence driven and aligned to the needs of the community;
- Contribute to meeting the health needs of the District;
- Influence decision makers and fund holders; and
- Demonstrate where and how culture and leisure services could make an impact on a range of outcomes.

10. Review of Leisure Concessions to Serving Members of the Armed Forces 2019/20

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (item 10.1 – 10.6 of the Official Minutes of the Council).

The Corporate Improvement Portfolio Leader advised that he had asked the Culture and Sport Portfolio Leader to look into providing a similar concession for children in care to enable them to access the facilities more easily and encourage them to meet more people. The Culture and Sport Portfolio Leader confirmed that she had discussed this with the Head of Environment and Healthy Lifestyles and Inspiring Healthy Lifestyles (IHL). IHL had advised that they provided a similar concession in Wigan and were currently investigating the possible numbers involved in order to establish the costings.

RESOLVED:

That:

- (A) The contents of the report be noted.
- (B) The leisure concessions scheme for serving members of the Armed Forces who were resident in the District for the 2019/20 financial year be continued, in accordance with the proposals set out in the report.

Reason for Decisions

Cabinet was recommended to continue with the offer of leisure concessions for serving members of the Armed Forces for 2019/20 in recognition of the commitment made by armed forces men and women to this country in their service throughout the world.

11. Indoor and Built Sports Facilities Strategy and Playing Pitch Strategy 2019-2036

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 11.1 – 11.355 of the Official Minutes of the Council).

The Environment Portfolio Leader raised concern that no consultation responses/feedback from Norton Canes appeared to be included in the report. This needed noting due to the amount of development funding coming into the area. The Head of Environment and Healthy Lifestyles replied that the Staffordshire branch of the FA had been advised of the missing information. They were the body that would be represented on the board established to monitor delivery of the strategies.

The Leader added that this was a “live” document and therefore, if Members considered any information was missing, they should contact the Head of Environment and Healthy Lifestyles or the Culture and Sport Portfolio Leader accordingly. The Culture and Sport Portfolio Leader confirmed that she would advise all Members of this.

RESOLVED:

That:

- (A) The adoption of Cannock Chase Council’s Indoor and Built Sports Facilities Strategy and Action Plan 2019-2036 be approved.
- (B) The adoption of Cannock Chase Council’s Playing Pitch Strategy 2019-2036 be approved.
- (C) The Head of Environment and Healthy Lifestyles, in consultation with the Culture and Sport Portfolio Leader, be authorised to review, amend and prioritise actions in the aforementioned documents in line with the expectations of the Council, Sport England and National Governing Bodies for Sport, available funding and project sustainability and delivery.
- (D) Any capital investment required to deliver any actions in the aforementioned documents be subject to further Cabinet approval.

Reasons for Decisions

Having up-to-date strategies would contribute to the Council’s Local Plan Review, provide the evidence required to help protect existing facilities (indoor and outdoor), inform funding submissions to improve sporting provision to meet identified community need and ensure appropriate provision was secured developers toward new and improved facilities to address the impact of new development schemes.

Details within the Assessment Reports and Action Plans could quickly change due to a variety of factors, such as sports clubs moving or ceasing, or improvements to sites and facilities being made. As a guide, if no review and

subsequent update was carried out within three years of the documents being signed off by the Steering Group, then Sport England and National Governing Bodies for Sport (NGBs) would consider these documents and the information on which they were based to be out of date.

It was therefore important that there was regular annual monitoring and review of the strategies, priorities and actions in accordance with the expectations of the Council, Sport England and NGBs, available funding and project sustainability and delivery. Consequently, they were to be treated as 'live' documents and subject to change. By keeping them up-to-date, their useful timeframe could be extended to five years.

12. Hawks Green Depot Rationalisation

Consideration was given to the Joint Report of the Head of Housing & Partnerships and the Head of Economic Prosperity (Item 12.1 – 12.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Scheme approval and permission to spend on the Hawks Green Rationalisation Plan be agreed.
- (B) Council, at its meeting to be held on 17 July 2019, be requested to include £281,000 within the General Fund Capital Programme for the Rationalisation Plan.
- (C) The land marked on Appendix 2 of the report be identified as no longer required for use by the Council's Operational Services and available for alternative use.

Reasons for Decisions

The works to be undertaken in 2019/20 were estimated to cost £281,000. No provision existed within the Capital Programme for such works, however a transfer of capital resources would arise from the proposed release of 0.9 hectares of the existing site.

It was therefore proposed that following approval, the plan be implemented in accordance with the timetable set out in paragraph 3.7 of the report, which would ensure the 0.9 hectares (50%) of land that was no longer required for operational use be released to meet the Hawks Green Redevelopment Scheme timetable, which was the subject of a separate report on the agenda.

13. Redevelopment of Hawks Green Depot, Cannock

Consideration was given to the Report of the Head of Housing and Partnerships (Item 13.1 – 13.13 of the Official Minutes of the Council).

The Housing Portfolio Leader reported that officers were looking at providing more green areas in the development if finances allowed. Councillor P.E. Woodhead would be involved in this process.

RESOLVED:

That:

- (A) The Hawks Green Depot Site, marked in red in Appendix 1 of the report, be identified as a priority site for redevelopment for the provision of new Council housing.
- (B) Council, at its meeting to be held on 17 July 2019, appropriates for a transfer value of £382,000 the Hawks Green Redevelopment site from the Council's General Fund to the Housing Revenue Account under section 122 of the Local Government Act 1972.
- (C) The West Midlands Combined Authority's formal grant offer of £900,000 to offset land remediation costs and associated fees be noted.
- (D) The appointment of a development partner via Dudley Metropolitan Borough Council's Construction Framework Agreement, and the housing scheme as attached at Appendix 2 of the report, be noted.
- (E) Scheme approval and permission to spend for the Hawks Green Depot Redevelopment Scheme be approved.
- (F) The Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be authorised to take forward all actions and make amendments to the scheme as necessary to implement any agreed recommendations.
- (G) Authority to enter into any legal agreements between Cannock Chase Council and the appointed development partner that were required to facilitate the delivery of the proposed scheme be delegated to the Head of Housing and Partnerships in consultation with the Housing Portfolio Leader.
- (H) Permission to spend up to £130,000 within the Housing Revenue Account Capital Programme New Build budget in relation to development works to bring forward future sites be approved.

Reasons for Decisions

The Council's Hawks Green Depot covered an area of approximately 1.8 hectares. The rationalisation of Hawks Green Depot, which was the subject of the previous report on the agenda, concluded that 0.9 hectares (50%) of the site needed to be retained for the provision of existing services whilst the remaining 0.9 hectares (50%) would be available for alternative use such as to deliver a housing scheme. A plan of the site that identified the land to be retained and developed was attached at Appendix 1, and as set out below, would provide 44 new homes.

An application was made to the Homes England 'Accelerated Construction Fund' and as part of the due diligence exercise, ground condition surveys and reports identified that significant land remediation works were required. As a result, the redevelopment was not considered economically viable without additional grant funding to meet the gap. Unfortunately, the application to the Accelerated Construction Fund was unable to meet the funding gap.

Whilst a bid to the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) had not been successful to date, a successful bid was submitted to the West Midlands Combined Authority (WMCA) in March 2019, and the Council

would receive a grant of £880,000 to offset land remediation costs, with £20,000 for associated fees.

As part of the development appraisal process of the Hawks Green Redevelopment Scheme, and accounting for the housing needs of the District, a site layout was produced (as shown at Appendix 2 of the report).

The proposed scheme would deliver a mixed tenure scheme, consisting of 44 homes, comprised of 50% (22) Council homes for rent, and 50% (22) for outright sale. Subject to planning approvals, the Council homes for rent would comprise of:

- 4 x 1 bedroom houses;
- 8 x 1 bedroom flats;
- 8 x 2 bedroom houses;
- 2 x 3 bedroom homes.

It may be necessary to amend the scheme to address issues that arose from the completion of the tender documentation and the planning process, and it was therefore proposed that the Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be authorised to make such amendments to the scheme.

It was proposed that the Council's Housing Revenue Account (HRA) Capital Programme would finance the provision of the 22 (50%) affordable homes (i.e. homes for rent). A development partner would be appointed to undertake construction of the Council's 22 homes for rent and provide 22 (50%) homes for outright sale.

The agreed HRA Capital Programme for the period 2018-19 to 2022-23 included budgetary provision of £12.9m for 'New Build' programmes.

The following budgetary provision would be required for the Hawks Green Redevelopment Scheme and would form part of the three-year HRA Capital Programme for the period 2019-20 to 2021-22:

	<u>Year 1</u> 2019-20 (£000's)	<u>Year 2</u> 2020-21 (£000's)	<u>Year 3</u> 2021-22 (£000's)	Total
Land Costs	382	-	-	382
Land Remediation & Construction Council Dwellings (22 homes)	550	1,900	600	2,988*
	922	1,990	600	3,370**
<i>*Net cost of provision after the deduction of the land value of the market homes</i>				
<i>**Gross cost of provision prior to the amendment for additional rent income</i>				

The Dudley Metropolitan Borough Council (MBC) Construction Framework was an established framework to carry out the design and construction of new build housing and could be used by other West Midlands' authorities. Using the framework would enable the Council to progress the site quickly with an experienced contractor who had already taken part in an Official Journal of the

European Union (OJEU) compliant tendering exercise.

The scheme costs including the contract sum would be accommodated within the Hawks Green Redevelopment budget. Should the scheme exceed the budgetary provision, then a further report would be presented to Cabinet.

The development programme and relevant milestones were set out as follows:

HAWKS GREEN REDEVELOPMENT PROGRAMME	
Secure WMCA Grant	June 2019
Council approval	July 2019
Contract award	August 2019
Stock Rationalisation	November 2019
Full Planning Approval by	January 2020
Land Remediation Start on Site by	February 2020
Construction Start on Site by	April 2020
Scheme Completion by	Spring 2022

The Council's appointed Development Partner would act as developer and contractor to design and construct a redevelopment site for the scheme. The specific responsibilities of the Development Partner would be formalised through a Joint Contracts Tribunal (JCT) Design and Build Contract.

In order to bring future sites forward, it was necessary to undertake development work such as scheme design, development appraisals and site and ground condition surveys prior to scheme approval. It was proposed that a sum of £130,000 (equivalent to 1% of the New Build budget) within the HRA Capital Programme New Build budget be approved for preparatory development works.

There would be a further report to Cabinet when other sites had been identified that could be brought forward for housing, utilising the Housing Investment Fund resources, including land not in the ownership of the Council.

14. Nominations to the Chenet Chase Development Invited by Walsall Housing Group

Consideration was given to the Report of the Managing Director (Item 14.1 – 14.19).

RESOLVED:

That:

- (A) The additional technical evidence on risk produced by Axil Integrated Services, Staffordshire Fire and Rescue Service, Galliford Try and Walsall Housing Group since planning consent was granted for the Chenet Chase Development in January 2016 be noted.
- (B) The constructive and collaborative dialogue that had taken place with all key stakeholders between 2017 and 2019 on risks and options to mitigate

be noted.

- (C) The additional non-statutory risk mitigations that Walsall Housing Group had confirmed would be implemented (subject to planning consent), be noted, which were:
- 4m high Heatshield along the entire boundary with Axil Integrated Services (new planning decision required);
 - The fitting of water sprinklers to plots 51-68 (apartment block) and plots 40-50 (houses) on the Axil boundary perimeter;
 - The removal of two car parking spaces along the boundary with Axil to reduce fire risk (new planning decision required);
 - The installation of gated access to the apartment block to reduce fire risk on the Axil boundary;
 - That a Quarterly review meeting be held with all key stakeholders on an ongoing basis to review and monitor risk issues and take any appropriate actions for further risk mitigation.
- (D) It be noted further planning decisions would need to be taken in order to facilitate the mitigations described in decision (C), above.
- (E) On the basis of the mitigations set out in decision (C), above, it be agreed that nominations be made to Walsall Housing Group for all 48 vacant dwellings with 15 requiring non-physical mitigations in the first phase and the remaining 33 after the physical works had been completed in full.
- (F) A letter be sent to Axil Integrated Services requesting that the company consider the installation of a Hydrogen Cyanide Sensor (HCN) (as set out in the AECOM report) as a further non-statutory risk mitigation to promote public safety.
- (G) Any individual on the Council's housing list who was offered a property at Chenet Chase be made fully aware of all the risk information beforehand and if they refuse, this would not affect their housing application status.
- (H) The participation of Council officers in the Quarterly Review meetings with all key stakeholders be approved; and the need to set up a Resident Liaison Group to ensure that all residents irrespective of tenure were kept up to date with developments on and around the site, be considered.
- (I) A grant of up to £100,000 in relation to the 48 vacant dwellings from the New Homes Bonus Earmarked Reserve be approved, subject to the properties being brought back into use and that Walsall Housing Group implement the additional risk mitigations set out in decision (C), above.
- (J) Authority be delegated to the Managing Director to ensure implementation of the above decisions and any associated matters.

Reasons for Decisions

Planning consent was granted in 2016 for the Chenet Chase development of 111 dwellings of which 50% would be affordable homes managed by Walsall Housing Group. There were no formal objections received from any of the statutory bodies consulted during the planning process on the grounds of public safety and therefore, there was no justifiable reason not to grant this consent. The operator (Augean then Axil Integrated Services) of a hazardous waste site

adjacent to the residential site objected throughout the planning process but did not submit any evidence to substantiate the risks they identified. Conditions were placed at the time to mitigate noise and odour risks which were raised as key concerns in the planning process.

Nominations were invited by Walsall Housing Group and submitted by the Council to the first seven social dwellings in June 2017. Technical evidence was submitted to the Council in July 2017 by Augean in the form of the Hudson Consultancy Report that identified additional risks associated with fire and the release of toxic gas which could impact on residents of the new dwellings. A stakeholder group was convened by the Council to examine the risk issues further and this consisted of Walsall Housing Group, Augean / Axil, Staffordshire Fire and Rescue Service, Galliford Try, Environment Agency and Cannock Chase Council planning and environmental health. The Health and Safety Executive declined to be involved despite numerous requests. Walsall Housing Group took the decision not to tenant the 48 vacant dwellings until the risk issues were more clearly understood and Cannock Chase Council decided not to make any nominations for the same reasons.

Substantial discussions and additional technical evidence on risk had been commissioned over the past two years. The report set out the detail of additional risk mitigations (some of which were subject to additional planning decisions) that Walsall Housing Group had confirmed in writing that it was willing to undertake. On the basis of these additional non-statutory risk mitigations it was recommended that the Council does nominate to the 48 vacant dwellings.

The meeting closed at 4:40 p.m.

LEADER

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FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: JULY – SEPTEMBER 2019

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.

Further information about key decisions and the Forward Plan can be found in Sections 10 and 28 of the Council’s Constitution.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire, WS11 1BG or via email at 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	Representation Received
Summary of Complaints Received: April 2018 to March 2019 (Annual Report)	Managing Director / Leader of the Council	11/07/19	No	No		
Annual Report 2018/19	Head of Governance and Corporate Services / Leader of the Council	11/07/19	No	No		
Cannock Town Centre Investment Prospectus	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	11/07/19	No	No		
Revenues and Benefits Collection Report	Head of Finance / Health & Wellbeing Portfolio Leader	11/07/19	No	In part	The Appendices to this Report are confidential due to the inclusion of information which is likely to reveal the identity of an individual, and information relating to the financial or business affairs of any particular person (including the Council).	
Siting of World War I Commemorative Beacon	Managing Director / Leader of the Council	08/08/19	No	No		

ITEM NO. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Communications Strategy 2019-2022 and Internal Communications Survey Results	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	08/08/19	No	No		
House to House and Charitable Collections Policy	Head of Economic Prosperity / Health and Wellbeing Portfolio leader	19/09/19	Yes	No		

Report of:	Managing Director
Contact Officer:	Tony McGovern / Louise Griffiths
Telephone No:	01543 464553
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 11/07/19

CABINET
11 JULY 2019
SUMMARY OF COMPLAINTS RECEIVED: APRIL 2018 TO MARCH 2019
(ANNUAL REPORT)

1 Purpose of Report

- 1.1 To update Cabinet on the number and types of complaints received by the Council in the period April 2018 to March 2019.

2 Recommendations

- 2.1 Cabinet are asked to note the information about complaints received by the Council in this period and lessons learnt.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 This report contains information about the quantity, nature and timeliness of responses to formal complaints received in the period April, 2018 to March, 2019.

Reasons for Recommendations

- 3.2 Council approved a new Customer Feedback and Complaints Policy on 21 February, 2018; contained within the new policy is a commitment to report complaints information to Cabinet.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:

- (i) High standards of customer service contributes to the Council's corporate priorities of promoting prosperity and improving community wellbeing by supporting businesses and individual residents.

5 Report Detail

5.1 The Council has substantial customer contact with residents and businesses on a daily basis. Examples of the scale of this contact include:

- Dealing with all businesses that are liable to pay Business Rates.
- Dealing with all residents who are liable to pay Council Tax.
- Dealing with claims for Housing Benefit and Council Tax reduction in times of reducing entitlements and the implementation of Universal Credit.
- Dealing with Council tenants in the 5150 houses on rent, housing repairs etc.
- Dealing with all food, licensed premises and taxi businesses in the District for licensing purposes.
- In the 12 month period, just under 86,000 telephone calls were handled by Customer Services; an average of 7,166 calls per month.
- An additional circa 51,000 calls were handled by Revenues and Benefits staff

5.2 A proportion of the contact with customers involves difficult and sensitive issues such as taking enforcement action for non-payment of Council Tax/Business Rates and breaches of legislation. In the context of this significant and complex customer contact, the Council receives a relatively small number of complaints but it remains important that effective arrangements are in place to handle these and to learn any lessons.

5.3 There were a total of 27 formal complaints in the 12 month period from April 2018 to March 2019, broken down as follows:

Quarter 1 – April to June 2018 = 10

Quarter 2 – July to September 2018 = 3

Quarter 3 – October to December 2018 = 8

Quarter 4 – January to March 2019 = 6

5.4 In Quarter 1, all complaints were resolved at Stage 1 of the policy. Of the 10 complaints, 7 were answered by the target date of 10 working days as per the policy which gives a 70% compliance.

5.5 In Quarter 2, all complaints were resolved at Stage 1 of the policy. Of the 3 complaints, 1 was answered by the target date of 10 working days as per the policy which gives a 33% compliance.

5.6 In Quarter 3, 5 of the 8 complaints were resolved at Stage 1 of the policy. 2 of the 8 complaints were resolved at Stage 2 of the policy; and 1 of the 8

complaints went to Stage 3 of the policy which is submission to the Council's Appeals and Complaints Panel for consideration by Members. Of the 8 complaints, 4 were answered by the target date of 10 working days (Stage 1) as per the policy which gives a 50% compliance.

5.7 In Quarter 4, all complaints were resolved at Stage 1 of the policy. Of the 6 complaints, 5 were answered by the target date of 10 working days as per the policy which gives a 83% compliance.

5.8 A breakdown of the 27 complaints received is attached at Appendix 1. 1 of the 27 complaints was submitted anonymously.

5.9 Key lessons from these complaints include:

- In the EH Q3 case (resolved January, 2019) concerns were expressed regarding the engagement of front line officers with residents who have mental health issues. It is acknowledged that mental health training/awareness raising for front line officers would be beneficial and a facilitator is being sought to deliver this.
- The priority chart used and publicised for disabled adaptations needed reviewing. The information provided proved misleading, suggesting applicants were given priority on age rather than on the points based system used.
- Complaint received in relation to on-going window disrepair – initially not upheld, however, following further complaints an issue was identified with the window and subsequently rectified. The lesson learnt in this case to actively listening to the complaint, stop being defensive and not making judgement, particularly when the individual concerned has raised multiple issues.
- Complaint received in relation to on-going WC blockages identified issues with drainage on 4 housing estates where there are two WCs in the property which run into one sewer pipe – if a blockage occurs this is now treated as an emergency. Longer term this issue has identified an issue with the pitch fibre drainage which will be addressed through the capital works programme.

5.10 There was 1 formal complaint received about an elected Member that required investigation in the period April to March, 2019.

5.11 There were 4 formal complaints received about Council Officers that required investigation in the period April to March, 2019.

5.12 There were 4 enquiries from the Local Government Ombudsman (LGO) in the period, requesting information from the Council following complaints submitted direct to the LGO. In all of these cases the LGO elected not to instigate a formal investigation.

6 Implications

6.1 Financial

None.

6.2 **Legal**

None.

6.3 **Human Resources**

None.

6.4 **Section 17 (Crime Prevention)**

None.

6.5 **Human Rights Act**

None.

6.6 **Data Protection**

None.

6.7 **Risk Management**

None.

6.8 **Equality & Diversity**

None.

6.9 **Best Value**

None.

7 Appendices to the Report

Appendix 1: Breakdown of Complaints Received

Previous Consideration

Customer Feedback and Complaints Policy	Council	21 February 2018
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Background Papers

Individual complaints

APPENDIX 1**BREAKDOWN OF COMPLAINTS RECEIVED**

QUARTER 1 – April to June 2018		
SERVICE	COMPLAINT	RESOLVED AT STAGE 1 (YES/NO)
Local Taxation & Benefits	Council Tax Liability Order	YES
Local Taxation & Benefits	About an Officer	YES
Local Taxation & Benefits	Level of service	YES
Local Taxation & Benefits	Enforcement action to recover debt	YES
Local Taxation & Benefits	About an Officer	YES
Local Taxation & Benefits	Level of service	YES
Planning Services	Discrimination linked to consultation	YES
Housing Property Services	Delay in disabled adaptation	YES
Housing – Disabled Adaptations	Time taken to assess need for disabled adaptation	YES
Housing Options Service	Level of service provided	YES
TOTAL NUMBER OF COMPLAINTS FOR Q1 = 10		

QUARTER 2 – July to September 2018		
SERVICE	COMPLAINT	RESOLVED AT STAGE 1 (YES/NO)
Environmental Health	Action proposed by service	YES
Housing Property Services	State of Council house for new tenant	YES
Local Taxation & Benefits	Lack of response	YES
TOTAL NUMBER OF COMPLAINTS FOR Q2 = 3		

QUARTER 3 – October to December 2018		
SERVICE	COMPLAINT	RESOLVED AT STAGE 1 (YES/NO)
Housing Maintenance	About an Officer	NO
Housing Maintenance	Quality of repair	YES
Housing Maintenance	About an Officer	YES
Environmental Health	About an Officer and recording equipment	NO
Local Taxation & Benefits	Business Rates	YES
Local Taxation & Benefits	Level of service	YES
Planning Services	Consultation timescales and information	NO
Local Taxation & Benefits	Application for Housing Benefit	YES
TOTAL NUMBER OF COMPLAINTS FOR Q3 = 8		

QUARTER 4 – January to March 2019		
SERVICE	COMPLAINT	RESOLVED AT STAGE 1 (YES/NO)
Parks and Open Spaces	Damaged caused by a Tree	YES
Local Taxation & Benefits	Business Rates recovery	YES
Local Taxation & Benefits	Issues registering a property for Council Tax	YES
Insurance	Mis-sold Mortgage Insurance Policy	YES
Parks and Open Spaces	Trespassing and removal of shrubbery	YES
Managing Director	Council Committee Meeting	YES
TOTAL NUMBER OF COMPLAINTS FOR Q4 = 6		

Report of:	Managing Director
Contact Officer:	Adrian Marklew
Telephone No:	01543 464 598
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 11/07/19

CABINET
11 JULY 2019
ANNUAL REPORT 2018/19

1 Purpose of Report

- 1.1 To provide Members with the Annual Report for 2018/19, reflecting the annual achievements, investment and financial information for the District during the financial year.

2 Recommendations

- 2.1 To note the information and achievements as detailed in the Annual Report.
- 2.2 To approve the Annual Report 2018/19 for publication on the Council's website and sharing with key stakeholders.

3 Key Issues and Reasons for Recommendations

- 3.1 The Annual Report 2018/19 presents a summary of the progress and achievements in delivering the Council's priorities in 2018/19. It provides a user-friendly digest of key information to be presented to the Council's residents, partners and communities.

4 Relationship to Corporate Priorities

- 4.1 This report sets out delivery against priorities from the 2018-2023 Corporate Plan. These are 'Promoting Prosperity' and 'Improving Community Wellbeing'.

5 Report Detail

- 5.1 The Annual Report 2018/19 (Appendix 1 to this report) provides a summary of the Council's performance in the first year of the Corporate Plan 2018-2023 and the supporting Priority Delivery Plans (PDPs) for 2018/19. It supplements the Annual Performance Report 2018/19 which reports on the performance in more detail.

- 5.2 The Annual Report summarises progress made towards the completion of major projects identified in the PDPs and provides key statistics for the District. A summary of financial information regarding the Council's General Fund and the Housing Revenue Account is provided, and this includes the major areas of capital expenditure for the year and monies received via direct and indirect benefits from our Local Enterprise Partnerships (LEP) membership (Stoke-on-Trent & Staffordshire LEP and Greater Birmingham and Solihull LEP) and our West Midlands Combined Authority (WMCA) membership (where obtainable).

6 Implications**6.1 Financial**

There are no direct financial implications arising from the report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: Annual Report 2018/19

Previous Consideration

None.

Background Papers

Annual Performance Report 2018/19

Corporate Plan 2018-2023

Priority Delivery Plans for 2018/19

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Rugeley Power Station before its closure in 2016. There are plans for major regeneration of the site.

Annual Report

2018/19



Taking shape – the McArthurGlen Designer Outlet retail complex in Cannock due to open in 2020.

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Joint Foreword by the Managing Director and the Leader of the Council

Our Annual Report for 2018/19 marks the end of the first 12 months of our new and ambitious Corporate Plan for 2018-2023 where Cannock Chase District Council has refined its strategic priorities to focus on two key areas over a five-year period: Promoting Prosperity and Improving Community Wellbeing.

Promoting Prosperity is about building on the District's strengths including its central strategic location, transport links and high levels of employment; by focussing on continued business growth, attracting more high skilled employment and supporting residents to have the skills they need for the future. On page 10 you can read about the seven strategic objectives behind this priority.

Improving Community Wellbeing recognises that Cannock Chase benefits from beautiful natural environments, open spaces, award winning parks, modern leisure facilities and vibrant communities. However, issues remain with the wellbeing of our population which experiences relatively high levels of long-term illness and obesity in spite of the large amount of money the Council and its leisure partner spend on leisure facilities, parks and open spaces. The priority therefore has four strategic objectives including creating opportunities for healthy and active lifestyles (leading to an increase in participation in sport and physical activity by 2023), supporting vulnerable people, and sustaining safe and secure communities.

In the first 12 months of this plan period we have seen some key developments on our journey to fulfilling our priorities as you will read in this report.

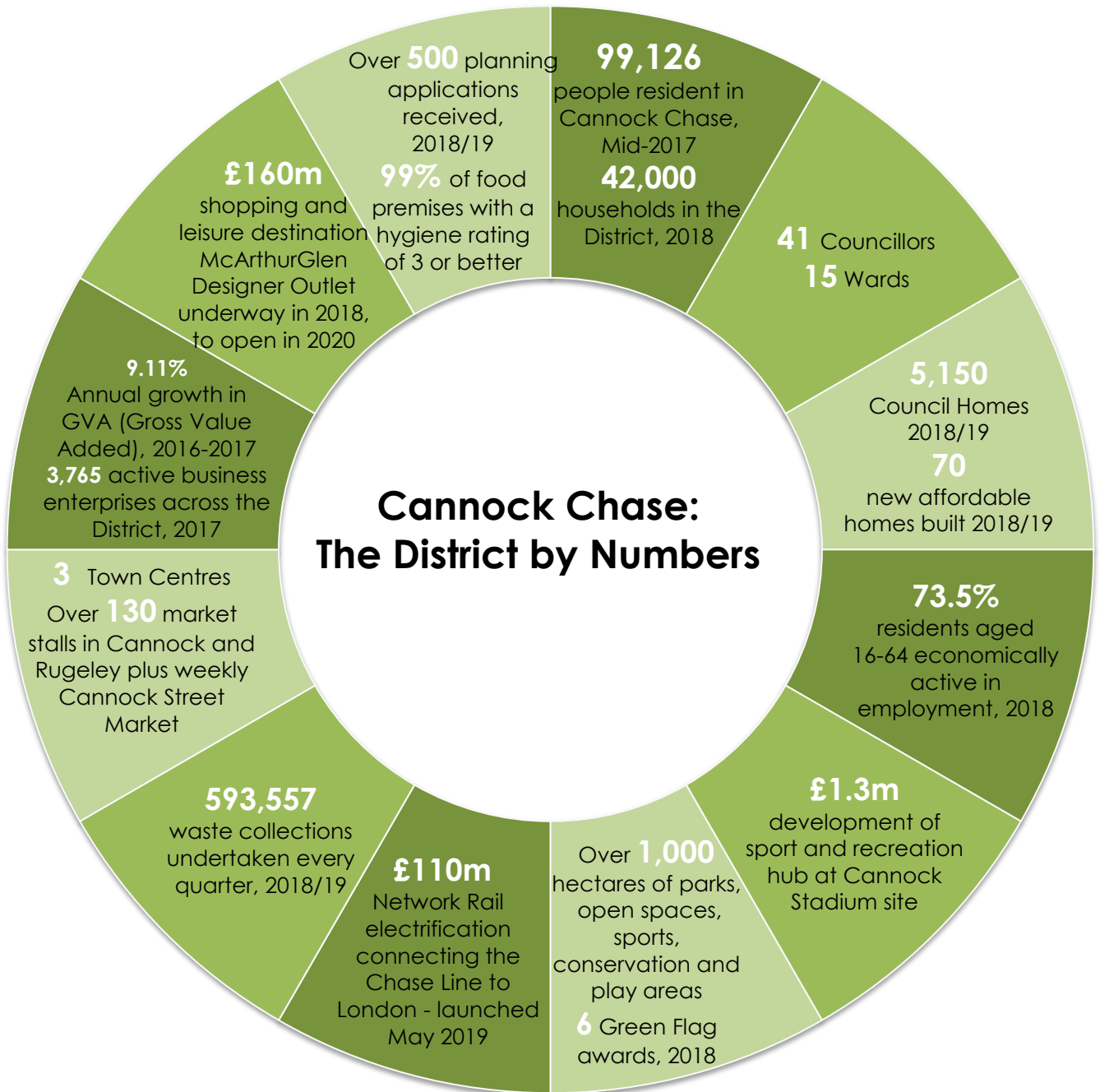
They include Cannock Chase being officially confirmed as the venue for mountain biking in the 2022 Commonwealth Games when it is hosted by Birmingham. Construction work is well underway to build the McArthurGlen Designer Outlet in Cannock due to open in 2020 which is set to become a major retail and leisure offer in the West Midlands. The opening of the Chase Skills and Innovation Hub has returned further education to the District after the closure of the former Cannock Campus, and the regeneration of The Stadium at Pye Green (the former Cannock Athletics Stadium that at one time was being considered for housing) has given the District a community sport and recreation hub.

The achievements we detail would not have been possible without the support of the Council's employees, its 41 Members and our partners, including those that have provided funding for some of our projects. A financial summary appears on page 15 including details of external grants received during the year.

Thank you for reading.

Tony McGovern
Managing Director

Councillor George Adamson
Leader



About Cannock Chase District

The District of Cannock Chase covers over 30 square miles on the northern border of the West Midlands conurbation and forms one of the eight districts of the County of Staffordshire. The District incorporates the towns of Cannock, Rugeley and Hednesford and is divided into 15 Wards which include the local communities of Brereton and Ravenhill, Bridgtown, Heath Hayes, Norton Canes and Rawnsley.



A key feature of the District is its strong transport infrastructure including the M6, M6 Toll and A5 trunk road. In addition to a network of bus routes, railway stations at Rugeley, Hednesford and Cannock provide connections to Stafford in the North and Birmingham and Walsall to the South. The £110 million Network Rail electrification of the Chase Line has enabled more frequent, faster and energy efficient train journeys with direct trains to Birmingham International and London Euston planned from May 2019.

The Mid-2017 Population Estimate for Cannock Chase was 99,126 with 2016-based projections estimating a population of around 100,000 for the District by 2038. There were an estimated 42,000 households in the district in 2018, projected to rise to 46,000 by 2038.

Review of 2018/19: Key Events for the District

Work on the £160m **McArthurGlen Designer Outlet** in Cannock commenced in 2018 and continues on target to deliver this major retail and leisure destination for the District in 2020. The development has the potential to transform the economy and reputation of Cannock Chase, bringing in additional investment, 1,000 new jobs and around three million visitors per year to the area.



Steelworks for McArthurGlen Designer Outlet nearing completion

The first stage of the demolition of the **Rugeley Power Station** site took place in February 2019. The former Rugeley Power Station site is the largest brownfield site in the West Midlands and has huge potential for housing, employment and leisure developments. Work is ongoing to redevelop this site in response to local consultation and an outline planning application is due to be received by the Council in 2019.



Demolition of Rugeley Power Station began in 2019

In September 2018 phase one of the £1.3m development of the former **Cannock Stadium**

site in **Pye Green** was completed with an official opening ceremony. In response to local consultation, the site has been redeveloped as a community sport and recreation hub.



Opening of The Stadium, September 2018

2018 marked the culmination of Cannock Chase Council's commemorations marking the **Centenary anniversary of the First World War (1914-1918)**. Armistice Day 2018 was marked with an official Beacon Lighting Ceremony 'The Battle's Over - A Nation's Tribute', at St. Luke's Church in Cannock.



Beacon Lighting Ceremony, St. Luke's Church, Cannock, November 2018

Beacon Lighting Ceremony commemorations were also held in Norton Canes and Rugeley, alongside local Remembrance services and parades across the District on 11 November 2018.

Cannock Chase Council: Role of the Organisation

The Council's core responsibilities defined by Parliament include:

The Council undertakes additional optional responsibilities to promote economic prosperity and community wellbeing in the District. These include:

Planning Authority - the Council determines planning policy for the District via Local Plans and also makes decisions on most planning applications. 

Housing Authority and Homelessness duty - the Council has a responsibility to plan the housing needs of the District; to approve a homelessness strategy and deal with individual cases to assess whether they are homeless and what support they are entitled to. 

Billing Authority - the Council is responsible for collecting Council Tax and Business Rates on behalf of all public bodies in the District. 

Licensing Authority - the Council is responsible for the licensing of taxis, food outlets, alcohol outlets, tattoo parlours, street trading etc. 

Waste Collection Authority - the Council is responsible for collecting domestic waste and recycling materials from every residential building in the District. 

The funding / provision of leisure, sporting, and cultural facilities and services 

Provision of support to businesses to help them to grow and expand 

Funding advice services such as Citizens Advice 

Floral displays in town centres and grass cutting 

Provision of a CCTV service 

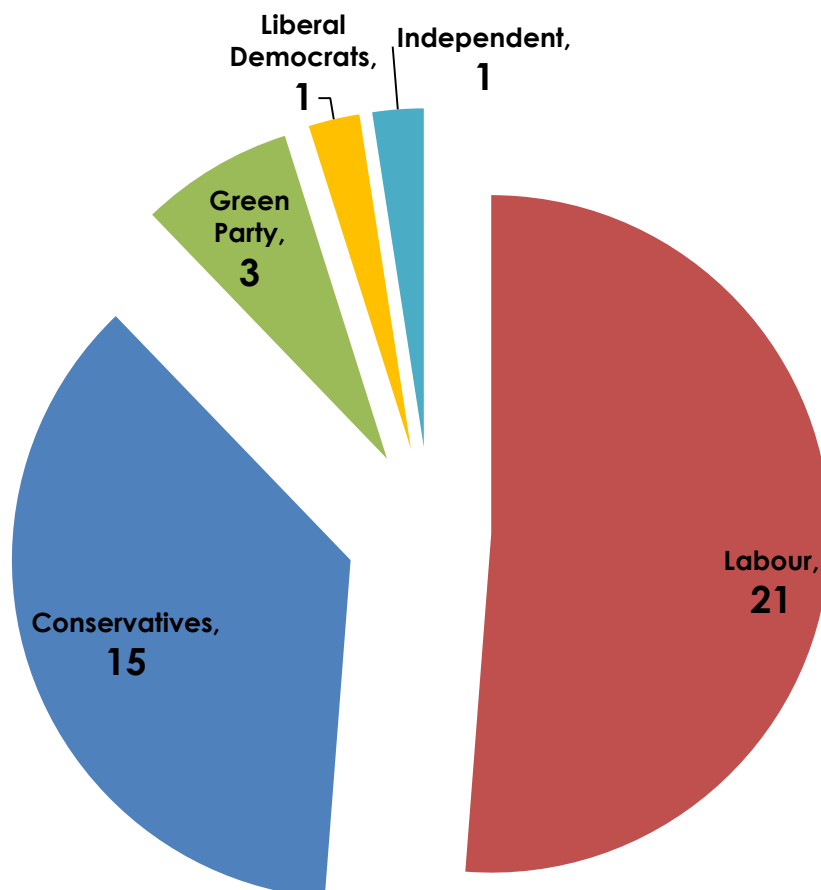
Maximising opportunities for public and private investment 

Staffordshire County Council is responsible for social care provision, libraries, education and roads / highways etc. The funding and provision of healthcare services such as GPs / hospitals etc. is the responsibility of Cannock Chase Clinical Commissioning Group (CCG).

Councillors – How the Council is made up

There are 41 Councillors (Members) representing 15 wards, who are all democratically elected representatives responsible for setting the policy direction and budgets of the Council. Elections are held three out of every four years. The political composition of seats (as of 3 May 2018) was as follows:

Political Composition of Seats, May 2018



Membership of Local Enterprise Partnerships and the West Midlands Combined Authority

Cannock Chase District Council has been a member of both the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and the Stoke on Trent and Staffordshire Local Enterprise Partnership (SSLEP) since their formation in 2011. A national LEP review is currently taking place that may result in membership being limited to one LEP only, going forward. However, at this time no formal decision has been taken by the Government. In September 2015 Cannock Chase Council's Cabinet recommended that the Council join the West Midlands Combined Authority as a non-constituent member.

Our Mission and Priorities 2018-2023

Priorities covering 2018-2023

July 2018 saw the publication of Cannock Chase Council's new Corporate Plan which covers five years to 2023. The Council's strategic priorities were redefined as Promoting Prosperity and Improving Community Wellbeing – interlinking priorities which reinforce each other to improve quality of life for communities across the District.










It is important to recognise that these areas are inter-linked - employment, a safe and attractive environment, good quality housing, community safety and an active population all play a huge part in achieving a prosperous and thriving local economy, as well as being vital to good health and wellbeing.

The graphics below outline the strategic priorities for Cannock Chase Council within these two interlinking areas.

Priority: Promoting Prosperity

Strategic objectives

Our priority for this five year plan is to focus on the following seven strategic objectives:

Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the District		Increasing the skill levels of residents and the amount of higher skilled jobs in the District	
Increasing housing choice		Creating strong and diverse town centres to attract additional customers and visitors	
Creating a positive environment in which businesses in the District can thrive.		Increasing access to employment opportunities	
		Commencing regeneration of the Rugeley Power Station site	

Priority: Improving Community Wellbeing

Strategic objectives

Our priority for this five year plan is to focus on the following four strategic objectives:

Opportunities for healthy and active lifestyles		Supporting vulnerable people	
Sustaining safe and secure communities		Promoting attractive and healthy environments	

Promoting Prosperity: What we've achieved in 2018/19



McArthurGlen Designer Outlet

- Land purchase completed July 2018
- 160 local tradespeople and suppliers attend 'Meet the Buyer' event, September 2018
- Construction begins October 2018 with Ground-Breaking Ceremony
- Amey upgrading road infrastructure with dual carriageway on Eastern Way and new underpass
- Access to Retail Employability Programme delivered by Walsall College supporting local people to access jobs at McArthurGlen
- Steelworks nearing completion



Top Left: The Ground-Breaking Ceremony, October 2018

Bottom Left: Steelworks nearing completion



Rugeley Power Station

- Cannock Chase Council, as part of the Rugeley Power Station Task Force, is planning the future development of the Rugeley Power Station Site
- November/December 2018 , ENGIE (owners of the site) Community Planning Weekend - involving the local community in the site's development
- Demolition work begins February 2019
- ENGIE submitting an outline planning application for the site in 2019

Left: Extent of the Rugeley Power Station development site

Chase Line Electrification

- Revised timetable launched May 2018 re-introducing two trains per hour to Walsall and Birmingham.
- New four-carriage electric trains connecting the Chase Line directly to Birmingham International and London Euston due for launch in 2019
- Work completed to extend platforms at Rugeley, Hednesford and Cannock railway stations
- December 2018 - £231,000 funding allocated by Cannock Chase Council to upgrade Cannock Railway Station working with West Midlands Rail Executive, West Midlands Trains and Staffordshire County Council

Swift Smart Travel Card Launch

- March 2019 - Swift launched on all Arriva bus services across Cannock Chase
- Scheme promotes public transport use by enabling smart travel in the District, with discounts for Swift users on connecting services in the West Midlands

Bottom Right: Launch of Swift Smart Travel Card, Cannock Bus Station



Cannock Chase Skills and Innovation Hub

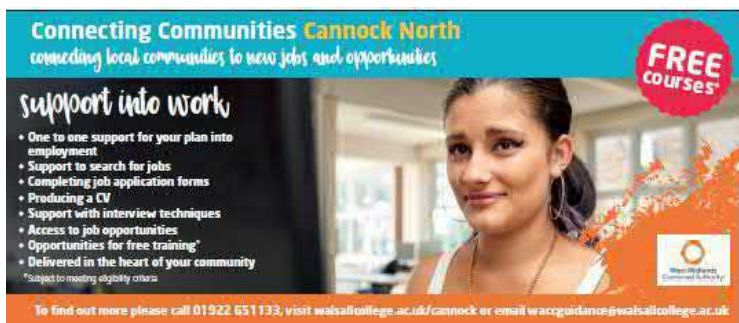
- July 2018 - South Staffordshire College re-opens its Cannock Campus
- Branded as Cannock Chase Skills and Innovation Hub, 600 students are now enrolled
- Partnership formed between Cannock Chase Council and South Staffordshire College to raise skills and qualifications in the District
- Cannock Chase Council has match funded a successful bid made to Stoke and Staffordshire LEP for £500,000 to provide £1m for South Staffordshire College to develop a new state-of-the-art Engineering Academy opening in September 2019



Steve Burgin and Claire Boliver from South Staffordshire College with Tony McGovern and Councillor George Adamson at the launch of Cannock Chase Skills and Innovation Hub

Connecting Communities Employment Support Pilot for Cannock North

- April 2018 funding won from West Midlands Combined Authority
- Walsall College delivering Connecting Communities Cannock North
- This provides free courses to promote employability and support people into work



Increasing Housing Choice

The Former Garage Sites and Other Council Owned Land Redevelopment Scheme will provide 39 affordable homes for Council rent by summer 2019.



Over 2,000 residential planning consents approved by Cannock Chase Council in 2018.



Town Centre Improvements Rugeley and Cannock

- July 2018 investment approved into further improvements to pedestrian and cycle links between Tesco, Rugeley Town Centre, Towers Business Park and the Trent and Mersey Canal - improving accessibility



November 2018 - new Cannock Town Centre Partnership facilitated by Cannock Chase Council

- Partnership aims to increase footfall and enhance Cannock Town Centre's offer as an attractive destination for retail and recreation

Improving Community Wellbeing: What we've achieved in 2018/19

Green Flags and Hednesford Park

July 2018 Cannock Chase Council awarded six Green Flag Awards making it the top performing District Council in the West Midlands.



HLF funded work in Hednesford Park continues with a thriving volunteer programme restoring Hednesford No.1 Signal Box.

Pools to Park and Play - a community book for the Park - was launched in January 2019.



Launch event for Pools to Park and Play, January 2019



Chase Leisure Centre

- August 2018 work began on upgrading Chase Leisure Centre as part of a £1m redevelopment
- Renovations to the existing gym and studio plus introduction of a new cycle studio
- Both feature latest Technogym equipment and audio visual technology providing virtual classes, and the Les Mills immersive cycling experience

Left: Councillor Christine Mitchell and Peter Burt, Managing Director of Inspiring Healthy Lifestyles at the new gym studio, Chase Leisure Centre

The Stadium Redevelopment

September 2018 - completion of phase one of the £1.3m community sport and recreation hub at the former Cannock Stadium site in Pye Green.

Site features a new adventure play area, green gym equipment, footpaths, cycleways, a BMX pump track and community allotments.

Formation of the new Friends of Cannock Stadium Park group.



A children's play area opened on the site in 2015

Cannock Chase in the Commonwealth Games 2022

In October 2018 it was announced that Cannock Chase will host the mountain biking event of the Birmingham 2022 Commonwealth Games.

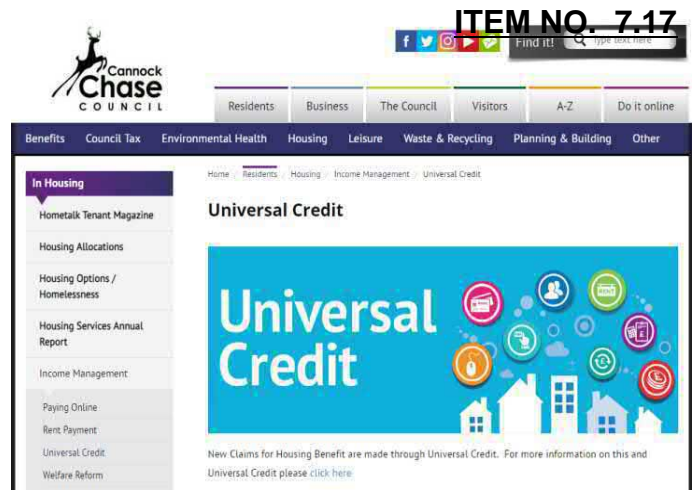
The Commonwealth Games will involve athletes from 71 nations competing in July - August 2022. The Games will attract millions of TV viewers and generate great benefits for the District.



Universal Credit

Universal Credit introduced in Rugeley in August 2017 - rolled out across the rest of Cannock Chase in November 2018.

Cannock Chase Council providing advice on income management and signposting people to sources for information and guidance via the Council's dedicated web pages (as pictured). It has been working with Citizens Advice and the Department for Work and Pensions to ensure customers are aware of the changes and can be supported as appropriate.



Martin Cave (Chair of Ofgem), Jim Allen and Graham Bass (Directors of Green Energy Networks and Smart Innovations Grid), Margaret Miles, Susan Whelan (daughter of Mrs Miles) and Councillor Alan Pearson outside the home of Margaret Miles on Cemetery Road, Cannock

'See Something, Say Something'-Safeguarding Vulnerable People across Cannock Chase

February 2019 - launch of 'See Something, Say Something' campaign by the Community Safety Partnership at Cannock Chase Council.

Campaign aims to safeguard vulnerable adults and children in the District by raising awareness of abuse and encouraging people to report.

Reduce, Re-Use, Recycle

A number of campaigns to promote recycling and waste reduction delivered over the past 12 months including:

- Nappy contamination (as pictured)
- Chewing gum campaign
- Introducing community litter picking equipment
- Supporting the Great British Spring Clean
- Started a Residual Composition Analysis
- Launched 'Which Bin – Stop & Think' campaign

Ofgem Visit – Tackling Fuel Poverty

- March 2019, visit to Cannock Chase by Martin Cave, the Chairman of energy regulator Ofgem
- Chase Community Solar has fitted solar panels to over 300 of Cannock Chase Council's bungalow properties as part scheme supported by the Council to battle fuel poverty in the District.



Campaign messages are prominently displayed across Cannock Chase including on this plasma screen in South Staffordshire College – the College is supporting the campaign



Financial Summary



Income

£20m Housing Rents
£25.3m from Government grants
£9.1m from Fees and Charges
£6m Council Tax Income
£3.8m Business Rates Income including growth
£384k Revenue Support Grant from Government

Expenditure

£20.2m Housing services (5,146 properties)
£27.0m Health and wellbeing (including housing benefits)
£4.9m on Environment related services
£3.7m on Culture related services
£3.1m on Economic development related services
£5.9m on non-Housing functions (including £220,000 use of reserves)

External Funding - received by the Council

External Body	Amount
Greater Birmingham and Solihull Local Enterprise Partnership (LEP)	£305,000

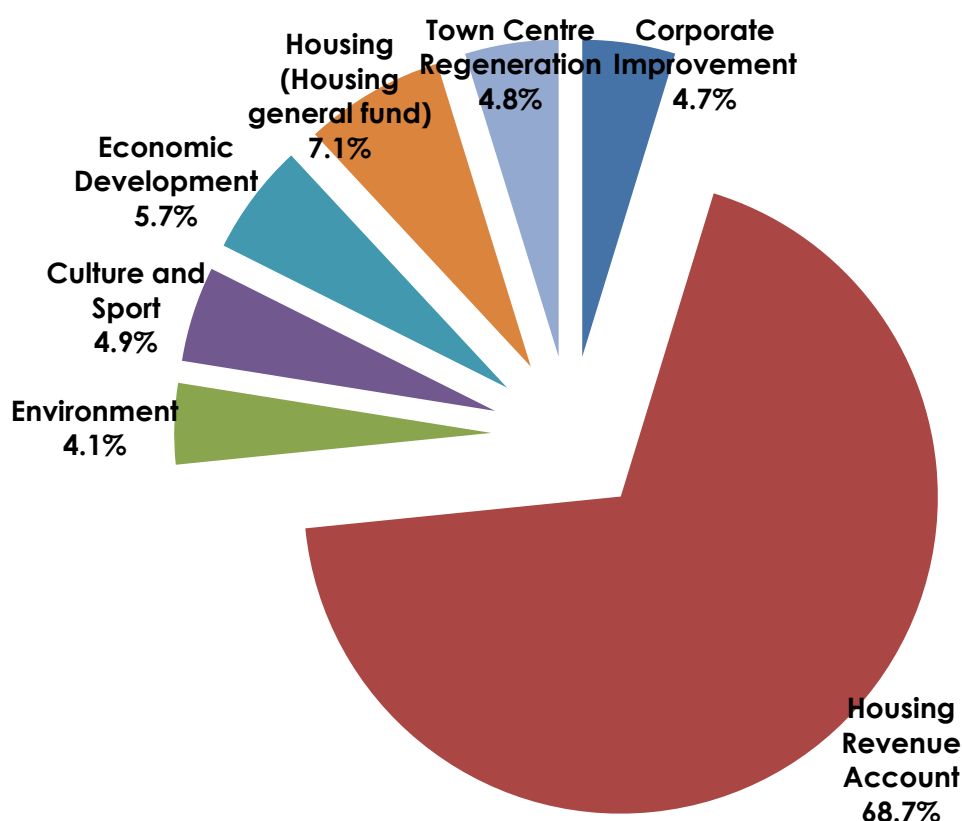
External Funding – received in the District

External Body	Amount
West Midlands Combined Authority	£370,844
Stoke-on-Trent and Staffordshire LEP (includes £500,000 to South Staffordshire College for the Engineering Academy)	£549,235

N.B. All investment secured by Cannock Chase businesses as grants or loans aimed at business growth support and delivered via programmes operated by Local Enterprise Partnerships and/or their partners, where the Council has been either directly or indirectly involved.

Capital Expenditure

Cannock Chase Council spent £9.256 million on capital projects in 2018/19



Major items of Capital Expenditure in 2018/19 were:

- £1.457 million on former garage sites development
- £1.267 million on external and environmental works
- £1.170 million on central heating upgrades
- £0.804 million on bathroom replacements
- £0.661 million on Disabled Facilities Grants
- £0.537 million on upgrading electrical systems
- £0.519 million on Council disabled facilities grants
- £0.500 million contribution to Engineering Academy
- £0.441 million acquisition of Market shops
- £0.372 million on new pay and display car park at the Civic Centre (part completed)
- £0.260 million on replacing kitchens in Council homes
- £0.218 million on Moss Road Reema Flats Development

Complaints to the Local Government Ombudsman (LGO)

At the time of publication, data from the LGO was unavailable. The Annual Report will be updated in late July once the information has been received.

Keep in Touch and How to Contact Us

Thank you for reading this Annual Report. For further information on the Council's Corporate Plan and services please get in touch using the contact information below.




Cannock Chase Council


Civic Centre, Beecroft Road, Cannock, Staffordshire WS11 1BG

Tel: (01543) 462621

Email: policyandcommunications@cannockchasedc.gov.uk

www.cannockchasedc.gov.uk

 Search for 'Cannock Chase Life'

 @CannockChaseDC

Report of:	Head of Economic Prosperity
Contact Officer:	Debbie Harris / Dean Piper
Telephone No:	01543 464490
Portfolio Leader:	Town Centre Regeneration
Key Decision:	No
Report Track:	Cabinet: 11/07/19

CABINET
11 JULY 2019
CANNOCK TOWN CENTRE DEVELOPMENT PROSPECTUS

1 Purpose of Report

- 1.1 To update Members on the work that has been undertaken by Council officers in conjunction with consultants in regard to the production of a Development Prospectus for Cannock Town Centre.

2 Recommendations

- 2.1 That Cabinet approve the draft Development Prospectus at Appendix 1 for use as a marketing tool to attract in new investment into identified opportunity sites in Cannock Town Centre.
- 2.2 That Cabinet delegates authority to the Head of Economic Prosperity in consultation with the Town Centre Regeneration Portfolio Leader to take all steps to launch the Prospectus and distribute it to appropriate developers, investors, agents and intermediaries.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The redevelopment of Cannock Town Centre has been a long term aspiration of the Council. The town centre currently has a poor quality retail offer. Investment and redevelopment is badly needed in order to regenerate a struggling town centre by providing new floorspace, jobs, leisure and cultural uses.
- 3.2 Generating additional footfall and linkages to the town centre with the McArthurGlen Designer Outlet Cannock (the Outlet) scheduled to open in 2020 is critical. 3 million visitors are anticipated annually to the Outlet. In order for this to happen there needs to be something to attract visitors that isn't already catered for at the Outlet or Cannock Town Centre will decline further.

Reasons for Recommendations

- 3.3 Cabinet are being requested to approve the use of the Development Prospectus at Appendix 1 in order for the Prospectus to be launched to the market and wider distribution to take place of the document in its current form.
- 3.4 Without the Development Prospectus being in place, there is a risk that development opportunities will not come forward and the town centre could decline further. Crucially, there will be a huge missed opportunity to attract in a proportion of the anticipated 3 million plus visitors per annum from the Outlet into Cannock Town Centre.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:

- (i) Promoting Prosperity – contributing to creating a positive environment in which businesses can thrive; creating strong and diverse town centres to attract additional customers and visitors; maximising benefits from the McArthurGlen Designer Outlet Cannock.

The Development Prospectus will form part of strategic planning to support improvement to Cannock Town Centre and provides a strategic view which acknowledges the opportunity sites available in Cannock Town Centre.

5 Report Detail

- 5.1 Members will recall that the production of a Development Prospectus as a means of marketing potential redevelopment opportunities in and around Cannock Town Centre has been a long held ambition of the Council. In September 2015, Cabinet agreed a number of recommendations on the future positioning of Cannock Town Centre one of which included the production of a Development Prospectus along with the production of an Area Action Plan which was to form part of the Cannock Chase Local Plan (Part 2). Work on the Area Action Plan has now paused and is being considered as part of the current Local Plan Review.
- 5.2 Consultants have undertaken work with Council officers over the last two years in two phases to enable the development of the Prospectus. The Council commissioned Cheetham & Mortimer to undertake Phase 1 which completed in May 2018 and the outcome of this work provided a current commercial overview identifying potential development opportunities and established benchmark indicators by which future performance could be measured specifically in order to monitor any impact from the McArthurGlen Designer Outlet. The consultants provided schematics for two key sites that they considered being key to unlocking investment in the town centre (the Multi Storey Car Park (MSCP) / Indoor Market and the Bus Station). The work carried out identified sufficient demand to create a new destination area in the town centre anchored by a cinema and supported by food / drink outlets. It was however noted that the viability of cinema/restaurant schemes can be challenging. In parallel to

commissioning the phase 1 work an approach was made to Council officers for a redevelopment opportunity coincidentally on the MSCP site for a cinema/leisure led development. Cabinet should note that the development of the Development Prospectus is not in any way linked to the approach from the developer.

- 5.3 In April 2019, officers commissioned Carter Jonas to undertake Phase 2 of the Prospectus (attached at Appendix 1). This work was jointly funded by the Council, Staffordshire County Council and the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP). Phase 2 builds on the initial findings and sites identified in Phase 1 and converts this into a visual document that presents an exciting future for the town centre and a number of development opportunities that could be of interest to potential developers and investors. It is intended that the Prospectus will be a publicly facing document.
- 5.4 The Prospectus acts as a framework that encapsulates all of the site development opportunities owned by the Council in Cannock Town Centre and identifies their potential future uses and development potential. The sites identified include: Church Street (MSCP area); Bus station, Danilo Road, Beecroft Road, Backcrofts, Allport Road, Avon Road, Park Road and the Police station car park. Work to identify potential future uses and quantum of development achievable are all contained within the Prospectus.
- 5.5 By promoting Council owned sites first, it is anticipated that the Council will be able to catalyse investment and development in the town centre and encourage the private sector and other public bodies i.e. Local Enterprise Partnerships, West Midlands Combined Authority to also invest.
- 5.6 Inclusion of each site in the Prospectus does not commit the Council to a specific use but is intended to stimulate engagement and discussion with prospective developers and investors. Cabinet should note that proposals from developers for a specific site would be subject to the Council's normal decision making processes and also subject to securing a suitable planning consent.
- 5.7 The Prospectus work is intended on being complementary to the Council's emerging Economic Prosperity Strategy and the work focussed on bringing forward redevelopment sites in Cannock Town Centre. It is hoped that the Prospectus (whilst not a formal adopted planning document) will help to guide future investment into Cannock. The Prospectus articulates the types of uses and sites the Council is keen to see investment to come forward on and has been the subject of consultation with Planning officers in its formulation. The Local Plan is currently the subject of a review with updated evidence being produced and used to inform the overall strategy for future development in the District and detailed policies. The Prospectus will help inform the future strategy and policies for Cannock Town Centre within the Local Plan, alongside other supporting evidence.
- 5.8 It is proposed to distribute the Prospectus to all known intermediaries (Estate Agents) and Developers locally and regionally. Promotion will be alongside normal marketing practices such as production of press releases, social media messages and links to the Development Prospectus added to the Council's website to help publicise the opportunities available in Cannock. Copies will also be sent out to key stakeholders in the District for their information.

Consideration will also be given to organising and holding a 'launch' event during 2019.

- 5.9 Cabinet should note that work has been undertaken to feed into the Prospectus on Cannock Bus Station via consultants 'Systra' to be confident that any proposals are able to meet current and projected usage of the bus station. The advice from Systra is that the Bus Station currently operates at a quarter of its capacity and that there is potential to release half of the site for re-development. As such, the Bus Station is included in the Prospectus as a potential development opportunity; subject to any proposal being required to remodel and amend the current Bus Station layout to accommodate future uses on the site. Cabinet should however note that informal feedback from bus operators suggests that there would be some resistance from them to rationalising the Bus Station site.
- 5.10 In April 2019, Cabinet resolved that officers should proceed with a competitive procurement process for a redevelopment scheme in Cannock Town Centre and provided an 'in-principle' agreement to the use of Council assets in the redevelopment scheme, including the Multi-storey Car Park and area beneath including the Indoor Market Hall and retail units. The decision taken by Cabinet in April 2019 is compatible with the recommended use for the Church Street site in the Development Prospectus and the procurement of a development partner would be a key step forward in unlocking this site opportunity and other sites contained within the Prospectus.

6 Implications

6.1 Financial

There are no financial implications arising from the approval of the draft Development Prospectus. The costs of its commissioning has been jointly funded by the Council, Staffordshire County Council and the Greater Birmingham & Solihull Local Enterprise Partnership.

6.2 Legal

The legal implications are set out in the report.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

Copyright of the Prospectus resides with the Council.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

Consultants have been procured in accordance with Council procedures and guidance to ensure value for money is secured for the commission.

7 Appendices to the Report

Appendix 1: Cannock Town Centre Prospectus

Previous Consideration

Cannock Town Centre Future Positioning	Cabinet	24 September 2015
Priority Economic Regeneration Projects	Cabinet	19 January 2017
Cannock Town Centre	Cabinet	12 July 2018
Cannock & Rugeley Town Centres Redevelopment	Cabinet	18 April 2019

Background Papers

None

ITEM NO. 8.



CANNOCK

CULTURE AND LEISURE HUB

LOOKING TO CREATE 21ST CENTURY EXPERIENCES

DEVELOPMENT PROSPECTUS

www.cannockchasedc.gov.uk

CANNOCK - KEY FACTS

Strategic location



Existing Town Centre Shops



223 shops, 58,000 sqm floor space

Green Infrastructure



1,000 hectares of parks & open spaces
4 Green Flag sites plus 1,214 hectares of AONB

McArthurGlen Designer Outlet Cannock



20 minutes walk away

History



13th Century Market Town

Housing Growth



Circa **5,680** homes in the next 20 years

Entertainment and Culture



Prince of Wales Theatre

Micro Businesses

88% of workforce are in small businesses of 1-9 people



FOREWORD



Change is in the air - Cannock is on the cusp of transformational change, the catalyst of which is the new £160m McArthurGlen Designer Outlet Cannock (hereafter referred to as 'The Outlet') due to open in 2020. The Outlet, strategically positioned 20-minutes walking distance to the east of Cannock Town Centre, will be a high end retail destination serving 11 million people within a 90 minute residential catchment area. The Outlet will include 130 retail stores comprising a mix of retailers, totalling 26,505 square metres.

The development forms the largest retail investment outside of London. Delivery of The Outlet is synchronised with major upgrades to the Cannock-Birmingham railway line which will reduce journey times to 34 minutes into Birmingham New Street. In this way, the new destination will be connected via public transport to the wider Midlands catchment area, with onward journeys to London in just 49 minutes once HS2 becomes operational in 2026.

Retail tourism - When open in 2020 up to 3-4 million people per year will visit The Outlet, presenting a unique opportunity for the neighbouring Cannock Town Centre, to benefit from the increased visitor numbers to the town.

Cannock Town Centre - The subject of this Development Prospectus, Cannock Town Centre, dates back to the 13th century when a weekly market was held in Market Place. Following two decades of expansive growth in the 1970's and 1980's, the town is now well positioned to capitalise on the arrival of The Outlet through new investments which provide a much enhanced leisure and cultural offer in the Town Centre.

Investment opportunities - This Development Prospectus identifies Council-owned sites within the Town Centre with the potential for redevelopment. These sites are mostly available in the immediate term. The Council wants to engage with private sector investors and developers who are interested in hearing more about the available opportunities which are spread across 9 Town Centre sites identified and described within this Development Prospectus.



Gordon Alcott
Town Centre Portfolio's Leader



WHAT MAKES CANNOCK A GREAT INVESTMENT?

Cannock Town Centre has a range of retail, leisure and cultural opportunities within 2-3 minutes walking distance of Market Place at the heart of the town. These include the Prince of Wales Theatre, 'The Cannock' and 'The Forum' shopping centres and 'High Green Court'. Only 5 minutes drive to the north is Cannock Chase Area of Outstanding Natural Beauty, a protected landscape which provides excellent recreation opportunities for walkers, cyclists and those seeking more adventurous outdoor pursuits. Residents and visitors to Cannock therefore have lots of options, and with the new investment to the town there is opportunity for even more.

The Outlet provides an opportunity for the Town Centre to benefit from the additional tourism into the town which creates an opportunity for an improved cultural and leisure offer.

Establishing high quality walking and bus links; allowing for easy car movement and convenient parking between the Town Centre and The Outlet are critical tasks. This will encourage linked trips and ensure both destinations can complement one another by offering two different experiences to visitors - shopping at The Outlet - then going to the cinema, having a bite to eat and staying overnight in the Town Centre.



"In an increasingly competitive retail environment, finding a unique site for a new shopping and leisure attraction is challenging – but Cannock presented a huge opportunity and easily fulfilled our development criteria for a designer outlet, situated in one of the most densely populated catchments in the UK, no direct competition, excellent transport links, and beautiful surrounding landscape. When the designer outlet opens in 2020, it will become a leading retail destination in the West Midlands and our 90-minute catchment of 11 million visitors will in turn help Cannock town centre reach new visitors. This project would not have been possible without the clear leadership and vision of Cannock Chase Council who believed in the project from the very start and supported the development at every level."

Gary Bond, Managing Director of Development at McArthurGlen



The £160 million McArthurGlen Designer Outlet Cannock due to open in 2020

"Cannock has a growing economy, and our intention is that the Cannock Chase Skills and Innovation Hub will boost it further by equipping learners with the skills and qualifications they need to meet the needs of employers. This is a really positive initiative for Cannock and we are working with Cannock Chase Council, local businesses and learners to drive skills development forward in the heart of Cannock"

Claire Boliver, Chief Executive Principal at South Staffordshire College



CANNOCK - A CONNECTED PLACE

Cannock is located in the heart of the West Midlands approximately 5 miles north of the conurbations of Wolverhampton and Walsall, and to the south-east of the Cannock Chase Area of Outstanding Natural Beauty (AONB), which is just 2.5 miles from the Town Centre. It is an accessible town – located with convenient access to the A5; M6 and M6 Toll; with Cannock Railway Station enabling direct travel to Birmingham in 34 minutes and Central London in 2 hours 52 minutes.

Cannock currently draws in a catchment of 108,000 shoppers travelling both within and beyond the boundaries of the District, from the larger destinations of Stafford, Walsall and Wolverhampton. Cannock is a key centre for the District due to the size of its population, its central location, range of services and facilities that it provides to the local community.

2.5 MILES

DISTANCE TO
CANNOCK
CHASE AONB

20 MINS

WALK TO THE
MCARTHURGLEN
DESIGNER OUTLET
CANNOCK FROM THE
TOWN CENTRE

9 MINS

WALK TO
CANNOCK STATION

DIRECT ONWARD
JOURNEYS TO:
BIRMINGHAM NEW
STREET IN 34 MINS

LONDON EUSTON IN
2HRS 52 MINS



TOWN CENTRES - THE NATIONAL PICTURE & MARKET CONDITIONS

The National property market picture remains volatile at the current time, although the underlying dynamics of the housing market remain relatively robust with housing need outstripping supply. The retail market continues to undergo significant structural change as shopping behaviour and habits evolve with advances in information technology. Internet sales accounted for circa 21.5% (Data source: ONS) of total retail sales (November 2018), compared with only 6% a decade ago. On the high street, this has meant a shift towards independent retailers, which do not sell generic goods easily bought online. The food & beverage sector has seen some over-expansion in recent years and is going through a period of consolidation. This market is reliant on discretionary spend and this makes it vulnerable to an economic downturn or a fall in consumer confidence.



There is a huge opportunity in re-purposing unwanted retail property and under-performing shopping centres, and in re-inventing town centres. Housing has become central to this offer, together with more entertainment facilities that appeal to residents and visitors. Research undertaken by Carter Jonas and Revo "Fixing Our Town Centres" sought the views of a selection of local authorities, investors, developers and other key stakeholders to highlight the perceived challenges and the potential solutions facing the UK's Town Centres over the next five years. The key research results were:

- **Top 3 Challenges Facing the High Street** – Competition from online shopping (28.4%), Business rates (13.6%), Reduced retailer/market demand for space (13.6%);
- **Most Important Initiatives to Deliver Town Centre Regeneration** – Improvements/ investment in public realm (53.1%), Reducing business rates (49.4%), Strengthen local/ National town centre first policies (48.1%);
- **Top 2 Services for Town Centre Success** – Food and beverage facilities (34.6%), Non-food retail stores (14.8%).

Cannock as a historic market town has a number of key attributes that form a positive base for investment in the Town Centre, especially the potential to enhance the independent retail offer, improve the shopping environment with its heritage assets, and deliver more town centre housing and commercial floorspace through the development sites.

CANNOCK - THE OPPORTUNITY

It is clear that the redevelopment of the Town Centre is on the Council's agenda:

- **Given that retail opportunities are shrinking nationally**
- **Cannock represents the largest town within the District's retail hierarchy and is suitable for larger scale retail and leisure developments**
- **To support growth of retail, offices, business, leisure, arts, cultural and tourism in town centres improving access to employment in order to achieve town centres with good vitality and viability**
- **Residential opportunities increase vibrancy and footfall demand for culture and / or leisure opportunities**

The development of the Town Centre is supported through the Council's Coporate Plan and it is projected that the success of The Outlet development will lead to the future success of the Town Centre.

The potential **scale of development opportunities available** through redevelopment of the Council owned assets is outlined below:



NOTE: The above high level development quantum and statistics are subject to use class options outlined for each Opportunity Site throughout the remainder of this document.

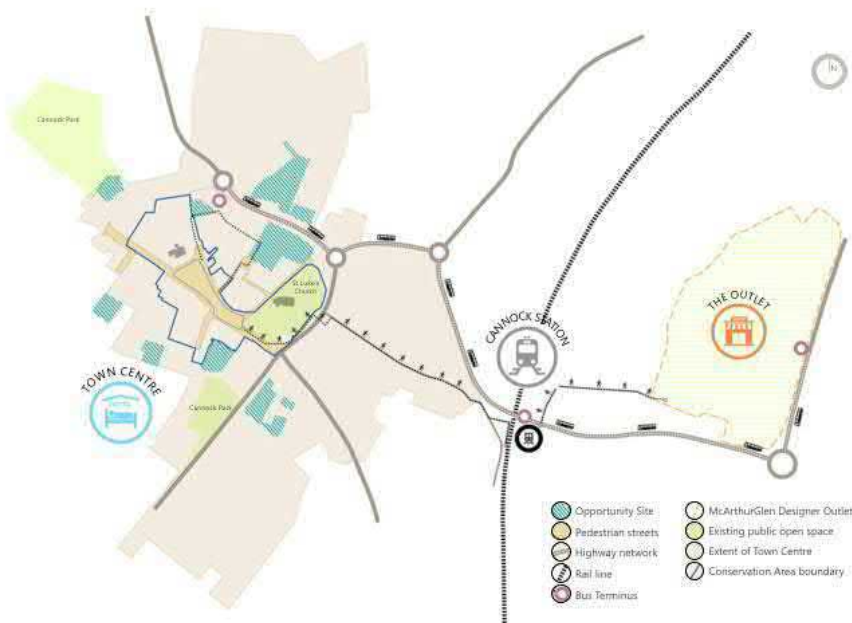
WHAT IS THE VISION FOR CANNOCK TOWN CENTRE?

Located at the heart of the historic market town of Cannock is the **Culture & Leisure Hub. Centred around the Conservation Area and the thriving Cannock Street Market**, the Town Centre has a range of leisure and cultural facilities to offer – including the **upgraded Prince of Wales Theatre, a series of high-quality cafés and restaurants in the Town Centre, a new cinema complex, a hotel, and a series of successful independent retailers, complementing the established franchise retail offer.**



Along with high quality employment sites such as Kingswood Lakeside, the integrated employment and residential uses serve a **diverse resident community who live and work in the town**, with connections into Birmingham along the **new electrified rail link in 34 minutes**. With demand for housing increasing due to an ever rising population, a range of new housing types and tenures within the wider area and Town Centre including those for **affordable home ownership, retirement living and family housing** continues to be delivered.

The Town Centre is a **haven for entrepreneurial people and new business start-ups, with 90% of people working for small enterprises**. The Cannock Chase Skills and Innovation Hub **provides local employers with newly skilled workers to drive their businesses forward at the heart of Cannock.**



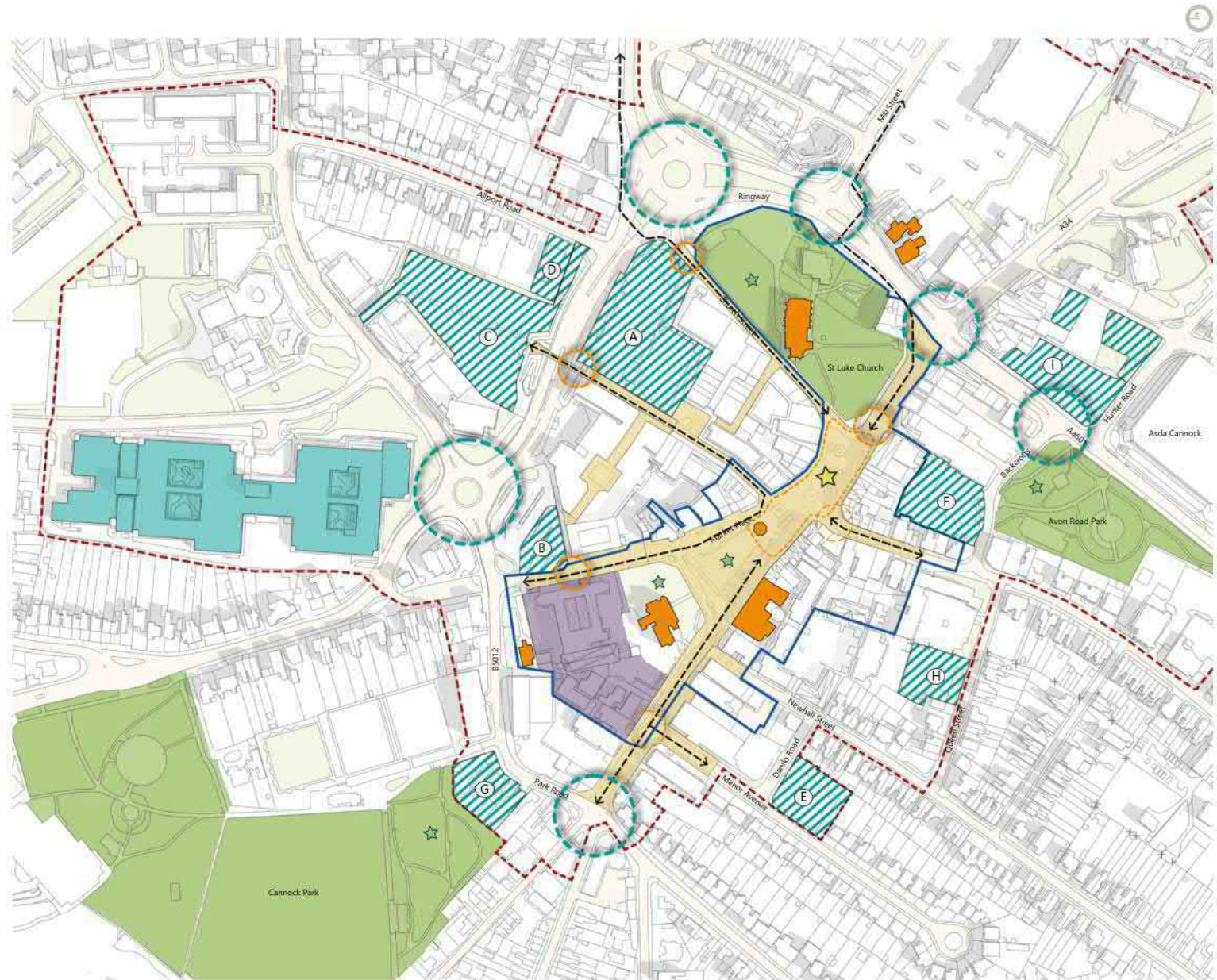
TOWN CENTRE FRAMEWORK

A Town Centre framework has been established through an Issues and Options study carried out in early 2018. The study sought to identify constraints to development within the Town Centre and highlight opportunity sites.

The plan opposite shows the relationship between the key elements of the Town Centre framework and the nine Council-owned opportunity sites.

- Town Centre boundary
- Conservation Area boundary
- 🏠 Listed Building
- ★ Key green space
- Open space
- Public park
- 🛣️ Highway network
- 🚶 Pedestrian priority zone
- ★ Market Place
- 🎓 College
- 🏥 Cannock Hospital
- 🌀 Primary gateway
- 🌀 Secondary gateway
- ➡️ Primary pedestrian route

- 📍 Opportunity sites
- (A) Church Street
- (B) Bus Station
- (C) Beecroft Road Car Park
- (D) Allport Road
- (E) Danilo Road Car Park
- (F) Backcrofts Car Park
- (G) Park Road
- (H) Police Station Car Park
- (I) Avon Road / Hallcourt Road



OPPORTUNITY SITES

The Council has identified a number of opportunity sites and assets under its ownership which it plans to redevelop, some of which are available in the short to medium term.

The Council has identified funding which will be committed to enable development and the Prospectus forms the basis for engagement with developers seeking investment opportunities.



★ Potential investment opportunities

CHURCH STREET ★





Multi-storey Car Park, Market Hall & Retail Units


REFERENCE	A
AREA	0.78(ha) / 1.93(ac)
ACCESS	One vehicular access point from Church Street
SCALE	Maximum 6-storeys


Currently a disused multi-storey car park, and an indoor market hall, this site along with adjoining retail units has enormous potential to create an attractive new **key destination leisure and cultural development. To include leisure use (cinema), food and beverage and some complementary retail.** Possible integration of **residential apartments, a hotel or office space at upper levels** would complete the reinvigoration of the attractive streetscape along Church Street.

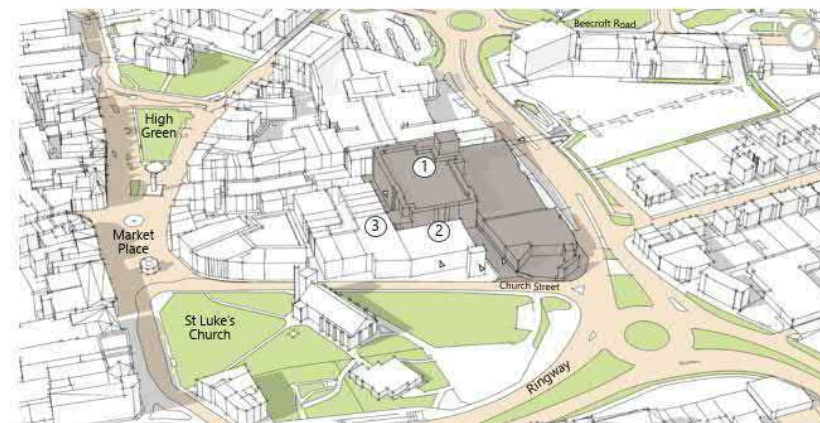
More identity and prominence of views from the ring road would give enhanced presence to the scheme at the arrival to the town centre from the south.



- 
17,000+
 Square metres floor space
- 
5,000+
 Square metres retail / F&B units
- 
5
 Screen cinema
- OPTIONS

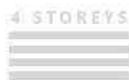

40-50
 No. of 1-3 bedroom homes
- OR


4,000+
 Square metres office space



- ① Multi Storey Car Park
- ② Prince Of Wales Theatre
- ③ Forum Shopping Centre
- Green space
- Highway network
- Access point
- Opportunity site

BUS STATION ★



- ① Cannock Shopping Centre
- ② Bus Station
- ③ Skills & Innovation Hub
- Green space
- Highway network
- Access point
- Opportunity site

m² 1,650+
Square metres floor space

OPTIONS

50+
No. of bedroom hotel

OR

15-20
No. of 1-3 bedroom homes

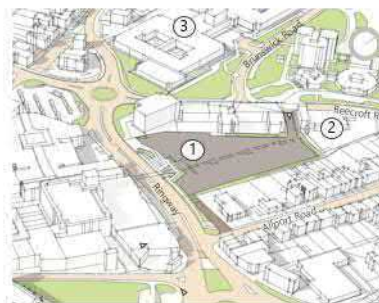
SITE REFERENCE B
SITE AREA 0.11(ha) / 0.27ac
ACCESS Vehicular access points from Ringway at the east and Stafford Road at the west
SCALE Maximum 4-storeys - A scale and mass in accordance with the Conservation Area

This level site currently operating as a bus station is well located with excellent vehicular access from the Ringway and direct pedestrian access to Cannock Shopping Centre. The site's accessibility and prominence would be of benefit to **hotel and conferencing facilities but there is also potential for a variety of residential uses.**

Note: Any parties taking forward redevelopment proposals would be required to remodel and amend the current bus layout to accommodate future uses on the site.



BEECROFT ROAD CAR PARK ★



- ① Beecroft Car Park
- ② Royal Mail Sorting Office
- ③ Cannock Chase Hospital
- Green space
- Highway network
- Access point
- Opportunity site

300+
No. of deck parking spaces

OPTIONS

35-40
No. of 1-3 bedroom homes

OR

3,500+
Square metres office space

SITE REFERENCE C
SITE AREA 0.68(ha) / 1.68(ac)
ACCESS Two vehicular access points directly from Beecroft Road and Allport Road
SCALE Maximum 2.5-storeys - To take into account the amenity of adjacent residents

This surface car park site adjacent to the Ringway and with excellent connectivity to the Town Centre retail area and the proposed Church Street leisure scheme beyond, has the potential to provide a **mixed use redevelopment to include residential, retail or commercial office use, and a new decked car park.**



ALLPORT ROAD ★

2.5 STOREYS



- ① Council owned site
- ② Beecroft Road Car Park
- Green space
- Highway network
- Access point
- Opportunity site

m²
220+
Square metres floor space

2-3
No. of 3-4 bedroom homes

SITE REFERENCE **D**
 SITE AREA **0.09(ha) / 0.22(ac)**
 ACCESS Vehicular access directly from Allport Road.
 MASSING Maximum 2.5-storeys

A 1-storey former dwelling, the site is accessed off Allport Road and adjoins Site C, Beecroft Road Car Park. The area is characterised predominantly by detached and semi-detached houses and is **ideally suited for residential development; a large detached dwelling or two semi-detached dwellings.**

Note: Proposals for this site would need to consider and relate to development proposals for the adjacent Beecroft car park site.



DANILO ROAD CAR PARK ★

2.5 STOREYS



- ① Danilo Road Car Park
- ② High Green
- ③ High Green Court
- Green space
- Highway network
- Access point
- Opportunity site

m²
1,900+
Square metres floor space

20-30
No. of 1-3 bedroom homes

SITE REFERENCE **E**
 SITE AREA **0.19(ha) / 0.47(ac)**
 ACCESS Vehicular access from Danilo Road
 MASSING Maximum 2.5-storeys

Danilo Road car park is a level site sitting between semi-detached housing and the rear of the leisure uses fronting High Green. Given its proximity to the conservation area and the existing residential character of the area to the south, the site is **ideally suited to provide a quality infill residential scheme; apartments or senior living.**



BACKCROFTS CAR PARK ★

2.5 STOREYS



- ① Backcrofts Car Park
- ② Avon Road Park
- Green space
- Highway network
- Access point
- Opportunity site

m² 1,900+
Square metres floor space

20-30
No. of 1-3 bedroom homes

SITE REFERENCE **F**
 SITE AREA **0.26(ha) / 0.65(ac)**
 ACCESS Vehicular access from Backcrofts
 MASSING Maximum 2.5-storeys

Backcrofts surface level car park to the rear of Market Place and facing Avon Road Park is **ideally suited to residential use but could provide for a mix of potential uses including offices, ancillary retail and leisure.**



PARK ROAD ★

2.5 STOREYS



- ① Park Road Offices
- ② Cannock Park
- ③ Skills & Innovation Hub
- Green space
- Highway network
- Access point
- Opportunity site

m² 2,200+
Square metres floor space

25-35
No. of 1-3 bedroom homes

SITE REFERENCE **G**
 SITE AREA **0.19(ha) / 0.47(ac)**
 ACCESS Vehicular access from Park Road
 MASSING Maximum 2.5-storeys

This Victorian terrace of six former 2-storey houses now used for offices is located on the northern side of Park Road, beyond which is Cannock Park.

The location is predominantly residential in character and the site is ideally suited for **infill residential, terraced family housing, retirement living or apartments.**



POLICE STATION CAR PARK ★

2 STOREYS



- ① Police Station Car Park
- ② High Green Court
- Green space
- Highway network
- Access point
- Opportunity site

m² 2,200+
Square metres floor space

25-35
No. of 1-3 bedroom homes

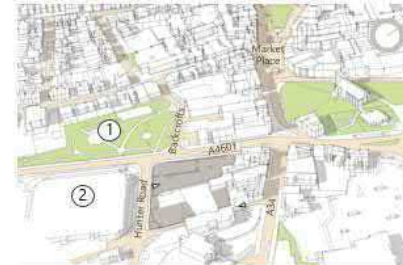
SITE REFERENCE **H**
 SITE AREA **0.19(ha) / 0.47(ac)**
 ACCESS Vehicular access from Queen Street
 MASSING Maximum 2-storeys

The car park site to the rear of Cannock Police Station which has direct access to High Green and the attractive conservation area has great potential for a **high quality apartment** or **senior living scheme**.



AVON ROAD / HALLCOURT LANE ★

3 STOREYS



- ① Avon Road Park
- ② Cannock Asda Superstore
- Opportunity site
- Green space
- Highway network
- Access point

OPTIONS

- 40-50**
No. of 1-3 bedroom homes
- OR
- 1,800+**
Square metres retail, leisure or F&B units
- OR
- 200-220**
No. of bedroom hotel

SITE REFERENCE **I**
 SITE AREA **0.37(ha) / 0.91(ac)**
 ACCESS Access for Avon Road car park is off Hunter Road
 MASSING Maximum 3-storeys

The site currently incorporates a municipal car park; a small area of recently cleared wasteland on the corner of Hallcourt Lane and Hunter Road; Victorian 2-storey and 3-storey buildings fronting the A34 comprising a mix of commercial and retail use.

A new development comprising a mixture of residential accommodation with small, specialist leisure facilities, or a retail / F&B led scheme would transform this run down area into a key Town Centre site.



PHASING & SITE PRIORITISATION

SHORT TERM

ANCHOR LEISURE / CULTURE DEVELOPMENT - Redevelopment of the Church Street site is the priority project for the Council in the short term. This anchor development aims to remove an eyesore 80's era car park and Market Hall to create a new landmark mixed use leisure and cultural development at the town's southern gateway. The scheme must integrate with the popular Prince of Wales Theatre.

MEDIUM TERM

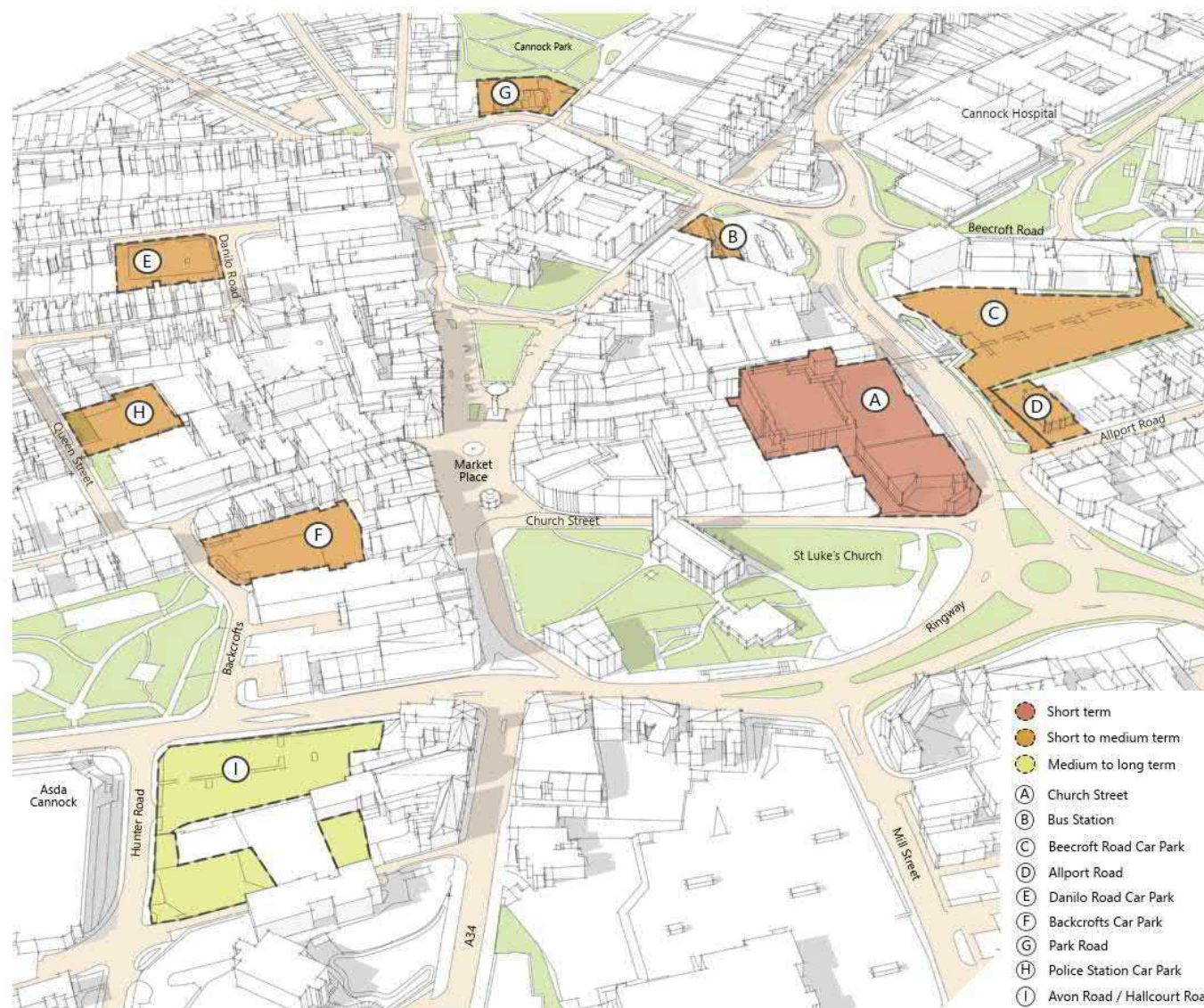
HOTEL AND PUBLIC TRANSPORT HUB - Reconfiguration of the existing bus station facility and incorporation of a hotel or residential scheme on part of this land will create an anchor development for visitors arriving into Cannock Town Centre using public transport from Cannock Station, The Outlet and wider catchment area. Proposals for reconfiguration of the bus station are already in place in order to free up land for development.

MULTI-STOREY PARKING AND HIGH DENSITY URBAN LIVING - Redevelopment of the Beecroft Road and neighbouring Allport Road sites located alongside Ringway is proposed, with a multi storey car park and major high-quality residential scheme, including highways improvements to Ringway. This will create an enhanced gateway and arrival experience for visitors to Cannock Town Centre. This will also better connect the Cannock Chase Council offices, Cannock Hospital and other major employers located east of Ringway.

FIVE NEW RESIDENTIAL INFILL PROJECTS - Redevelopment of a series of medium density sites to the west and north of the Town Centre to create a new residential community in the town. Up to 130 homes are proposed across five sites, creating 8,420 sqm of new residential space. The sites include Allport Road (D), Danilo Road (E), Backcrofts car park (F), Park Road (G), Police Station car park (H).

MEDIUM TO LONG TERM

LEISURE / RESIDENTIAL REGENERATION DEVELOPMENT TO THE SOUTH - Redevelopment of vacant land to the south of the Town Centre alongside the ASDA Supermarket site. The site can support smaller bespoke retailers / leisure providers, food and beverage uses, alongside a medium density residential scheme.





CANNOCK CHASE COUNCIL - OUR PLEDGE

We will offer any forward thinking creative partners out there looking to invest in Cannock help and support to aide our transformation. We pledge to provide business friendly planning and access to regulatory services and hand holding where necessary. Help us to help our vision come to fruition.

We are interested in speaking to developers who can work with the Council on bringing forward plans for individual opportunity sites or as a package. The Council is looking to create a long lasting legacy for Cannock Town Centre.



What the District Council can also offer:

- Work closely with a range of stakeholders to strengthen the town's competitive position and investment value
- Use our knowledge, expertise and land to deliver our vision to maximise the opportunities for further investment in the Town Centre

ENGAGING WITH US



We need your ideas and help to make our vision a reality.

To start a conversation with the Council on **how you can invest** we are contactable in the following ways:



Economic Development Service
01543 464490

OR



Economic Development Service
Cannock Chase Council
Civic Centre
Beecroft Road
Cannock
WS11 1BG

OR



Email us at econdev@cannockchasedc.gov.uk

TOWN CENTRE PARTNERSHIP

Cannock has a newly formed Town Centre Partnership whom are actively supporting improvements to the town centre and initiatives that increase footfall and the visitor experience.

They are keen to engage with local businesses and key stakeholders when potential new investment is proposed for the town centre.



To find out more please contact the Chair on ourcannockctcp@yahoo.com



This prospectus is a general guide only and is given without prejudice to any outcome of the planning process.

Individual proposals will need to take into account policy tests set out within the Cannock Chase Local Plan (Part 1) and the National Planning Policy Framework.



Economic Development Service
01543 464490



Economic Development Service
Cannock Chase Council
Civic Centre
Beecroft Road
Cannock
WS11 1BG



Email us at econdev@cannockchasedc.gov.uk



www.cannockchasedc.gov.uk

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Report of:	Head of Finance
Contact Officer:	Rob Wolfe
Telephone No:	01543 464 397
Portfolio Leader:	Health and Wellbeing
Key Decision:	No
Report Track:	Cabinet: 11/07/19

CABINET
11 JULY 2019
REVENUES AND BENEFITS COLLECTION REPORT

1 Purpose of Report

- 1.1 To inform Cabinet of the performance of the Revenues and Benefits Service as regards
- collections of Council Tax during the 2018-2019 financial year.
 - collections of Business Rates during the 2018-2019 financial year.
 - the recovery of overpaid Housing Benefit during the 2019-20 financial year.
- 1.2 To seek approval to the write-off of the arrears listed in the **CONFIDENTIAL APPENDICES**.

2 Reason(s) for Appendices being 'Not for Publication'

- 2.1 In accordance with the provisions of Schedule 12A of the Local Government Act 1972 (as amended), the Appendix is considered 'not for publication' under the following categories of exemption:
- Exempt Paragraph 2 – Information which is likely to reveal the identity of an individual.
 - Exempt Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the Council).

3 Recommendations

- 3.1 That the information regarding collections be noted.
- 3.2 That the arrears listed in the **CONFIDENTIAL APPENDICES** be written off.

4 Key Issues and Reasons for Recommendations

- 4.1 Efficient collection of the Council's revenues is of major importance to the funding of Council services and those provided by our preceptors.
- 4.2 The report detail below will explain that over £82.5M was collected by the Revenues and Benefits Service in the last financial year.
- 4.3 Collection rates for Council tax due amounted to £49.5M, of which some **97.4%** was collected by the end of the financial year. As at the end of May the collection rate had increased to 98.1%.
- 4.4 In 2018-19 some £33.7M was due from local businesses, of which 98.9% was recovered by the end of the financial year. By 31 May, the collection rate had reached 99.0%. In addition the amounts outstanding in respect of periods prior to April 2018 reduced from £1.8M to £944K in the financial year.
- 4.5 Regrettably not all of the monies owed to the Council can be collected and this report contains a recommendation to write off bad debts in the sum of £67,864.16, in accordance with the Scheme of Delegation.
- 4.6 The amount attributable to Cannock Chase Council amounts to approximately £800 (Council Tax) and £17,809 (Business Rates).

5 Relationship to Corporate Priorities

- 5.1 Not Applicable.

6 Report Detail

Council Tax

- 6.1 Council Tax is collected on behalf of the District Council, Parish Councils and our Major Preceptors (Staffordshire County Council and Commissioner for Police, Crime, Fire and Rescue). The effect of the Collection fund arrangements means that Cannock Chase Council retains around 12.4% of the council tax collected.
- 6.2 Council taxes due for 2018-19 financial year amounted to £49.6M, of which some **97.4%** was collected by the end of the financial year. This almost matches the previous year, which was 97.5%. Action continues to be taken to recover the remainder, alongside the current year's charges. As at the end of May the collection rate had increased to 98.1%
- 6.3 During the 2018-19 financial year, your officers continued to recover amounts that were unpaid for periods up to and including 31 March 2018. Those arrears reduced by **£1.1M** (from £6.5M to £5.4M) over the course of the year, with action still continuing.
- 6.4 In accordance with the Council's approved policies, all reasonable and lawful attempts are made to recover all amounts due. In the first instance this involves

the issue of bills, reminders and final notices, followed by Summonses in the Magistrates Court where the warning notices are not effective. At all stages of this process, debtors are encouraged to engage in voluntary arrangements to repay their arrears, to prevent the need for formal action.

Where necessary and when Liability Orders are granted by Magistrates, the Council uses its powers to make deductions from earnings and benefits of debtors, where it can, and instructs Enforcement Agents where such deductions are not possible or appropriate.

In the most severe cases and for debts exceeding £5,000, the Council will consider personal bankruptcy action against individuals.

6.5 The recovery powers available to the Council are considerable but not completely infallible. There are occasions when bills are not paid and the debts cannot be recovered.

6.5.1 Statutory safeguards such as Debt Relief Orders, Individual's Voluntary Arrangements exist to protect debtors suffering hardship, to attempt to the expensive, stressful and sometimes ineffective process of personal bankruptcy. Where a debt is included in such an instrument, or when a debtor is bankrupt, our ordinary recovery powers cannot be used.

6.5.2 For any of our powers to be effective we need to know the whereabouts of a debtor and this is not always the case. Where debtors abscond we will use all reasonable endeavours to trace them and are often successful in doing so. Unfortunately, on occasions this is not so and we must submit a debt for write off.

Our trace procedures include;

- Checking our internal Council systems, and following any information which may help us to trace the debtor.
- Using the Locating Council Tax Absconders (LoCTA), a Local Authority data sharing system, to check for forwarding addresses at other Local Authorities,
- Use of Transunion credit reference agency data.
- Trace and collect facilities offered by our Enforcement Agencies
- Visits to the last known address by the Council's Property Inspector and use of external tracing agents.

Unfortunately, legislation does not currently permit access to DWP or HMRC records to trace Council Tax debtors or their employers, though a Cabinet Office project is currently reviewing this.

Data protection legislation allows us to receive information as to a debtor's whereabouts but we cannot disclose information to other creditors. Reciprocal arrangements with utility companies and similar are not therefore workable.

6.6 Irrecoverable council tax debts in the sum of £6,451.30 are listed in the confidential appendix to this report.

Business Rates

- 6.7 Business rates income now forms a part of the Council's core funding, with around 29% of receipts being retained by this Council. The remainder is collected on behalf of Central Government and our major preceptors.
- 6.8 In 2018-19 some £33.8M was due from local businesses, of which 98.9% was recovered by the end of the financial year. This compares well to the 98.6% collected in the previous year, but again our efforts continue to recover the balance alongside this year's charges. By 31 May, the collection rate had reached 99.0%.
- 6.9 The amounts outstanding in respect of periods prior to April 2018 reduced from £1.8M to £896K in the financial year. This is particularly pleasing as the reduction of nearly £1M is a net reduction after increased charges from a number of new assessments which were brought into rating, by the Valuation Office Agency, retrospectively.
- 6.10 The recovery powers available to us are again contained in the Council's approved policies and are used in full. Those powers and our procedures are similar to the council tax powers described above, with the exception that deductions from individuals' benefits and earnings are not permissible, even if the debtor is an individual.
- 6.11 Where rates are owed by an individual, similar safe guards exist for the debtors and trace facilities are used by the Council for absconding debtors, as described above.
- 6.12 Additionally, in the case of business rates, as has been reported to Cabinet previously, our collection efforts are sometimes frustrated by weaknesses in legislation. Rates are due from the occupiers rather than the owners of property and where the occupier is a company, we can only recover from that company. Some proprietors will strip a company of its assets, or dissolve the company before we have had an opportunity to implement our recovery procedures. A new company is then formed in a similar style, to trade from the same premises.

Central Government has previously undertaken to review the loopholes that exist in rating and company legislation, though no changes have yet been received. Your officers continue to actively monitor these issues.

- 6.13 The confidential appendix to this report lists business rate debts of £61,412.86 which cannot be recovered for the reasons stated and for which approval to write off, is requested.

Housing Benefit Overpayments

- 6.14 The funding of the Housing Benefit scheme is a little complex and of recent times, the government's contribution to the cost of the administration is significantly reduced. Government funding is received in 3 ways.
- 6.15 An **Administration Grant** is paid towards the cost of managing the function (staffing, technology, accommodation etc). This grant is routinely less than the cost of providing the service and so the Council has a shortfall to fund.

- 6.16 Some **Specific Grants** are paid from time to time to contribute to the council's expense in New Burdens created by government initiatives and legislative changes. In recent times, these grants have been paid in respect of fraud prevention, Universal Credit support and developments in Information and Communications Technology. Such grants are not significant in the wider scale of the service and are often matched by liabilities to our software systems providers.
- 6.17 **Housing Benefit Subsidy** is the mechanism by which the benefits paid to claimants is funded. Wherever the Council pays Housing Benefit properly in accordance with the legislation, DWP meet 100% of the amounts paid.
- 6.18 There are occasions when a claimant is paid more benefit than they due, as a result of errors by either the DWP or Council, or fraud or error on the part of the claimant. This is called an overpayment and differing rates of subsidy apply to the different categories.

Overpayments caused by DWP error are funded by DWP **100%**

Overpayments caused by fraud or claimant error attract subsidy of **40%**.

Overpayments caused by Local Authority Error receive a sliding scale of subsidy

- **NIL** if our errors total more that 0.54% of all benefits paid in the year
- **40%** if our error rate is between 0.48% and 0.54%
- **100%** if our error rate is less than 0.48%.

For several years our error rate has been less than 0.48% and full subsidy received.

- 6.19 Notwithstanding the subsidy paid by DWP, the Council can and is expected to seek recovery of the overpaid benefit from the recipient, except in the case of DWP error, or a Local Authority error which the claimant could not have reasonably recognised as an overpayment at the time he was paid.
- 6.20 During the 2018-19 financial year, overpayments were raised in the sum of £872,846.60. The amounts recovered during the year were £911,459.27, meaning that we collected more than we raised during the year. A comparison of 104.4%.

Legislation has been amended in recent years to permit the use of DWP and HMRC records to trace Benefit Overpayment debtors and recover the sums due. This has contributed to increased rates of recovery as demonstrated here.

- 6.21 There are no Benefit Overpayment debts recommended for write off in this report.

7 Implications

7.1 Financial

Under the Business Rates Retention Scheme, business rates write offs will no longer be offset against the National Non-Domestic Rating Pool. Write offs will now form part of the costs of collection of business rates. The Business Rates write offs in this report are 12 cases totalling £61,412.86. This represents 0.2% of the outstanding collectable debit as at 1 April 2019.

Council Tax write offs are losses to the Collection Fund and, as such, form part of the cost of collection incurred by this Council. The Council Tax write-offs on this report are 4 case totalling £6,451.30. This represents 0.01% of the outstanding collectable debit as at the 1 April 2019.

The cost of collecting the debts has been considered as part of the decision to put them forward for write off. If further information does come forward about the whereabouts of any of the individual debtors the Council will pursue recovery action.

Cabinet are asked to write off the debts as they are considered to be irrecoverable for the reasons given in the appendices. The debts remain legally due to the Council and should the circumstances causing the write off in any particular case, subsequently change, recovery action may be recommenced.

7.2 Legal

Cabinet are asked to write off the debts as they are considered to be irrecoverable for the reasons given in the appendices. The debts remain legally due to the Council and should the circumstances causing the write off in any particular case, subsequently change, recovery action may be recommenced

7.3 Human Resources

None.

7.4 Section 17 (Crime Prevention)

None.

7.5 Human Rights Act

None.

7.6 Data Protection

The appendices to this report contain personal information and are therefore not published.

7.7 Risk Management

The risk issues contained in this report are not strategic and therefore should not be included in the Strategic Risk Register.

7.8 Equality & Diversity

None.

7.9 Best Value

None.

8 Appendices to the Report

Appendix 1 Council Tax write-offs over £1,000.

Appendix 2 Non-Domestic Rates write offs over £1,000

Background Papers

None

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Report of:	Head of Economic Prosperity
Contact Officer:	David Prosser-Davies
Telephone No:	01543 464202
Portfolio Leader:	Health and Wellbeing
Key Decision:	No
Report Track:	Cabinet: 11/07/19

CABINET

11 JULY 2019

PROPOSED CREATION OF SINGLE STRATEGIC COMMISSIONING UNIT**1 Purpose of Report**

- 1.1 To inform Cabinet of the proposed merger of the six existing Clinical Commissioning Groups (CCGs) in Staffordshire and to seek member input to a consultation response.

2 Recommendation(s)

- 2.1 To note the proposed merger of six Staffordshire CCGs into a single Strategic Commissioning Organisation from April 2020 as detailed in the report and in the CCG consultation document at Appendix 1.
- 2.2 To answer the questions posed in the CCG consultation document reproduced as Appendix 2
- 2.3 To amend as required and endorse the draft response at Appendix 3 and delegate authority to prepare a final response for sign off to the Head of Economic Prosperity, in consultation with the Portfolio Leader for Health and Wellbeing.

3 Key Issues and Reasons for RecommendationsKey Issues

- 3.1 Cannock Chase CCG is one of six CCGs in Staffordshire which together employ approximately 250 full time equivalent employees. The CCGs have a legal duty to plan and commission healthcare, including mental health services, urgent and emergency care, planned hospital services and community care. They also have delegated responsibility for GP practices. The membership of the CCG is

made up of the GP practices, since as GPs they are best placed to understand what services their patients need. CCGs are led by a governing body made up of GPs, other clinicians, including a nurse, and lay members.

- 3.2 Recent presentations delivered by the CCG and circulated by e-mail to members, explain current proposals to either retain six separate CCGs (Option 1) or merge all six into one single Strategic Commissioning Organisation for the County (Option 2). The CCG consultation document at Appendix 1 details at pages 2-5 these proposals and requests responses to key questions which are reproduced for ease of reference at Appendix 2.
- 3.3 The merger proposal would, it is suggested, allow a single commissioning organisation to focus on strategy and statutory compliance, whilst allowing the three existing Divisional Committees greater freedom to design and develop local clinical pathways to reflect local needs and issues. It would also create potential for efficiencies, in use of buildings, ICT, processes, removing duplication and also in commissioning services on a far larger scale. The footprint of the proposed single CCG would allow greater integration with Staffordshire County Council and more integrated commissioning.
- 3.4 The merger proposal is in line with the NHS long-term plan, published in January 2019, which revealed that integrated care systems (ICSs) would be rolled out across England by 2021. ICSs bring together NHS providers, commissioners and local authorities to work in partnership in improving health and care in their area. The long-term plan states there would be typically 'a single CCG for each ICS area', with CCGs set to become 'leaner, more strategic organisations'. It is considered that England's 191 commissioning groups could be cut by more than 75% in this process.
- 3.5 This larger scale is intended to help with strategic planning, integrating services and consolidating CCGs' leadership capability. However, there is a risk that commissioning across a larger population will make it more difficult for CCGs to design local health services that are responsive to patients' needs, one of the original objectives of CCGs. The CCG argues that retaining the three Divisional Committees will retain local accountability and in fact allow greater freedom and flexibility to meet local needs.
- 3.6 The consultation invites responses to the given options 1 and 2 and also asks if there are any other options the CCG should consider. A decision on whether or not to form a single CCG will be made by all CCG's GP members in September 2019. If they agree to do this, the Governing Bodies will make an application to NHS England, which sets criteria for determining whether such mergers can go ahead.
- 3.7 It is suggested that any response from the Council should also be forwarded to the local CCG and it's constituent member GPs so they are aware of the Council's position when making their decision.

Reasons for Recommendations

- 3.6 To ensure the Council has engaged in this consultation and submits an informed response to these proposals.

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

Community Wellbeing – the Council has an interest in ensuring it is aware of, and engaged with, the work of CCGs, in order to maximise opportunities for influencing local health outcomes through effective partnership working.

5 Report Detail

Background

- 5.1 CCGs were established under the Health and Social Care Act 2012. The Act led to the change from strategic health authorities and Primary Care Trusts (PCTs) to the establishment of NHS England and CCGs. CCGs replaced PCTs in April 2013 and are accountable to the Secretary of State for Health and Social Care through NHS England.
- 5.2 CCGs are clinically-led bodies with a legal duty to plan and commission most hospital and community NHS services in the areas for which they are responsible. CCGs are led by a governing body made up of GPs, other clinicians, including a nurse, and lay members. A local GP chairs each governing body. Dr. Gary Free is the current Chair of Cannock Chase CCG.
- 5.3 Across England there are increasing numbers of CCG mergers. The original number of 211 CCGs now stands at 191. A significant number of CCGs (including the six in Staffordshire) already share a single accountable officer and have shared leadership management teams. The Boards of all Staffordshire CCGs meet "in common" to assist in strategic decision making.
- 5.4 Since the 2012 Act came into force, there have been a number of changes to the way that commissioning is delivered in practice. There is a trend towards commissioning over larger areas, with local NHS organisations increasingly working together and many examples of CCGs and local authorities working closely to support the integration of services across health and social care.
- 5.5 As part of this shift, and an increasingly place-based approach to commissioning, new models for commissioning and delivery of health care are emerging. Local areas are being encouraged to develop integrated arrangements that suit their local circumstances, rather than these being directed centrally. It is likely that as these models develop, more CCGs will merge.
- 5.6 The Department of Health & Social Care and NHS England have not reviewed the introduction of CCGs since their introduction in 2012, although most stakeholders provide a positive view of their engagement with CCGs. Research by the King's Fund and Nuffield Trust found that effective involvement by clinicians is an essential component of high quality commissioning and that

CCGs have secured better engagement from clinicians than previous forms of commissioning. The same research also found that CCGs face barriers to developing effective commissioning such as reduced funding and taking on additional work.

- 5.7 The funding that NHS England allocates for CCG's running costs has reduced in recent years. In November 2018, NHS England confirmed that CCG's allocation would reduce by a further 20% in 2020-21. The current budget allocation for Cannock Chase CCG is £193m and the CCG commissions healthcare for 133,000 people; this compares with a budget allocation of £1.8bn for the six CCGs together, commissioning healthcare for 1.1 million people. Whilst one of the arguments out forward for the merger is ability to commission at scale, it is known that the CCGs already collaborate in commissioning activity.
- 5.8 The CCG argues a major benefit to any merger would be in reducing duplication in decision making and streamlining financial arrangements. Each CCG has it's own set of accounts, and it's own Board and local committees. This presents issues in making decisions which are often subject to many lengthy and bureaucratic processes. For example if a service is being reviewed in the North of the County, and the South of the County may benefit from this, the South then has to wait until the review is completed prior to moving forward and go through the same process again. This can create delays and inefficiencies, which would be removed if all aras were commissioning services under one organisation.
- 5.9 In an extract from the annual report 2017-18 the CCGs' single accountable accountable officer, Marcus Warnes, states (when discussing the staff change management programme) "...I want to stress that this is not a merger of CCGs...Maintaining local commissioning decisions for local people is a key driver behind these proposals..." The clear suggestion within the annual report is that CCGs are already working well together to deliver improvements in patient outcomes and that three shared priorities have been agreed across the CCGs.
- 5.10 Anecdotally, local engagement with the Cannock Chase CCG has been poor, with lack of visibility cited as an issue and no drive from the CCG or GP practices to push forward social prescribing in relation to leisure activities. With a move to a single commissioning organisation, it is unclear whether this would improve. Cannock Chase has poor health outcomes, particularly in relation to levels of obesity, when compared with most Staffordshire Districts. There is much potential for the CCGs to work more closely with Districts and Boroughs to tackle what are known as the wider determinants of health and, again, a move to a single commissioning organisation presents uncertainty as to whether this potential could be realised.
- 5.11 In terms of local performance, the table below summarises the current NHS England performance ratings for CCGs in Staffordshire. Revised ratings are to be published imminently. It should be noted that two out of the 51 indicators used to assess performance (financial sustainability and quality of leadership) together account for 50% of the overall rating and it is known that Cannock Chase CCG, and others in South Staffordshire, are financially challenged.

CCG	NHS Performance rating 2017-18
Cannock Chase	Inadequate
East Staffordshire	Good
North Staffordshire	Good
South East Staffs & Seisdon	Inadequate
Stafford and Surrounds	Inadequate
Stoke on Trent	Good

As can be seen, Cannock Chase CCG, along with other Southern Staffordshire CCGs, is rated inadequate. It is known that Cannock Chase CCG Cannock Chase CCG's cancer performance is one of the worst across all CCGs from Staffordshire and Stoke on Trent and the Category 1 ambulance response target (7 minutes) was not met in 2018. These failings are amongst a wide range of indicators used to assess performance and are of course heavily dependant on the performance of the chosen provider and how this is managed.

5.12 In summary, the key features of the proposed merger (see Appendix 1) are:

- Replacement of six CCGs, each with their own legal obligations, constitution, Boards, accounts etc. with one single commissioning organisation, to remove duplication and to make decision making simpler and quicker;
- Delegated responsibility for decision making at local level given to Divisional Committees (these Committees already exist);
- Higher quality , and better developed , strategy, with a single set of shared priorities (though it is known a set of shared priorities has already been agreed);
- Greater efficiencies, which can reduce costs and improve the overall financial position;
- Helping deliver care closer to home by strengthening community services;

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: CCG consultation document

Appendix 2: Extract showing consultation questions

Appendix 3: Proposed draft response

Previous Consideration

None

Background Papers

None



NHS Cannock Chase Clinical Commissioning Group
NHS East Staffordshire Clinical Commissioning Group
NHS North Staffordshire Clinical Commissioning Group
NHS Stafford and Surrounds Clinical Commissioning Group
NHS South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
NHS Stoke-on-Trent Clinical Commissioning Group

Your views on our journey...

...towards becoming a single Strategic Commissioning Organisation



Who we are

Clinical Commissioning Groups (CCGs) are groups of GPs who come together to form a membership. Along with Lay Members they are clinically led decision making bodies who are responsible for designing and buying local health and care services. Six CCGs do this for the 1.1. million people who live across Staffordshire and Stoke-on-Trent.

The need to come together

We need to keep ahead of the growing and changing needs of the people living in Staffordshire and Stoke-on-Trent.

This means we need to be much better at how we plan, buy and deliver health and care for you.

There are many benefits of coming together as shown in the diagram opposite. The NHS Long Term Plan which was published earlier this year is all about working together effectively, with no barriers. Coming together is one way we can start to do this in Staffordshire and Stoke-on-Trent, to deliver our health and care services more efficiently.

Our **six Governing Bodies** have asked for assurance on **how we protect**:

- **Clinical leadership** – one vision of integrated care that is led by doctors and nurses, and breaks down barriers in the interests of patients
- **Local control** – looking at how we make decisions for each area, so that everyone living here will benefit

- **Local needs** – staying focused on what's important locally, from patient experience to service development shaped by strong, local patient voices
- **Money** – removing duplication and working efficiently by consolidating the buildings used to deliver services, focussing on what really matters to local patients, and becoming more intelligent buyers of local health services
- **Integrated care** – supporting local health, social care and voluntary organisations to work together to remove barriers in delivering quality care. As six CCGs or as a single CCG, they would work towards delivering the Together We're Better partnership's vision:

“Working with you to make Staffordshire and Stoke-on-Trent the healthiest places to live and work”.

To commissioners

- Focus on outcomes by strengthening our Divisions and giving delegated responsibility for local decision making to Divisional Committees
- Quicker and simpler decision making
- Better relationships with providers
- Higher quality strategy
- More efficiencies which can reduce costs and our deficit.



To providers

- More control over services and money
- Quicker and simpler decision making
- More control of design of services and also about working more closely together as a system.

To the system as a whole

- A focus on preventing ill-health, social prescribing*, self-care
- The chance to re-design services
- The chance to focus resources on primary care
- A single set of shared priorities
- Better relationships.

To GPs

- The chance to design and deliver local services
- More control over how money is spent locally

To patients

- Better services and better outcomes
- More joined-up services
- Services tailored to local needs
- More information and support to help self-care

*Sometimes referred to as community referral, social prescribing is where GPs, nurses and other primary care professionals can refer people to a range of local, non-clinical services.

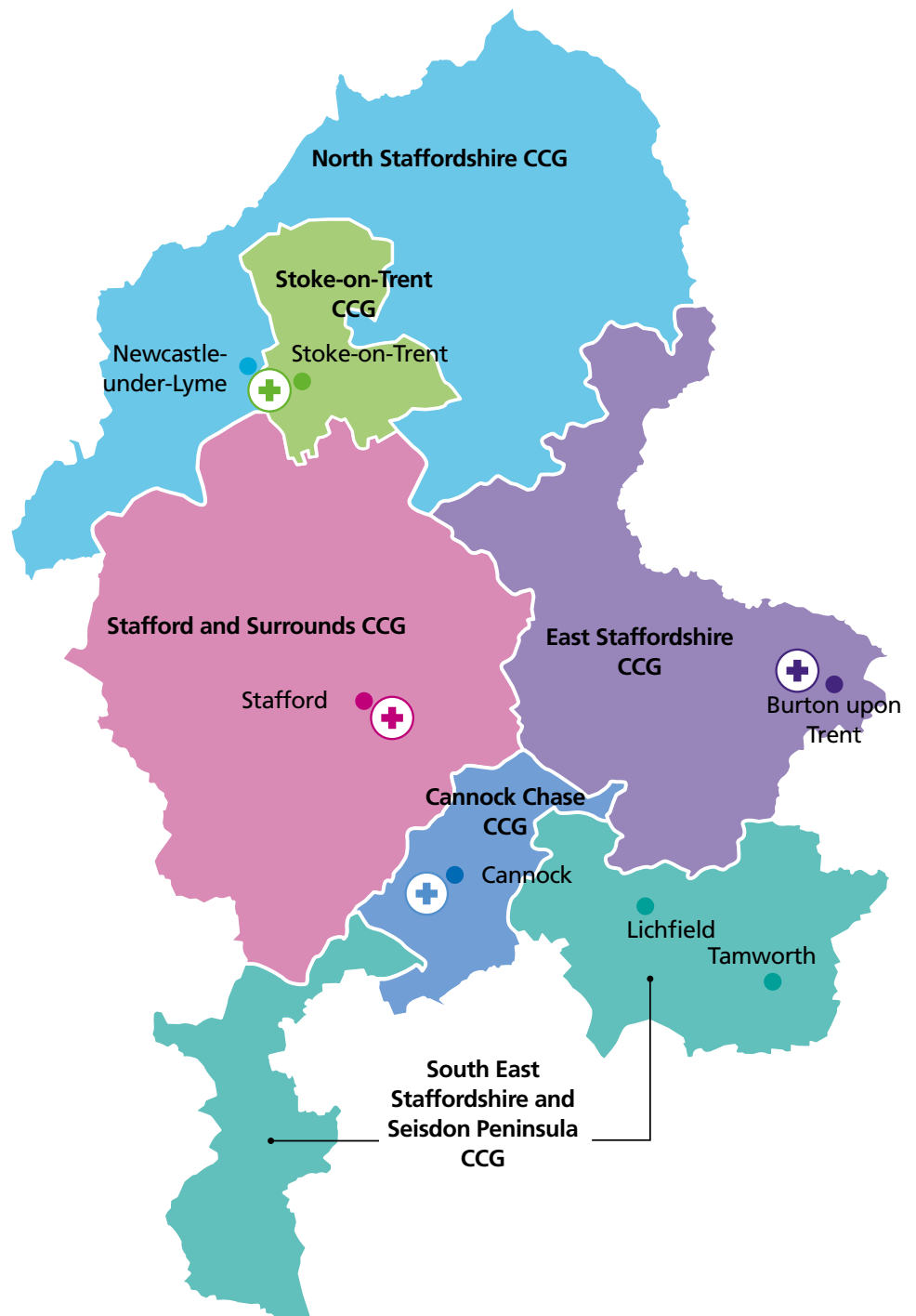
What we are proposing

Health services in Staffordshire and Stoke-on-Trent are currently split into six geographical areas, and led by six separate local Clinical Commissioning Groups (CCGs).

The six CCGs have been working more closely together over recent years, and now have a single leadership team and staffing structure. This means where possible, we do things once and not six times. But we continue to be mindful of the different needs of the smaller local areas. We also hold our Governing Body meetings 'in common' so that any strategic decisions that affect the whole population can be made quickly and consistently.

In December 2018, we applied to NHS England, telling them we would like to explore the development of a single organisation. Together we would be responsible for the decision making and buying of all health and care services from hospitals and primary care, mental health and physical health for 1.1 million people in Staffordshire and Stoke-on-Trent.

We would like to speak to local people to get their views on our plans to develop a single CCG for Staffordshire and Stoke-on-Trent from April 2020.





**Option
1**

Keep the current arrangements of six separate CCGs under a single leadership team

The six CCGs stay as separate organisations, each responsible for their own statutory functions (legal obligations). The single leadership team will oversee the delivery of these, supported by meetings held jointly or 'in common'.

The CCGs will align their priorities and objectives, but each CCG keeps its own Constitution, and is responsible for its own local area. The constitutions will each need to be amended to reflect arrangements where Governing Body and members will meet jointly or 'in common' for any joint decision-making.




**Option
2**

Develop a new, single CCG

To form a single Strategic Commissioning Organisation (sSCO) (CCG) for the county.

The single leadership team will oversee the delivery of the CCG's statutory functions (legal obligations), supported by governance (committee) meetings. A single Governing Body working to one set of statutory duties.

This model would free-up money and capacity to create efficiencies, for example across buildings, processes and IT.



Are there any other options we should consider?

How we will maintain local decision making for local people

A single CCG would be a stable arrangement. A single CCG would follow the arrangements of the Health Scrutiny and Health and Wellbeing Boards at Staffordshire County Council and Stoke-on-Trent City Council. It would allow for more effective partnership working.

Our GP members will continue to work in local networks to inform our decisions and services, based on local needs. **We have already done work to involve the six CCGs' Governing Bodies, and the 155 member GP practices.**

What happens next

Throughout the month of May, we will be formally consulting with our hospitals, voluntary / community sector representatives, local authorities (councils), Health Overview and Scrutiny Committees, Health and Wellbeing Boards, NHS England / NHS Improvement, local Patient Participation Groups, the general public and CCG staff.

Feedback gathered from the consultation will be collated and reported back to the CCGs, by NHS Midlands and Lancashire Commissioning Support Unit, between 9 and 17 June. A decision will then be made by the CCGs' Governing Bodies on 27 June 2019.

As we progress with our involvement, we expect to identify issues, concerns or developments that are important to our GP practices, stakeholders and local people. We will keep working on these throughout.

If you would like to know more about our proposals, please visit your local CCG's website or call **01782 298 002**.

The consultation begins on **Thursday 9 May 2019** and runs until **midnight on Sunday 9 June 2019**.

There are many ways to share your views with us:

- Complete the feedback form on your local CCG's website or complete the paper survey at the end of this booklet.
- Email us at mlcsu.involvement@nhs.net
- Call us on **01782 298 002**
- Attend one of our public meetings:
 - **22 May**, North Staffordshire Medical Institute, Hartshill, Stoke-on-Trent, ST4 7NY
 - **23 May**, The George Hotel, Lichfield, WS13 6PR
 - **28 May**, St. Edwards Academy, Leek, ST13 8DN
 - **29 May**, Entrust, Stafford, ST16 3TH
 - **4 June**, Aquarius Ballroom, Hednesford, Cannock, WS12 1BT
 - **5 June**, Pirelli Stadium, Burton, DE13 0BH
- **Arrival from 6.30pm**; event **opens 7pm** and closes 8pm. To book a place visit your local CCG's website, email mlcsu.involvement@nhs.net or call us on **01782 298 002** to book a place
- Write to us at PO Box 12345, Stoke-on-Trent, ST1 1TS

We will also be sharing information about the consultation through our Twitter [@StaffsCCGs](https://twitter.com/StaffsCCGs) and Facebook [f @StaffsCCGs](https://www.facebook.com/StaffsCCGs).

Visit your local CCG's website

northstaffsccg.nhs.uk

staffordsurroundsccg.nhs.uk

stokeccg.nhs.uk

cannockchaseccg.nhs.uk

eaststaffsccg.nhs.uk

sesandspccg.nhs.uk

Introduction and Data Protection statement

For your feedback to be included you must tick to confirm you have read and agree with the following Data Protection statement, and consent to your responses being used as part of this consultation.

Your views and opinions on the consultation on proposals to create a Strategic Commissioning Organisation across Staffordshire have been requested by the following NHS organisations:

- NHS North Staffordshire Clinical Commissioning Group
- NHS Stoke-on-Trent Clinical Commissioning Group
- NHS East Staffordshire Clinical Commissioning Group
- NHS South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
- NHS Stafford and Surrounds Clinical Commissioning Group
- NHS Cannock Chase Clinical Commissioning Group.

These organisations commission and provide health care services across Staffordshire.

NHS Midlands and Lancashire Commissioning Support Unit (MLCSU) have been commissioned by the six Staffordshire CCGs listed above, to collect, handle, process and report on the responses gathered in the consultation. MLCSU uses a survey tool called Snap which is owned by Snap Surveys Ltd, an organisation specialising in the delivery and management of surveys. Any information you provide will be added to Snap for analysis and handled in accordance with UK Data Protection Legislation.

The survey asks respondents to provide their full postcode and demographic profiling data (age, gender, ethnicity etc.). This information is used to ensure the responses are representative of the demographics of the whole local population. The postcode data will also be used to undertake geodemographic segmentation using the Wellbeing ACORN tool. The data will be available in its entirety to MLCSU, and the CCGs will be in receipt of some of the responses which will then be inputted into Snap. You do not have to provide this information to take part in the survey.

Any reports published using the data collected will not contain any personal identifiable information and only show feedback in anonymous format. These anonymised results may be shared publicly, for example on NHS public-facing websites or printed and distributed.

Your involvement is voluntary, and you are free to exit the survey at any time. You can also refuse to answer questions in the survey, should you wish. All information collected via the survey will be held for a period of five years from the date of survey closure, in line with the Records Management Code of Practice for Health and Social Care 2016, which all NHS organisations work under.

Any queries about your involvement with this survey can be emailed to: mlcsu.involvement@nhs.net

Please tick here to confirm you have read and accept the terms outlined within the Data Protection statement as above.

For your feedback to be included you must tick to confirm you have read and agree with the above Data Protection statement, and consent to your responses being used as part of this consultation.

Your views on our proposals

1. As explained earlier, we are considering two proposals. To what extent do you support each of these proposals?

Please give a score between 1 and 5, where 1 is very unsupportive and 5 is very supportive.

	1 is very unsupportive	2	3	4	5 is very supportive
Option 1: Keep the current arrangements of six separate CCGs under a single leadership team					
Option 2: Develop a new, single CCG					

Please tell us your views on option 1

2. What do you agree with?

3. Do you have any concerns or are there any groups or individuals you think may be negatively impacted by this option?

4. How could these negative impacts be overcome?

Please tell us your views on option 2

5. What do you agree with?

6. Do you have any concerns or are there any groups or individuals you think may be negatively impacted by this option?

7. How could these negative impacts be overcome?

8. Do you have any other suggested options that we should consider?

About you

Please provide us with your postcode: this does not mean we will be able to identify you individually. It will help us to make sure that we have gathered enough views from people in each area and we will review this during the consultation period.

Enter your postcode here

9. Are you responding as:

	A member of the public
	On behalf of an NHS organisation
	On behalf of another public sector organisation
	On behalf of another organisation
	On behalf of a patient representative organisation
	On behalf of a voluntary organisation

10. What is your ethnic group? (Choose one option that best describes your ethnic group or background)

	White: English/Welsh/Scottish/Northern Irish/British
	White: Irish
	White: Gypsy or Irish Traveller
	White: Any other White background <i>(please specify below)</i>
	Mixed/Multiple ethnic groups: White and Black Caribbean
	Mixed/Multiple ethnic groups: White and Black African
	Mixed/Multiple ethnic groups: White and Asian
	Mixed/Multiple ethnic groups: Any other Mixed/Multiple ethnic background <i>(please specify below)</i>
	Asian/Asian British: Indian
	Asian/Asian British: Pakistani
	Asian/Asian British: Bangladeshi
	Asian/Asian British: Chinese
	Asian/Asian British: Any other Asian background <i>(please specify below)</i>
	Black/African/Caribbean/Black British: African

	Black/African/Caribbean/Black British: Caribbean
	Black/African/Caribbean/Black British: Any other Black/African/Caribbean background (<i>please specify below</i>)
	Other ethnic group: Arab
	Other ethnic group: Any other ethnic group (<i>please specify below</i>)

11. What is your age category?

16 - 19	55 - 59
20 - 24	60 - 64
25 - 29	65 - 69
30 - 34	70 - 74
35 - 39	75 - 79
40 - 44	80 and over
45 - 49	Prefer not to say
50 - 54	

12. What is your religion?

No religion
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
Buddhist
Hindu
Jewish
Muslim
Sikh
Any other religion (<i>please specify below</i>)

13. What is your sex?

Male	Other (<i>please specify below</i>)
Female	Prefer not to say
Intersex	

14. What is your gender identity?

Gender Reassignment: Have you gone through any part of a process or do you intend (including thoughts and actions) to bring your physical sex appearance and/or your gender role more in line with your gender identity? (This could include changing your name, your appearance and the way you dress, taking hormones or having gender confirming surgery)?

Yes	Prefer not to say
No	

15. How do you identify yourself? (e.g. non-binary, gender fluid etc.?)

--

16. What is your sexual orientation?

Heterosexual (people of the opposite sex)	Bisexual (people of either sex)
Lesbian (both female)	Other (<i>please specify below</i>)
Gay (both men)	Prefer not to say

17. What is your relationship status?

Married	Separated
Civil Partnership	Widowed
Single	Other (<i>please specify below</i>)
Divorced	Prefer not to say
Lives with Partner	

The Equality Act 2010 protects women who are pregnant or have given birth within a 26 week period.

18. Are you pregnant at this time?

<input type="checkbox"/>	Yes	<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	No	<input type="checkbox"/>	

19. Have you recently given birth? (within the last 26 week period)

<input type="checkbox"/>	Yes	<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	No	<input type="checkbox"/>	

20. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

<input type="checkbox"/>	Yes, limited a lot	<input type="checkbox"/>	No
<input type="checkbox"/>	Yes, limited a little	<input type="checkbox"/>	

21. Do you consider yourself to have a disability?

(The Equality Act 2010 states a person has a disability if they have a physical or mental impairment which has a long term (12 month period or longer) or substantial adverse effects on their ability to carry out day-to-day activities).

<input type="checkbox"/>	Physical disability	<input type="checkbox"/>	Long-term illness
<input type="checkbox"/>	Sensory disability e.g. deaf, hard of hearing, blind, visually impaired	<input type="checkbox"/>	Other (<i>please specify overleaf</i>)
<input type="checkbox"/>	Mental health need	<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	Learning disability or difficulty	<input type="checkbox"/>	

Please describe your physical disability below:

Please describe your sensory disability below:

Please describe your long-term illness below:

Other, please describe below:

22. Do you care for someone? (Tick as many as appropriate)

<input type="checkbox"/>	Yes - Care for young person(s) aged under 24 years	<input type="checkbox"/>	Yes - Care for adult(s) aged 25-49 years
<input type="checkbox"/>	Yes - Care for older person(s) aged over 50 years	<input type="checkbox"/>	No
<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>	

23. Have you ever served in the armed services?

<input type="checkbox"/>	Yes	<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	No	<input type="checkbox"/>	

Please tear out these survey pages and return to us at:

**Freepost Plus RTAA-XTHA-LGGC
 Communications
 Heron House
 120 Grove Road
 Stoke-on-Trent
 ST4 4LX**



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Proposed Draft Response letter to CCG consultation

Suggested this is also forwarded to the Cannock Chase CCG and all member GPs

Dear Sir / Madam,

Proposed Merger of six CCGs in Staffordshire into a Single Commissioning Organisation

Firstly I would like to thank your colleagues Sally Young and Anna Collins for having taken the time to present to our elected members the CCGs proposals and for having answered our further questions. Having considered the proposals, Cannock Chase Council wishes to formally submit its response to the consultation.

Please find enclosed a completed consultation response form. In addition, please see below some additional comments from the Council, which it is hoped will be considered when a decision is made.

Additional comments:

- Cannock Chase Council recognises the difficulties currently being faced nationally in health and care service provision and the transformation of services. The authority is also mindful of the NHS Long Term Plan, and the view of there being typically 'a single CCG for each ICS area', with CCGs set to become 'leaner, more strategic organisations'. We recognise there is a direction of travel nationally which is likely to see significant reductions in the numbers of CCGs, through similar mergers.
- The Council also recognises the hard work and dedication of current CCG employees and GPs. The Council is, however, concerned that, having recently undergone an intensive employee change management programme, the CCG now proposes to undergo further structural change. The Council would suggest that the new shared leadership and management arrangements be given an opportunity to review more fully how the existing arrangements are delivering and to examine ways in which savings and efficiencies can be realised through greater collaboration, without the need for a formal merger.
- The Council is determined, through acting on wider determinants of health, to play a full part in tackling health inequalities in the District and sees greater collaboration and closer working with the CCG as integral to this ambition. The Council is concerned that creation of a Single Commissioning Organisation (SCO) is likely to reduce, rather than enhance, the potential for such a working relationship to develop;
- The Council recognises that the existing Divisional Committees have a significant role to play going forward in developing local clinical pathways and tackling local issues, but sees no reason why this cannot happen within the existing arrangements; the Council would encourage the CCGs to explore ways of devolving more autonomy to the Divisional Committees which will hopefully reduce some of the complexity and bureaucracy involved;

- The Council would also support greater collaboration on commissioning of services. The Council understands that collaboration already features in this process and sees no reason why this cannot be extended to look at efficiencies in the use of buildings, streamlined procedures etc. with a view to enhanced model of collaborative working, again, without the need to formally merge.
- Locality commissioning is at the heart of the CCG model and the Council has concerns that local GP influence on commissioning decisions could be reduced if the proposed merger goes ahead. In the Cannock Chase CCG annual report of 2017-18, Marcus Warnes states (when discussing the employee change management programme) "...I want to stress that this is not a merger of CCGs...Maintaining local commissioning decisions for local people is a key driver behind these proposals..." . The Council fully endorses this view.
- The Council would wish to see an opportunity for elected member (and possibly officer) representation on the Divisional Committees, so that opportunities for joint working can be more fully explored and to ensure that the Council is able to play the fullest possible role in local commissioning decisions;
- There is concern amongst members that the creation of a SCO will significantly reduce the influence of local GPs and could result in resources being diverted away from Cannock Chase District. The Council would be interested to hear how local funding and services will be safeguarded and how local GPs will retain opportunities to influence strategy.

The Council hopes its views will be considered in due course and would wish to be kept informed of progress in due course.

Yours etc.

Christine Martin

Portfolio Leader for Health and Wellbeing