

**Please ask for:** Matt Berry

**Extension No:** 4589

**E-Mail:** [mattberry@cannockchasedc.gov.uk](mailto:mattberry@cannockchasedc.gov.uk)

6 March, 2019

Dear Councillor,

**CABINET**

**4:00 PM ON THURSDAY, 14 MARCH, 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:

G. Adamson	Leader of the Council
G. Alcott	Deputy Leader of the Council and Economic Development and Planning Portfolio Leader
J.T. Kraujalis	Corporate Improvement Portfolio Leader
C. Bennett	Crime and Partnerships Portfolio Leader
Mrs. C. Mitchell	Culture and Sport Portfolio Leader
J.P.T.L. Preece	Environment Portfolio Leader
Mrs. C.E. Martin	Health and Wellbeing Portfolio Leader
A.R. Pearson	Housing Portfolio Leader
Mrs. D.M. Todd	Town Centre Regeneration Portfolio Leader

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# AGENDA

## PART 1

- 1. Apologies**
- 2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members**

To declare any 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 7 February 2019 (enclosed).
- 5. Forward Plan**

Forward Plan of Decisions to be taken by the Cabinet: March to May 2019 (Item 5.1 – 5.2).
- 6. Summary of Complaints Received: April to December 2018 (Q1, Q2 and Q3)**

Report of the Managing Director (Item 6.1 – 6.5).
- 7. Quarter 3 2018/19 Performance Report**

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.31).
- 8. Priority Delivery Plans 2019/20**

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.20).
- 9. Review of Tourism Provision**

Report of the Head of Economic Prosperity (Item 9.1 – 9.19).
- 10. Approval to Spend S106 Monies: Improvements to Towpath Surface and Access on Trent & Mersey Canal and Ravenhill Park in Brereton.**

Report of the Head of Economic Prosperity (Item 10.1 – 10.6).
- 11. Approval to Spend S106 Monies: Hatherton Canal**

Report of the Head of Economic Prosperity (Item 11.1 – 11.4).
- 12. Urban Forestry Strategy 2019-24**

Report of the Head of Environment and Healthy Lifestyles (Item 12.1 – 12.73).

**13. Tenancy Fraud Policy**

Report of the Head of Housing and Partnerships (Item 13.1 – 13.12).

**14. Exclusion of the Public**

The Leader to move:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).

**A G E N D A**

**PART 2**

**15. Cannock Town Centre**

Not for Publication Report of the Head of Economic Prosperity (Item 15.1 – 15.12).

This Report is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council).

No representations have been received in respect of this matter.

**16. Former Tenant Arrears Debt Recommended for Write-Off**

Not for Publication Report of the Head of Housing and Partnerships (Item 16.1 – 16.10).

This Report is confidential due to the inclusion of information relating to any individual and information which is likely to reveal the identity of an individual.

No representations have been received in respect of this matter.

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**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**CABINET**

**HELD ON THURSDAY 7 FEBRUARY 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 Economic Development and Planning Portfolio Leader
Kraujalis, J.T.	Corporate Improvement Portfolio Leader
Bennett, C.	Crime and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Pearson, A.R.	Housing Portfolio Leader
Todd, Mrs. D.M.	Town Centre Regeneration Portfolio Leader

**91. Apologies**

None.

**92. 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.

**93. Updates from Portfolio Leaders**

None.

**94. Minutes of Cabinet Meeting of 13 December, 2018**

RESOLVED:

That the Minutes of the meeting held on 13 December, 2018, be approved as a correct record and signed.

**95. Forward Plan**

The Forward Plan of Decisions for the period February to April 2019 (Item 5.1 – 5.3 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period February to April 2019 be noted.

**96. General Fund Budget and Capital Programme 2018-19 to 2021-22**

Consideration was given to the Report of the Head of Finance (Item 6.1 – 6.79 of the Official Minutes of the Council).

It was noted that an Addendum to the report (Item 6.77 – 6.79) had been circulated in advance of the meeting. It outlined matters for Cabinet to consider in respect of the premium levied on long-term empty properties.

RESOLVED:

That the following be recommended to Council, at its meeting to be held on 20 February 2019, as part of the formal budget setting process:

- (A) The level of net spending for the General Fund Revenue Budget for 2019-20 be set at £13.072 million, with indicative net spending for 2020-21 and 2021-22 of £13.301 million and £13.230 million, respectively.
- (B) The detailed portfolio budgets as set out in Appendix 2 of the 7 February 2019 Cabinet report.
- (C) The forecast outturn net budget of £12.258 million be approved.
- (D) The use of Government Grants in 2019-20 of £1.580 million.
- (E) To note that although indicative figures exist for the use of Government Grants for 2020-21 and 2021-22, they cannot be accurately determined at this stage with each element of Government funding being subject to review.
- (F) The working balances be set at £0.704 million; £1.061 million; and £1.006 million for 2019-20 to 2021-22, respectively.
- (G) A Council Tax of £217.09 for 2019-20, with indicative increases of 1.95% to the level of Council Tax for 2020-21 and 2021-22.
- (H) The Council's Tax Base be set at 28,874.46.
- (I) The revised capital programme, including new schemes, as set out in Appendices 3 and 4 of the 7 February 2019 Cabinet report.
- (J) The Council notes that the Authority is part of the 'Staffordshire and Stoke-on-Trent Business Rates Pool', with the 'Greater Birmingham and Solihull Pool' dissolved following successful pilot applications for 2019-20.
- (K) The premium for long-term empty properties be increased to 100% from April 2019.
- (L) A detailed report on the impact of recommendation (K) be submitted as part of the 2020-21 budget process enabling Cabinet to determine whether further increases in the premium are to be adopted.

Reason for Decisions

The Council was required to set a balanced budget for 2019-20 set in the context of a sustainable medium term financial plan. Detailed figures were only available for 2019-20, nevertheless, the level of Working Balances maintained by the

Council would enable a Balanced Budget to be set for the duration of the Financial Plan.

The current Council Tax Base included 92 properties that were subject to the empty homes premium levy. The purpose of the increase was to address the rising level of unoccupied properties. The current Council Tax Base calculation included provision for the 50% premium, however no account had been made in the Tax Base for the increase to 100% since the change was intended to bring empty properties back into use.

**97. Housing Revenue Account Budgets 2018-19 to 2021-22**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing and Partnerships (Item 7.1 – 7.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The revised position with regard to estimated income and expenditure in respect of the 2018-19 Housing Revenue Account Budget and Housing Revenue Account Budgets for the period 2019-20 to 2021-22, as summarised in Appendix 1 of the report, be noted.
- (B) Council, at its meeting to be held on 20 February 2019, be recommended to:
  - (i) Determine a minimum level of working balances of £1.594 million for 2019-20, and indicative working balances of £1.627 million and £1.663 million for 2020-21 and 2021-22, respectively.
  - (ii) Note the further 1% reduction in rents in 2019-20 in accordance with the Government's Social Rent Policy.
  - (iii) Approve the Housing Revenue Account Revenue Budgets for 2019-20, 2020-21 and 2021-22 (and note the estimated outturn for 2018-19), as summarised in Appendix 1 of the 7 February 2019 Cabinet report.

Reason for Decisions

Cabinet was required to propose a budget in relation to the Housing Revenue Account for submission to Council on 20 February 2019.

**98. Housing Revenue Account Capital Programmes 2018-19 to 2022-23**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing and Partnerships (Item 8.1 – 8.8 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The estimated availability of Housing Revenue Account capital resources for the period 2018-19 to 2022-23, as set out in Appendix 1 of the report, be noted.

- (B) Council, at its meeting to be held on 20 February 2019, be recommended to approve the four-year Housing Revenue Account Capital Programme for the period 2019-20 to 2022-23, as set out in Appendix 2 of the 7 February, 2019, Cabinet report.

Reason for Decisions

Cabinet was required to propose a budget in relation to the Housing Revenue Account Capital Programme for submission to Council on 20 February 2019.

**99. Treasury Management Strategy, Minimum Revenue Provision Policy, Annual Investment Strategy and Capital Strategy 2019/20**

Consideration was given to the Report of the Head of Finance (Item 9.1 – 9.64 of the Official Minutes of the Council).

RESOLVED:

- (A) That Council, at its meeting to be held on 20 February 2019, be recommended to approve:
- (i) The Prudential and Treasury Indicators;
  - (ii) The Minimum Revenue Provision Policy Statement;
  - (iii) The Treasury Management Policy;
  - (iv) The Annual Investment Strategy for 2019/20; and
  - (v) The Capital Strategy 2018-22
- (B) That it be noted that indicators may change in accordance with the final recommendations from Cabinet to Council in relation to both the General Fund / Housing Revenue Account Revenue Budgets and Capital Programmes.

Reason for Decisions

The Council was required to approve its treasury management, investment and capital strategies to ensure that cash flow was adequately planned and that surplus monies were invested appropriately.

**100. Church Street Conservation Area; Talbot Street/Lichfield Street Conservation Area; and Trent & Mersey Canal Conservation Area in Rugeley: Appraisals and Draft Management Plan Supplementary Planning Documents**

Consideration was given to the Report of the Head of Economic Prosperity (Item 10.1 – 10.30 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The proposed amendments to the draft Appraisal and Management Plan Supplementary Planning Document for Church Street, Rugeley Conservation Area, as contained in Appendix 2 of the report, be approved.
- (B) The proposed amendments to the draft Appraisal and Management Plan Supplementary Planning Document for Talbot Street/Lichfield Street, Rugeley Conservation Area, as contained in Appendix 4 of the report, be



approved.

- (C) The proposed amendments to the Draft Appraisal and Management Plan Supplementary Planning Document for the Trent and Mersey Canal Conservation Area, as contained in Appendix 6 of the report, be approved.
- (D) Authority for any further minor amendments to the above documents be delegated to the Head of Economic Prosperity in consultation with the Economic Development and Planning Portfolio Leader.
- (E) The Appraisals and Management Plans, as amended, be adopted (the latter as Supplementary Planning Documents).
- (F) The proposed boundary extension to the Trent and Mersey Canal Conservation Area, as shown in Appendix 7 of the report, be authorised.

### Reasons for Decisions

The draft Appraisals and Management Plan Supplementary Planning Documents for Church Street, Talbot Street/Lichfield Street and the Trent & Mersey Canal were considered by Cabinet on 4 October, 2018. It was resolved at that meeting that the Draft documents be approved for consultation, and that the consultation responses be reported to a future Cabinet meeting to allow for the finalisation and adoption of the documents as part of the evidence base for the Local Plan.

Consultees expressed their support for the documents and their objectives, with a number of minor alterations and courses of action suggested. Appendices 1, 3 and 5 of the report set out the main issues raised during the consultation, related to each pair of documents. Appendices 2, 4 and 6 set out the proposed amendments to the text.

## **101. Local Plan Review Issues and Options Consultation**

Consideration was given to the Report of the Head of Economic Prosperity (item 11.1 – 11.146 of the Official Minutes of the Council).

It was noted that an updated Appendix A to the report had been circulated in advance of the meeting due to there being some information missing from the version originally issued.

RESOLVED:

That:

- (A) The Cannock Chase Local Plan Review Issues and Options consultation document, as detailed in Appendix A of the report, be approved and published pursuant to regulation 18 of the Town and Country Planning (Local Planning)(England) Regulations 2012 (as amended) for an eight-week consultation period, the strategy for which to be carried out in line with the Council's adopted Statement of Community Involvement 2018.
- (B) The Head of Economic Prosperity, in consultation with the Economic Development and Planning Portfolio Leader, be authorised to make any non-substantive changes considered necessary to the document prior to it being published, and agree the arrangements for the consultation.
- (C) Finalisation of the following accompanying document be delegated to the Head of Economic Prosperity in consultation with the Economic Development and Planning Portfolio Leader:

- The non-technical summary;
  - The Strategic Environmental Assessment and Sustainability Appraisal Report (including the Equalities Impact Assessment and Health Impact Assessment);
  - The Habitats Regulations scoping report;
  - The updated Infrastructure Delivery Plan; and
  - An updated evidence base to include: the Economic Development Needs Assessment; the Housing Needs Assessment; and the Gypsy, Traveller and Travelling Showpeople Needs Assessment.
- (D) Finalisation of the dates for an eight-week consultation period be delegated to the Head of Economic Prosperity in consultation with the Economic Development and Planning Portfolio Leader.

### Reasons for Decisions

The current Local Plan (Part 1) was adopted in 2014. Work ceased on Local Plan (Part 2) following the Council resolution of 21 February, 2018, to enable a full review of the Local Plan as a whole to proceed. A new Local Development Scheme was adopted on this date, which set out the timetable for the new Local Plan process.

The first stage of the new plan, the Issues and Scope consultation, was undertaken in summer 2018, and feedback on this reported to Cabinet on 8 November, 2018.

This next stage, the Issues and Options Consultation, took account of the matters raised through the previous consultation and to changes in Government policy, and considered ways of addressing these, presenting suggestions as a series of choices (options) with the opportunity to suggest further solutions and ideas.

Feedback from the consultation would help the Council proceed to the next stage of the Plan, i.e. Preferred Options. Details of the Local Plan timetable and its stages of preparation were set out in the Local Development Scheme.

## **102. Review of the Provision and Delivery of Disabled Facilities Grant Works to Council Owned Dwellings**

Consideration was given to the Report of the Head of Housing and Partnerships (Item 12.1 – 12.19).

RESOLVED:

That:

- (A) The proposed new policy relating to the delivery of Disabled Facilities Grant works to Council owned dwellings be approved.
- (B) The procurement of an external Occupational Therapy Service provider, to assist the Housing Section in meetings its obligations set out in the policy, be approved.
- (C) If, at a later date, it transpired that it was more cost effective for the Council to directly employ an Occupational Therapist to undertake the above work, authority be delegated to the Head of Housing and Partnerships to review

and action this change.

- (D) £415,000 of the following unspent Housing Revenue Account Capital Budgets from the 2018-19 Capital Programme be transferred into the Housing Revenue Account Adaptations Capital Budget for expenditure during 2019-20, with any unspent monies being slipped into the 2020-21 budget:

• Future Enhancements	£175,000
• Provision of Drop Kerbs	£20,000
• Provision of Double Glazing	£20,000
• External Envelope Contract	£200,000
	<hr/>
	<b>£415,000</b>

- (E) The funding of adaptations to the housing stock continues to be supported, and a Capital budget of £550,000 be allocated to the provision of adaptations for 2020-21 and future years in order to sustain the anticipated waiting times to within twelve months.

#### Reasons for Decisions

There had always been a large demand in the District for adaptations for the Council's Housing tenants, although following a previous increase in funding the waiting time had reduced to around twelve months. However, over the last two years the Housing Service had received a steady increase in demand for applications.

Following changes in the delivery model for Adult Care Services in April 2018, the Council was now funding the cost of Occupational Therapy Assessments linked to the Adaptations referrals for adult cases that were previously funded by Staffordshire County Council. There had also been a further influx of new referrals, including a high number of requests for minor alterations, such that now the anticipated wait for major adaptations had increased to over two years, which was back to the levels of 2012-13.

In order to adapt to these new procedures, since April 2018 the Housing Team had been utilising the services of an external agency specialising in Occupational Therapy Services to undertake assessments of peoples' needs.

A full review of the service requirements had been undertaken, and recommendations made in the Cabinet report for the future delivery of the provision of Disabled Facilities Grant works to the Council's housing stock.

#### **103. Exclusion of the Public**

RESOLVED:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraphs 2, 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).



**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**CABINET**

**HELD ON THURSDAY 7 FEBRUARY 2019 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 2**

**104. Debt Recovery**

Consideration was given to the Not for Publication Report of the Head of Finance (Item 14.1 – 14.12 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The amounts detailed in Appendices 1 and 2 of the report be written off.
- (B) The actions of the Head of Finance in writing off irrecoverable debts below £1,000 be noted.

Reasons for Decisions

Appendix 1 to the report set out a list of nine cases of Council Tax arrears over £1,000 that could not be collected for the reasons stated therein. The total sum of arrears amounted to £16,161,21.

Appendix 2 to the report set out a list of five cases of Non-Domestic Rates arrears over £1,000 that could not be collected for the reasons stated therein. The total amount of arrears amounted to £31,514.70.

**105. Settlement of Contractual Dispute**

Consideration was given to the Not for Publication Report of the Head of Environment and Healthy Lifestyles (Item 15.1 – 15.31 of the Official Minutes of the Council).

On behalf of the Cabinet, the Leader thanked Officers for their hard work in reaching a positive resolution on this matter.

RESOLVED:

That:

- (A) The settlement of the dispute and subsequent variation to the contract between the Council and Biffa Waste Services Limited as set out in the report be approved.
- (B) The Head of Environment and Healthy Lifestyles, in consultation with the S151 Officer, Monitoring Officer and Environment Portfolio Leader, be authorised to enter into a settlement agreement and contract variation with Biffa Waste Services Limited to resolve the dispute as set out in the report.

Reason for Decisions

To safeguard the Council's best interests and enable it to continue to deliver an efficient and effective waste recycling arrangements for the remainder of the existing contract period (up until 2022), and to minimise any economic impact for the Council.

The meeting closed at 4:27 p.m.

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LEADER

**FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: MARCH – MAY 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](mailto: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 to December 2018 (Q1, Q2 and Q3)	Managing Director / Leader of the Council	14/03/19	No	No		
Quarter 3 Performance Report 2018/19	Head of Governance & Corporate Services / Corporate Improvement Portfolio Leader	14/03/19	No	No		
Priority Delivery Plans 2019-20	Head of Governance & Corporate Services / Corporate Improvement Portfolio Leader	14/03/19	No	No		
Review of Tourism Provision	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	14/03/19	Yes	No		
Approval to Spend S106 Monies: Improvements to Towpath Surface and Access on Trent & Mersey Canal and Ravenhill Park in Brereton	Head of Economic Prosperity / Culture and Sport Portfolio Leader / Economic Development and Planning Portfolio Leader / Town Centre Regeneration Portfolio Leader	14/03/19	No	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Approval to Spend S106 Monies: Hatherton Canal	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	14/03/19	No	No		
Urban Forestry Strategy 2019-2024	Head of Environment and Healthy Lifestyles / Environment Portfolio Leader	14/03/19	Yes	No		
Tenancy Fraud Policy	Head of Housing & Partnerships / Housing Portfolio Leader	14/03/19	Yes	No		
Cannock Town Centre	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader / Town Centre Regeneration Portfolio Leader	14/03/19	Yes	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	
Former Tenant Arrears Debt Recommended for Write-Off	Head of Housing and Partnerships / Housing Portfolio Leader	14/03/19	No	Yes	The report contains information relating to any individual and information which is likely to reveal the identity of an individual.	
Hawks Green Depot Review	Head of Housing & Partnerships / Housing Portfolio Leader	18/04/19	No	No		
Corporate Anti-Social Behaviour Policy	Head of Housing & Partnerships / Crime and Partnerships Portfolio Leader	18/04/19	Yes	No		
Update on Town Centre Development Schemes	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	18/04/19	No	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	



<b>Report of:</b>	<b>Managing Director</b>
<b>Contact Officer:</b>	<b>Tony McGovern / Louise Griffiths</b>
<b>Telephone No:</b>	<b>01543 464553</b>
<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Corporate Scrutiny C'ttee: 12/03/19 Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**SUMMARY OF COMPLAINTS RECEIVED: APRIL TO DECEMBER 2018**  
**(Q1, Q2 AND Q3)**

**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 December 2018.

**2 Recommendation(s)**

- 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 response to formal complaints received in the period April 2018 to December 2018.

Reasons for Recommendations

- 3.2 Council approved a new Customer Feedback and Complaints Policy on 21<sup>st</sup> 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 9 month period, just under 65,000 telephone calls were handled by Customer Services; an average of 7,163 calls per month.
- An additional 38,500 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 20 formal complaints in the nine month period from April 2018 to December 2018, broken down as follows:

Quarter 1 – April to June 2018 = 10

Quarter 2 – July to September 2018 = 3

Quarter 3 – October to December 2018 = 7

5.4 In Quarter 1, all complaints were resolved at Stage 1 of the policy. Of the ten complaints, seven 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 three complaints, one was answered by the target date of 10 working days as per the policy which gives a 33% compliance.

5.6 In Quarter 3, four of the seven complaints were resolved at Stage 1 of the policy. Two of the seven complaints were resolved at Stage 2 of the policy; and one of

the seven 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 seven complaints, six were answered by the target date of 10 working days (Stage 1) as per the policy which gives a 85% compliance.

5.7 A breakdown of the twenty complaints received is attached at Appendix 1. One of the twenty complaints was submitted anonymously.

5.8 Key lessons from these complaints include:

- In the EH Q3 case (resolved Jan 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.

5.9 There were no formal complaints received about elected Members that required investigation in the period April to December 2018.

5.10 There were four formal complaints received about Council Officers that required investigation in the period April to December 2018.

5.11 There were four 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.

<b>7 Appendices to the Report</b>
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Appendix 1: Breakdown of Complaints Received

<b>Previous Consideration</b>
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Customer Feedback and Complaints Policy	Council	21 February 2018
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<b>Background Papers</b>
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Individual complaints
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**APPENDIX 1****BREAKDOWN OF COMPLAINTS RECEIVED**

<b>QUARTER 1 – April to June 2018</b>		
<b>SERVICE</b>	<b>COMPLAINT</b>	<b>RESOLVED AT STAGE 1 (YES/NO)</b>
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
<b>TOTAL NUMBER OF COMPLAINTS FOR Q1 = 10</b>		

<b>QUARTER 2 – July to September 2018</b>		
<b>SERVICE</b>	<b>COMPLAINT</b>	<b>RESOLVED AT STAGE 1 (YES/NO)</b>
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
<b>TOTAL NUMBER OF COMPLAINTS FOR Q2 = 3</b>		

<b>QUARTER 3 – October to December 2018</b>		
<b>SERVICE</b>	<b>COMPLAINT</b>	<b>RESOLVED AT STAGE 1 (YES/NO)</b>
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
<b>TOTAL NUMBER OF COMPLAINTS FOR Q3 = 7</b>		

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<b>Report of:</b>	<b>Head of Governance and Corporate Services</b>
<b>Contact Officer:</b>	<b>Adrian Marklew</b>
<b>Telephone No:</b>	<b>01543 464 598</b>
<b>Portfolio Leader:</b>	<b>Corporate Improvement</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**QUARTER 3 PERFORMANCE REPORT 2018/19**

**1 Purpose of Report**

- 1.1 To advise Members on the position at the end of Quarter 3 for 2018/19, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2018/19.

**2 Recommendation(s)**

- 2.1 To note the performance information relating to PDPs as detailed at Appendices 1-4.
- 2.2 To note the actions which have been flagged as requiring amendment to the timescale, scope or timeline.

**3 Key Issues and Reasons for Recommendations**

Reason for Recommendations

- 3.1 Information for performance actions and indicators for Quarter 3 2018/19 is included for relevant items in Appendices 1 to 4. The overall rankings for each Portfolio area are detailed in Section 5 below, indicating that 68.3% of actions/projects have been achieved or are on target to be achieved.





**4 Relationship to Corporate Priorities**

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The indicators and actions contribute individually to the Council's Strategic Objectives as set out in the Corporate Plan 2018-23.

**5 Report Detail**

- 5.1 The Council’s Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, superseding the previous Corporate Plan for 2015-18 and setting out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council’s quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects/actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.6. The projects/actions are rated according to the system illustrated below. At the end of Quarter 3 satisfactory progress has been made in the delivery of projects/actions with 68.3% delivered or on target to be achieved. Work is in progress on 31.7% of actions, albeit they are behind schedule.
- 5.4 The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly). An assessment as to whether targets have been achieved will be made at the end of the year. These indicators can be found in the PDPs under the heading for each objective.

5.5

	PROJECTS / ACTIONS				
					No Rating
	Milestone completed	Milestone on target	Target date requires attention.	Project aborted/ closed	No rating provided/ action not due
Corporate	2 25%	0 0%	6 75%	0 0%	0 0%
Improving Community Wellbeing – Health and Culture and Sport	5 62.5%	0 0%	3 37.5%	0 0%	0 0%
Improving Community Wellbeing – Environment, Partnerships and Community Safety	5 55.6%	2 22.2%	2 22.2%	0 0%	0 0%
Promoting Prosperity	8 50%	6 37.5%	2 12.5%	0 0%	0 0%
<b>TOTAL</b>	<b>20</b> <b>(48.8%)</b>	<b>8</b> <b>(19.5%)</b>	<b>13</b> <b>(31.7%)</b>	<b>0</b> <b>(0%)</b>	<b>0</b> <b>(0%)</b>



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

There are no direct financial implications arising from the report.

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

**6.2 Legal**

None.

**6.3 Human Resources**

None.

**6.4 Section 17 (Crime Prevention)**

Direct actions which the Council is taking with regard to Section 17 (Crime Prevention) are detailed in the annexed PDP performance reports.

**6.5 Human Rights Act**

None.

**6.6 Data Protection**

None.

**6.7 Risk Management**

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register, which is monitored and managed by Leadership Team and is reported to the Audit & Governance Committee.

**6.8 Equality & Diversity**

The Performance Reporting process by which the actions and indicators established by the Council to achieve its Priority Outcomes has been the subject of an Equality Impact Assessment, and in conclusion, most considerations within the assessment are not applicable. However those items that have been identified as relevant are considered to be of neutral impact, and therefore the outcome of the assessment is that no change to the process is required.

**6.9 Best Value**

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2018/19 include targeted actions that will contribute to promoting community engagement and Best Value within the District.

**7 Appendices to the Report**

- Appendix 1: Performance information for the Promoting Prosperity Delivery Plan
- Appendix 2: Performance information for the Improving Community Wellbeing – Health and Culture & Sport Delivery Plan
- Appendix 3: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan
- Appendix 4: Performance information for the Corporate Delivery Plan

**Previous Consideration**

None.





**Background Papers**

Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018

Corporate Priority Delivery Plan 2018/19 Report to Cabinet, 14 June 2018

Performance Reporting Process Equality Impact Assessment, July 2012









**Promoting Prosperity PDP 2018-19  
(Quarter Three- 1 October- 31 December 2018)**

<b>Overall Performance</b>				
				<b>Not rated</b>
Milestone completed	Milestone on target	Milestone/Timeline/scope/target date requires attention.	Project aborted/closed	Milestone not rated
8 (50%)	6 (37.5%)	2 (12.5%)	0 (0%)	0 (0%)


Performance Indicators							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
<b>Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District</b>							
Number of local jobs created: a) Construction	Q	0	TBC. Waiting for contractor to agree.		26	Available end of Jan 19	
<b>Increase the skill levels of residents and the amount of higher skilled jobs in the District</b>							
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 47.2%	Aim to increase levels year on year	53.7% (Dec 17)			
	A	NVQ4 – 25.4% (2016)	Aim to increase levels year on year	27.7% (Dec 17)			
<b>Create strong and diverse town centres to attract additional customers and visitors</b>							
Town Centre Vacancy Rates	Q	Cannock 9%	Aim to keep below national rate of 12%	11.9%	9.5%	11.1%	
	Q	Rugeley 4.3%		5.6%	6.3%	4%	
	Q	Hednesford 3.3%		2.2%	5.4 %	5.4%	
<b>Increase access to employment opportunities</b>							
Employment Levels	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%	78.7% WM72.7%	77.8% WM 72.8%		
Unemployment Levels (JSA)	Q	Unemployment rate 0.7%	Aim to keep below West Midlands rate 1.5%	1.0% WM 1.4%	1% WM 1.2%	1.3% (Dec 18) WM 3%	

Performance Indicators							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
<b>Create a positive environment in which businesses in the District can thrive</b>							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP(hub) – 58	60				
	A	SSLEP (hub and landline) 280	300				
Total number of net new dwellings completed.	A	372 net dwellings completed (2016/17)	Average of 241 dwellings per annum				
<b>Increase housing choice</b>							
Number of additional units delivered (Council Housing)	Q	35	28	14	3	2	
Number of additional units (Affordable Housing)	Q	155 *cumulative total of 190	82 *cumulative target is 110	42 *cumulative affordable homes total Q1 = 56	0	9 *cumulative affordable homes total Q3 = 70	


## Projects and Actions


Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Implement all associated Mill Green S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Recruit Town Centre Officer position	Achieved in post from 4.6.18					
		Establish stakeholder interest in new Town Centre Partnership.	First meeting of Board held in November with Board members and members of the public.					
		Cabinet report to confirm structure of partnership	Report to Cabinet on 8 <sup>th</sup> November 2018 achieved.					
		Formal establishment of Board and wider partnership.	Board now established. Chair in place and sub-groups set up.					
	Establish Employment and Skills Plan and Retail Skills Academy Agreement	Selection of college provider made.	Achieved – Walsall College					
		Agreements signed with all parties.	Achieved.					
		Monitoring established with construction contractors	The Council started receiving monitoring figures in August 2018.					
		Local recruitment and training commenced.	Walsall College have identified suitable premises in Cannock Town Centre. Courses due to start end of March 2019.					X




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

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Improvements to Cannock Railway Station	Abellio Platform extensions – Dec 18.	Platform extensions to Cannock, Hednesford and Rugeley Town have been completed.				
		Masterplan production including feasibility assessment	Cabinet report in December approved £400k to spend on production of an Outline Business Case to be led by a Project Board involving West Midlands Rail Executive, West Midlands Trains and SCC.				X




**Increase the skills levels of residents and the amount of higher skilled jobs in the District**



Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District</b>	Work with partners to establish retail skills academy	Agree provider for Retail Academy	Achieved – Walsall College				
		Agree Retail course content and promote to recruit local employees	Content has been agreed with McArthurGlen. Discussion to be scheduled with regard to promotion.				X
		Commence delivery of Retail Academy courses.	Due to start courses March 2019.				X
	Work with partners to establish engineering skills academy	Scope and develop a proposal for an Engineering Skills Academy	Scope & proposal produced. Bidding currently in progress to attract external funding.				X






Create strong and diverse town centres to attract additional customers and visitors							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus Produced by December 2018	<p>Consultants appointed in December 2018 to undertake the Cannock Town Centre Prospectus work. Work due to complete in summer 2019.</p> <p>Review of Rugeley AAP linked to Local Plan Review process now underway.</p>				X

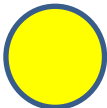

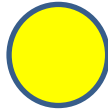
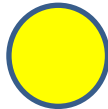
Increase access to employment opportunities								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Employment Pilot Project in Cannock North area. This tackles unemployment and low pay in local communities.	Procurement carried out to select preferred provider.	Walsall College awarded contract					
		Delivery commenced – June 2018.						
		Promotion and referral of clients.	Ongoing promotion via Walsall College.					
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	ERDF/ESF funding secured to roll out skill hubs in both LEP areas.	SSLEP Skills Hub is awaiting final approval from DWP. Anticipated start date April 2019.					X
		Promotion of skills hubs commenced and referral of clients begun.	Promotion will commence once Skills Hubs are up and running.					X



Create a positive environment in which businesses in the District can thrive							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village	Produce a local Economic Prosperity Strategy	Scope out content required and agree timeline for production.	Early work has been undertaken to identify approach to developing strategy and likely inputs.				
		Draft content and commence consultation process.	Initial consultation via stakeholder engagement events and workshops to commence during Quarter 4. Aim will be to develop economic vision and ambitions for inclusion in the Strategy document.				X
Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents	As set out in the Local Development Scheme. Initial consultation Summer 2018	Issues and Scope Consultation completed; report to Cabinet in November.				
		Issues and Options consultation February 2019	Report due to go to Cabinet in February 2019.				X
	Undertake Housing Needs Survey	Produce updated housing needs assessment. December 2018	Draft report received in Q3. Finalise in Q4.				X


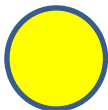


Commencement of the regeneration of Rugeley power Station							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	In conjunction with Lichfield DC to develop, consult and approve Supplementary Planning document setting out the strategic uses of the site together with monitoring of progress on delivery of the development site.	Complete production of the SPD	SPD fully approved by both Councils				
		Commencement of demolition	Demolition works have now commenced.				

Increase housing choice								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
The Council will invest £12.6m to provide additional affordable homes across the district	Develop options appraisal to deliver additional Council housing	Create long list of potential development sites	Long list of potential sites produced.					
		Assessment and short list of preferred sites.	Assessment identified that insufficient sites to create shortlist. Further investigations required.					
		Consultation with Planning / Highways etc	Further investigations required, as above.					
		Final selection of sites to progress / project brief					X	
	Complete garage site and other Council Owned Land Development Schemes	Completion of Coulthwaite Way and Woodland Close	Both sites completed April/May.					
		Completion of Speedy Close, Cornhill and Petersfield	Three sites completed. Speedy Close and Petersfield in June. Cornhill in August.					

Increase housing choice							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
		Completion of Wood View, George Brealey, Cannock Wood St and Brunswick Road –programme completion	Wood View site completed. Cannock Wood to complete in Q4. George Brealey and Brunswick Road have slipped into 2019/20.				X
Rationalisation of Hawks Green Depot site for potential housing	Hawks Green Depot Review	Receive outcome of funding bid to Homes England	Funding bid insufficient to progress site, alternative bids being investigated-revise targets.				
		Consultation with Planning	Funding bid insufficient to progress site, alternative bids being investigated.				
		Development of Project Brief if bid successful	Alternative bids to SSLEP and WMCA were made and outcomes awaited. SSLEP did not meet their timescales and the WMCA requested clarifications. A Soft Market Testing brief has been drafted ready for circulation in Q4.				
		Tender preparation	Soft market testing to take place via selected Homes England DPP3 panel members.				X







ITEM NO. 7.






**Improving Community Wellbeing PDP 2018-19 – Health, Culture and Sport  
(Quarter Three- 1 October- 31 December 2018)**

<b>Overall Performance</b>				
				<b>Not rated</b>
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed.	Milestone not rated
5 (62.5%)	0 (0%)	3 (37.5%)	0 (0%)	0 (0%)





Performance Indicators							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Total number of people using all of our facilities	Q	952,884	959,754	266,298	262,150	245,579	
Take up for the inclusive cycling pilot scheme	Q	N/A	TBC				

## Projects and Actions

Opportunities for healthy and active lifestyles							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Development of new facilities at Chase Leisure Centre	Design Development Procurement	Outline designs and procurement approach determined. Legal documentation on track to be signed during Quarter 2				
		Contract Award and mobilisation	Report drafted in Q2 and on track for Cabinet on 4 <sup>th</sup> October revising guarantor arrangements with IHL				
		Phase 1 – Bowling Green conversion to studio	Phase 1 deferred until Cabinet decision in October				
		Phase 2 – Temporary gym formation	Temporary Gym Fit out commenced on 29 <sup>th</sup> Oct. Completed 4 <sup>th</sup> December				
		Phase 3 – Gym Refurbishment	Gym Refurbishment commenced on 10 <sup>th</sup> December with completion on track for 11 <sup>th</sup> Jan 2019				
		Phase 4 – Studio refurbishment					X
	Continue with development of facilities at the Community Sport and Recreation Hub at the Stadium	Complete Phase 1 Works	The majority of works within Phase 1 have been completed with the exception of the entrance and fencing and CCTV connections				





Opportunities for healthy and active lifestyles							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
		Complete Gates and Fencing	Entrance gates and Fencing Completed in September				
		Official Opening	Opening held on 19 <sup>th</sup> September				
	Develop the ATP at Rugeley Leisure centre to full size	Investigate funding opportunities to support the development of the ATP	Funding and investment opportunities identified and supported by draft strategy documents (Playing Pitch Strategy)				
<b>Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities</b>	Deliver Inclusive cycling scheme pilot at the Stadium with IHL	Set up Infrastructure and container on site	Container delivered to site in September.				
		Commence cycling programmes	Cycling programmes delayed by weather conditions in Q3 and difficulty experienced by IHL in recruiting a suitable resource to deliver the project. Programmes will now be delivered in 2019-20				
	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Explore the options to undertake this review					



Opportunities for healthy and active lifestyles							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Produce Playing Pitch, Indoor and Outdoor facilities strategy and Open Space Strategy	Gather supply and demand information for Winter and Summer sports	Information gathered for winter and Summer Sports				
		Assess Information and Finalise Assessment Report	Draft information produced and final assessments being validated				
		Develop and Finalise Strategy	Strategy work is ongoing with the aim of reporting to Cabinet during Q1 2019-20				
<b>With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours</b>	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off;	Unfortunately it has still not been possible to convene a project team of key partners or to produce a PID.				
		Using current research, best practice and local insight, identify key settings and potential areas of influence;					X

ITEM NO. 7.


**Improving Community Wellbeing PDP 2018-19 - Environment, Partnerships and Community Safety  
(Quarter Three 1 October- 31 December 2018)**




<b>Overall Performance</b>				
				<b>Not rated</b>
Milestone completed	Milestone on target	Milestone/Timeline/scope/target date requires attention.	Project aborted/closed	Milestone not rated
5 (55.6%)	2 (22.2%)	2 (22.2%)	0 (0%)	0 (0)



Performance Indicators							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities</b>							
Number of good news stories/ case studies	A		4				
Number of ASB complaints dealt with via the Community Safety Hub	Q	85		20	27	12	
Number of CCTV case reviews provided to Staffordshire Police	Q	340		101	99	115	
<b>Support vulnerable people</b>							
Increased number of referrals to the Community Safety Hub	A	189 Cases					
Number of tenancies sustained (No. of cases (council tenancies) completed with sustainment outcomes)	Q	34	38	16	28 (cumulative, 12 in Q2)	48 (cumulative, 20 in Q3)	
Following implementation of Housing Reduction Act (HRA) % of Main duty Homelessness cases accepted as homeless	Q	N/A		0% (All cases dealt with at prevention or relief stage, none progressed to main duty in Q1)	1.22% (Only three cases progressed to full duty from 82, two of which were intentional homeless, so 1/82)	1.74% (One further case progressed to full duty, so cumulatively 2 out of 115 total cases taken)	
Number of referrals to support agencies from the Community Safety Hub	Q			A process is being established to capture this data			
Number of new universal credit claimants within the period	Q	531	N/A	117			
Number of Discretionary Housing Payments awards	Q	141 cases Value – £84,171.24	Value of Government allocation £172,583	100 cases £19,112.23	98 cases £22,208.60	116 cases £22,708.33	





Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6		6		
Number of fly tipping incidents	Q	470	N/A	102	132	54	

## Projects and Actions








Sustaining safe and secure communities							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Manage residents perception of fear of crime and anti social behaviour	Publish and promote positive good news stories and case studies	Identify & Promote One Good News Story	Purse Bells Campaign to safeguard vulnerable residents due to an increase in purse thefts in the town centre - press release issued. A number of arrests were made.	✓			
		Identify & Promote One Case Study	Community Safety Partnership clears wooded area due to level of ASB and drug-related detritus discovered during site visits.		✓		
		Publish Anti Social Behaviour Policy	A process has been developed and implemented regarding the issuing of Community Protect Notices Warnings / Community Protection Notices and Fixed Penalty Notices in partnership with the police, CCTV, Partnerships Team and Environmental Health as a result 2 FPN have been issued and a number of CPNWs / CPNs have been issued – this new process needs to be added into the draft ASB Policy before publishing the policy. The Policy will be published Q4. The policy will be going to leadership team then Cabinet April 2019				x
		Publish Community Safety Hub Referral Data					

Sustaining safe and secure communities							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>CCTV to deter crime and support the police in prosecutions</b>	Upgrading CCTV technology	Project Team Set Up – Consider recommendations from CCTV Audit Report	Permission to spend report approved Cabinet Oct 4 <sup>th</sup> 2018. Project Team meeting 15.10.18				
		Project Plan Developed & Procurement of Specialist Provider	Tender Published 24.01.19 Evaluation Period 26.02.19 – 08.03.19 Contract Award 15.03.19 Contract Commencement 01.04.19				
		Award Contract to Specialist Provider					X
<b>We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence</b>	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Benchmark our current policies and strategies with nationally recognised exemplar authorities;	Policies from selected authorities have reviewed these, along with recently published guidance from both the Institute of Licensing and the LGA.				
		Identify any critical gaps in our approach;					X

Support Vulnerable People							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Signpost to appropriate support agencies	Annual Awareness Campaign across the District on how people can support themselves and access appropriate support	Develop the Awareness Campaign	A scoping meeting has taken place with colleagues to develop a 12month Safeguarding awareness campaign for both children and adults. The campaign will be launched February 2019.				X
		Publish Awareness Campaign – Chase Matters; Website & Social Media	Campaign artwork and comms plan has been developed.				
	Introduction of Safeguarding Champions across the Council.	Recruit Safeguarding Champions	Recruiting Safeguarding Champions will form part of the 12 month safeguarding campaign. Campaign to be launched February 2019.				X
		Develop & Deliver Training Session for Champions	A meeting with HR and the partnerships team has taken place to revisit the safeguarding training requirements across the Council, we are exploring the options of 4 levels of training: 1. Champions – Platinum (Accredited) (Interactive) 2. Front Line Employees – Gold (Interactive) 3. Managers – Silver (Power Point) 4. Back Office Employees – Bronze (Online) A report will be taken to leadership team in April 2019				X





Support Vulnerable People							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Work with Local Strategic Partners to support vulnerable people</b>	Implement Shared Accommodation Pilot	Appoint Preferred Provider					
		Evaluate success of the Project					X
	Provide Intensive Tenancy Support	Appoint additional Tenancy Sustainment Officer resources (37hrs pw)	2 part-time posts: p/t secondment was extended into 2018/19 and a 2 day post was recruited to in June – starting soon.				
	Early help and intervention for Children and Families Prevention and Early help for adults through the Place Based Approach (PBA)	Local Strategic Partnership (LSP) Agree Local PBA Plan	2 priorities have been identified <ul style="list-style-type: none"> <li>- Improving children's mental health and resilience</li> <li>- Reducing anti-social behaviour and exclusions</li> </ul> Earned Autonomy Investment Plan has been produced and funding secured as part of the Earned Autonomy funding stream. Report will be going to November LSP Strategic Board.				
		Report Outcomes to LSP					X
<b>Managing the impact and rollout of Universal Credit</b>	Manage and monitor roll out to new claimants from November 2018 (including management of hardship)		Full service introduced from November. 483 claimants were claiming UC by 12 February 2019				



Promoting attractive and healthy environments								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Deliver high quality/maintained parks	Participate in Green Flag Inspections and Assessments	Inspections completed in May.					
		Green Flag Awards						
	Continue to deliver Hednesford Park (IHLF) project	Produce Hednesford Park book and CD	CD produced and booklet drafted for completion in Quarter 2					
		Finalise Design – new toilet facilities	Design has been finalised and planning application submitted and approved 20 <sup>th</sup> June					
		Procurement and Contract Award	Procurement exercise was completed but only attracted 1 submission resulting in further tendering exercise.					
		Commence construction	The commencement of the construction of the new toilet facility has been delayed by the need to extend the procurement process and to secure agreement with HLF on funding and revised project timeline into 2019-20.					
		Complete construction	Project will not commence until 2019-20					





Promoting attractive and healthy environments								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
	Car Park improvement schemes	Prioritise and draw up scheme(s)	Schemes have been drafted and prioritised					
		Permission to spend	Permission to Spend report approved by Cabinet					
		Commence scheme					X	
		Completion of scheme					X	
	Deliver new cemetery for the District	Report outcome of soft market testing to Cabinet to determine next steps	Report considered by Cabinet in August					
		Develop project plan in accordance with Cabinet's decision	Plan revised following Cabinet's decision					







**Corporate PDP- 2018-19**  
**(Quarter Three- 1 October- 31 December 2018)**

Overall Performance				
				<b>Not rated</b>
Milestone completed	Milestone on target	Milestone/Timeline/scope/target date requires attention.	Project aborted/ closed	Milestone not rated
2 (25%)	0 (0%)	6 (75%)	0 (0%)	0 (0%)






Performance Indicators							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	93.4%	94%	90%	92.7%	95.2%	
Use of Online Forms	Q		475	481	319	196	
E – Payments Transactions – Payments made via the Council’s website	Q	Actual – 23,740 Value - £2,580,791	6,000 per quarter	Actual – 6,864 Value - £801,920	Actual – 6,649 Value - £743,891	Actual – 6,698 Value £772,654	
Payments made via the Council’s automated telephone payment system	Q	Actual – 22,858 Value - £2,359,237	5,750 per quarter	Actual – 6,460 Value - £730,494	Actual – 5,961 Value - £656,095	Actual – 5,786 Value - £659,130	
Payments made by Direct Debit (Council Tax)	Q	302,501 transactions Value - £36,438,134.18	310,000 transactions Value - £40M	87,055 transactions Value - £11,028,893.25	87,527 transactions Value - £11,127,609.70	87,567 transactions Value - £11,211,308.77	

## Projects and Actions

Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Giving choice to our customers in how they access our services	Procurement of a new telephony system	Identify framework and use to procure new telephony software	The procurement process has been completed and the contract awarded.				
		Install new software, test and train relevant staff					X
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team	Work on this has been delayed and will not now be started until 2019/20.				
		Draft strategy for approval by Cabinet	As above				
	Procurement of a customer portal / CRM system	Identify requirements for new customer portal/ CRM system and agree with Leadership Team	Work on this has been delayed and will not now be started until 2019/20.				

Making the best use of limited resources – managing our people, money and assets							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Managing our people, money and assets	Review of Environmental Services	Procurement of Consultant to undertake the review	A consultant has been appointed and work has commenced on the review.				
		Undertake Stage 1 of Review (May to July)	Stage 1 of the review has been completed. A draft report has been prepared and is being validated with Managers				
		Report to Cabinet and decision on whether to proceed to Stage 2- revised target of Q4					X
	Protection of Customers' personal data in accordance with GDPR	Data Protection Policy updated and approved by Cabinet	A new Data Protection Policy has been produced and approved by Cabinet				
		Provision of training for employees and Members	Training has been provided to Members and an additional session has been arranged for November. On line training has been provided to employees.				
		Completion of data audit	An audit of personal data held by the Council has been completed				
		Privacy Notices template agreed and published on website	Privacy notices have been prepared and published for all personal data sources				

**Making the best use of limited resources – managing our people, money and assets**

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Simplify Members' access to committee papers and emails	Draft system to be tested by officers	Test website setup. Software installed. Testing completed by Democratic Services				
		System to be piloted with sample of Members	The new system is to be demonstrated to a Task & Finish Group set up by the Corporate Scrutiny Committee				
		System to be rolled out to all Members	The new system is likely to be rolled out to Members in early 2019/20				
	Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff	Review of current policies	To support the security policies and reduce the risk of cyber attacks the main firewalls have been replaced and staff training has taken place in their use				
		Revised policies to Leadership Team for approval	Information is being gathered to provide an update of the policies. Changes will be made to reflect GDPR, Cloud technology and remote working				

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<b>Report of:</b>	<b>Head of Governance and Corporate Services</b>
<b>Contact Officer:</b>	<b>Adrian Marklew</b>
<b>Telephone No:</b>	<b>01543 464 598</b>
<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**PRIORITY DELIVERY PLANS 2019-20**

**1 Purpose of Report**

- 1.1 To obtain Members' approval of the Priority Delivery Plans (PDPs) for the financial year 2019-20, that detail the actions and indicators relating to the Council's mission and priorities as set out in the Corporate Plan 2018-23.

**2 Recommendation**

- 2.1 Cabinet is asked to recommend to Council that the Priority Delivery Plans for 2019-20 be adopted and approved for publication.

**3 Key Issues and Reasons for Recommendations**

Reasons for Recommendations

- 3.1 The Corporate Plan 2018-23, approved by Cabinet in April 2018, sets out the revised aims, priorities and strategic objectives of Cannock Chase District Council.
- 3.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.

**4 Relationship to Corporate Priorities**

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

- (i) The Corporate Plan sets out the Council's mission, priorities and strategic objectives for the period 2018-23, and is therefore a central element of the corporate priority planning process. The PDPs form the annual mechanism for reporting and monitoring progress in regard to these priorities.

## **5 Report Detail**

### **Corporate Plan**

- 5.1 In April 2018, Cabinet approved the Corporate Plan 2018-23, establishing the strategic priorities and performance management framework for the five year period. Priority Delivery Plans (PDPs) are developed and published annually during this period, providing the basis for the Council's performance management framework through reports to Leadership Team, Cabinet and Scrutiny Committees.

### **Priority Delivery Plans**

- 5.2 The fundamental elements of the aims set out in the Corporate Plan are mirrored in the Council's revised priorities, namely
- Promoting Prosperity
  - Community Wellbeing
- 5.3 For each of these priorities, a revised Priority Delivery Plan has been developed for the 2019-20 financial year. The plans have been aligned under the following headings, align the priorities of the Corporate Plan with the Council's scrutiny committee structure:
- Corporate
  - Promoting Prosperity
  - Community Wellbeing-Environment, Partnerships and Community Safety
  - Community Wellbeing-Health, Culture and Sport
- 5.4 Although our Corporate Plan doesn't have a corporate priority, we continue to have a corporate Priority Delivery Plan for reporting to our Corporate Scrutiny Committee. It also reflects other key work and projects being undertaken by the Council, outside of the Promoting Prosperity and Community Wellbeing priority areas.
- 5.5 The key projects, milestones and performance indicators identified in the PDPs will form the basis of the performance management reports received by Members on a quarterly basis.
- 5.6 The PDP documents, which are reviewed and updated annually and may be subject to minor amendments during the financial year, form Appendices 1 to 4 to this report.

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

The Corporate Plan sets out the mission, priorities and strategic objectives of Cannock Chase District Council for the three years 2018-23.

The supporting Priority Delivery Plans (PDPs) relate to the current year and set out how the Council will achieve progress against its strategic objectives in 2019-20 in accordance with the existing revenue and capital budgets already approved by Council.

**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: Promoting Prosperity PDP 2019-20

Appendix 2: Community Wellbeing – Health, Culture & Sport PDP 2019-20

Appendix 3: Community Wellbeing – Environment, Partnerships and Community Safety PDP 2019-20

Appendix 4: Corporate PDP 2019-20

**Previous Consideration**

None.

**Background Papers**

None.

Promoting Prosperity PDP 2019-20

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
<b>Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District</b>							
Number of local jobs created: a) Construction including supply chain b) Retail	Q	0	a) 150-200 b) 700-800				
				Measurement to commence Summer 2020			
Passenger numbers using the station due to the development of Mill Green DOV	A			Measurement to commence Summer 2020			
<b>Increase the skill levels of residents and the amount of higher skilled jobs in the District</b>							
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 53.7% (Dec 2017)	Aim to increase levels year on year				
	A	NVQ4 – 27.7% (Dec 2017)	Aim to increase levels year on year				
<b>Create strong and diverse town centres to attract additional customers and visitors</b>							
Town Centre Vacancy Rates	Q	Cannock 11.1% at Q3	Aim to keep below national rate of 12%				
	Q	Rugeley 4.0% at Q3					
	Q	Hednesford 5.4% at Q3					

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
<b>Increase access to employment opportunities</b>							
Employment Levels	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%				
Unemployment Levels (JSA)		Un-employment rate 0.7%	Aim to keep below West Midlands rate 1.5%				
<b>Create a positive environment in which businesses in the District can thrive</b>							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) – 58	60				
	A	SSLEP (hub and landline) 280	300				
<b>Commencement of the regeneration of Rugeley Power Station</b>							
Increase in supply of employment land				Measurement to commence 2022			
<b>Increase housing choice</b>							
Total number of net new dwellings completed.	A	625 net dwellings completed (2017/18)	Average of 241 dwellings per annum				
Number of additional units delivered (Council Housing)	Q		6	X	X		
Number of additional units (Affordable Housing)	Q		TBD				

## Projects

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

Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4	
Implement all associated Mill Green S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Evaluation of Partnership and Town Centre initiatives			X		
	Improvements to Cannock Railway Station	Work with partners to develop outline business case		X			
		Identify potential funding sources and submit bids for funding				X	
		Delivery/phasing plan agreed.					X

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

Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4	
Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Commence delivery of Retail Academy courses.	X				
	Work with partners to establish and promote a engineering skills academy	Funding confirmed – maximising bidding opportunities		X			
		Launch event			X		
		Entrants/recruits commencing training				X	

<b>Create strong and diverse town centres to attract additional customers and visitors</b>						
<b>Approach</b>	<b>Key Project</b>	<b>Milestone(s)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured</b>	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus adopted by Cabinet		X		
		Rugeley AAP review as part of the whole Local Plan review. September 2021	<b>September 2021</b>			
	Cannock Town Centre Future High Streets Fund	Expression of interest submitted	X			
		Develop full business case for funding (subject to our Expression of interest being shortlisted)			X	

<b>Increase access to employment opportunities</b>						
<b>Approach</b>	<b>Key Project</b>	<b>Milestone(s)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District</b>	Connecting Communities (formerly Employment Support Pilot) in Cannock North area. This tackles unemployment and low pay in local communities.	Project evaluation.	<b>2020</b>			
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs. In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	CCDC businesses benefit from advice and grants available from the LEPs.				X



Create a positive environment in which businesses in the District can thrive						
Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village	Produce a local Economic Prosperity Strategy	Draft strategic framework and send out for consultation with key stakeholders and local businesses	X			
		Sign off by Cabinet. Formal adoption of strategy			X	
		Commence delivery/priority actions.				X
Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents. <u>Note:-</u> A review of the Local Development Scheme (LDS) may be needed during 2019-20 which could adjust some of the target dates indicated.	Preferred Options consultation October 2019			X	
		Proposed Submission consultation July 2020	July 2020			
		Submission of plan to the Secretary of State December 2020	December 2020			
		Examination in Public March 2021	March 2021			
		Adoption September 2021	September 2021			

Commencement of the regeneration of Rugeley power Station						
Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	Work with the land owner and Lichfield DC to progress the regeneration of the site in line with the strategic uses set out in the approved Supplementary Planning Document.	Receive planning application	X			
		Completion of demolition work	2021			
		Land remediation	2021			

Increase housing choice						
Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
<b>The Council will invest £12.9m to provide additional affordable homes across the district</b>	Determination of sites: Property Services Team doing a trawl for sites and engaging with Land Agents.	Cabinet report to approve sites identified and funding package		X		
		Soft Market Testing/Formal tender process through Homes England DPP3 panel			X	
		Tender award			X	
		Cabinet report for scheme(s) approval				X
	Complete garage site and other Council Owned Land Development Schemes	Completion of existing Council House Development on Garage Sites		X		
<b>Rationalisation of Hawks Green Depot site for potential housing</b>	Implementation of Stock Rationalisation Plan - operating existing Services & Parks and Open Spaces from within a rationalised space	Architects Report received – recommendations to be determined	X			
		Site Clearance of Services in preparation for land remediation			X	
		Surrender 51% of the Site for housing development			X	
	Hawks Green Depot Review for potential housing development	Receive outcome of funding bid to WMCA & SSLEP	X			
		Cabinet report to approve funding package		X		
		Soft Market Testing/Formal tender process through Homes England DPP3 panel			X	
		Tender award			X	
		Cabinet report for Hawks Green scheme approval				X

**Improving Community Wellbeing PDP 2019/20 – Health and Culture and Sport**

**Performance Indicators**

<b>Opportunities for healthy and active lifestyles</b>							
<b>Performance Indicator</b>	<b>Frequency of reporting (Q or A)</b>	<b>Last years outturn</b>	<b>Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total number of people using all of our facilities	Q						
Take up for the inclusive cycling pilot scheme	Q						

Opportunities for healthy and active lifestyles						
Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Produce Playing Pitch and Indoor and Outdoor facilities strategy	Finalise Strategy and report to Cabinet	X			
	Develop the ATP at Rugeley Leisure centre to full size	Finalise plan and submit planning application		X		
		Submit funding bid subject to planning application decision and appropriate funding opportunities being available				
Work with out leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Undertake review	X	X		
		Prepare report on outcome of the study			X	X
	Commonwealth Games	Attend meetings of: (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group	X	X	X	X
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off (item carried forward from 2018-19 plan);	X			
		Using current research, best practice and local insight, identify key settings and potential areas of influence (carried forward from 2018-19 plan);		X		
		With Partners, and using the forthcoming LGA / PHE Whole Systems Approach Guide (due 2019), develop the Strategy				X

		Identify and implement pilot projects to test the strategy (soft launch)	<b>2020-21</b>
		Launch Strategy (to include and Engagement Event with partners, stakeholders)	<b>2021-22</b>
		Monitor and review implementation	<b>2021-23</b>

ITEM NO. 8.

**Improving Community Wellbeing PDP 2019/20 – Environment, Partnerships and Community Safety****Performance Indicators**

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities</b>							
Number of good news stories/ case studies	A		4				
Number of Community Protection Notice Warnings (CPNWs) issued	Q						
Number of Community Protection Notices (CPNs) issued	Q						
Number of Fixed Penalty Notices (FPNs) issued	Q						
Number of ASB complaints dealt with via the Community Safety Hub	Q	85					
Number of CCTV case reviews provided to Staffordshire Police	Q	340					
<b>Support vulnerable people</b>							
Increased number of referrals to the Community Safety Hub	A	189 Cases					
Increased number of safeguarding concerns cards referred to the Community Safety Hub	Q						
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding)	Q						
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding)	Q						
Number of tenancies sustained	Q		60				

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	N/A – new indicator	98%				
Number of new universal credit claimants within the period	Q						
Number of Discretionary Housing Payments awards	Q						
<b>Promoting attractive and healthy environments</b>							
Retain 6 Green Flags	A		6				
Number of fly tipping incidents	Q		N/A				



<b>Sustaining safe and secure communities</b>						
<b>Approach</b>	<b>Key Project</b>	<b>Milestone(s)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence</b>	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement; (Year 2)		X		
		Consult on revisions to taxi and private hire policy following completion of review in 2018-19			X	
		Monitor and review the implementation of revised policies, using shared local intelligence; (Year 3)	<b>2020-21</b>			
<b>We will ensure our town centres are safe and welcoming for all visitors</b>	We will review our Policy for commercial use of the Highway, in line with the recommendations of Cabinet	Review the current fee structure	X			
		Investigate whether the enforcement of highways obstructions covered by the policy could be delegated from the County Council to the District Council.	X			
		Examine the feasibility of expanding the application of the Policy to cover the whole District.		X		
<b>We will work with partners to deliver the Anti Social Behaviour Strategy</b>	Raise awareness of the ASB Strategy	Local Strategic Partnership – Agenda Item for discussion	X			
		Publish approved Strategy & article in core brief / social media platforms	X			
<b>We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children</b>	Launch “See Something Say Something Campaign”	Develop 12 month campaign calendar – based on local safeguarding themes and trends	X			
		Recruit Safeguarding Champions		X		
		Roll out of concern cards	X			
		In conjunction with HR collate Safeguarding Training Data			X	

Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
Upgrading CCTV technology	Award Contract to Specialist Provider	New CCTV Cameras installed and commissioned, fully operational	X			
	Procure a maintenance contract to maintain existing CCTV cameras across the District	Project Team set up to consider the recommendations from CCTV Audit Report	X			
		Project Plan Developed & Procurement of specialist provider		X		
		Award Contract to specialist provider				X

Promoting attractive and healthy environments						
Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Car Park improvement schemes	Permission to spend report to Cabinet for 2 <sup>nd</sup> year of Car Park Improvement Programme		X		
		Delivery of schemes			X	X
	Deliver priority s106 Projects	Appoint Project Manager	X			
		Actions to be determined for approved schemes		X		
	Deliver new cemetery for the District	Determine and secure professional services support (eg Project Manager, QS etc)	X			
		Prepare drawings and specifications for new cemetery		X		
		Tender, evaluate and appoint contractors				

**Corporate Priority Delivery Plan 2019-2020****Performance Indicators**

<b>Performance Indicator</b>	<b>Frequency of reporting (Q or A)</b>	<b>Last years outturn</b>	<b>Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Customer contact data – response to telephone calls	Q		94%				
Use of Online Forms	Q		475				
E – Payments Transactions – Payments made via the Council's website	Q		6,000 per quarter				
Payments made via the Council's automated telephone payment system	Q		5,750 per quarter				
Payments made by Direct Debit (Council Tax)	Q						

<b>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</b>							
<b>Approach</b>	<b>Key Project</b>	<b>Milestone(s)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
<b>Giving choice to our customers in how they access our services</b>	Review the Council's digital requirements with regard to customer services / interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system	Commission a review of the Council's digital requirements with regard to customer services / interactions	X				
		Review to be undertaken by consultant		X			
		Final report on outcome of the review			X		
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team					X
		Draft strategy for approval by Cabinet	<b>2020/21</b>				
	Procurement of a replacement for the CRM system	Identify requirements for new customer portal/ CRM system and agree with Leadership Team	<b>2020/21</b>				
		Commence Procurement	<b>2020/21</b>				

Making the best use of limited resources – managing our people, money and assets						
Approach	Key Project	Milestone(s)	Q1	Q2	Q3	Q4
Managing our people, money and assets	Development of an Asset Management Strategy	Recruit a Corporate Asset Manager	X			
		Review Condition Surveys for all Council assets and properties			X	
		Undertake Asset Review and prepare draft Strategy for adoption by Cabinet				X
	Develop workforce development strategy, incorporating gender pay requirement	Scoping exercise to determine the development needs of the workforce	X			
		Review of scoping exercise to determine how to address workforce need		X		
		Develop content of the strategy and consult stakeholders			X	
		Implement strategy including training as appropriate				X
	Delivery of the Environmental Services Review Outcomes	<i>The actions will be determined once the report on the Environmental Services Review has been to Cabinet</i>				
	Identifying potential savings options	Service review methodology to be determined and agreed with Leadership Team	X			
		Programme of Service Reviews to be determined		X		
		First phase of Service Reviews to be completed				X

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<b>Report of:</b>	<b>Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Debbie Harris</b>
<b>Telephone No:</b>	<b>01543 464490</b>
<b>Portfolio Leader:</b>	<b>Economic Development and Planning</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**REVIEW OF TOURISM PROVISION**

**1 Purpose of Report**

- 1.1 To review the current delivery arrangements for Tourism in the context of new investment taking place in the District.
- 1.2 To update members on the options for future Tourism service delivery and to seek endorsement for taking appropriate actions to secure any new arrangements as necessary.

**2 Recommendations**

- 2.1 That the Council continues their current membership with the Staffordshire Destination Management Partnership (DMP) for the financial year 2019/2020 to allow time for a full assessment of value for money and to conduct a further review of provision at the end of the financial year.
- 2.2 That Cabinet authorises officers to begin working with the West Midlands Growth Company (aligned to the West Midlands Combined Authority geography) on an ad-hoc basis to benefit from their up-coming projects. This includes authorising the purchase of tourism research reports when deemed necessary and with any costs being contained within approved budgets.
- 2.3 That the Council reviews the current approach to the in-house Tourism provision within the District and then develop a new approach to increase the provision and gain maximum benefit to the District ahead of the opening of the McArthurGlen Designer Outlet in Cannock.

**3 Key Issues and Reasons for Recommendation**Key Issues

- 3.1 The Tourism needs of the District have recently changed in light of developments e.g. the McArthurGlen Designer Outlet Cannock commencing construction. Maximising benefits from the development and its visitors is a key corporate priority for the Council.
- 3.2 Changes in key stakeholders within the District focussed around Tourism service delivery have evolved and new agencies such as the Local Enterprise Partnerships (LEP) and West Midlands Combined Authority (WMCA) have taken a more proactive role and focus on the visitor economy. New opportunities for Business support and funding are emerging, these opportunities need further investigation to better understand whether the new key stakeholders could attract further investment and benefit to the District.
- 3.3 Changes in resources within the Economic Development Team to reflect current corporate priorities and has consequently diminished the resources available in order to deliver a Tourism service across the District.
- 3.4 Discussions with neighbouring Southern Staffordshire Local Authorities have taken place but are expected to continue during 2019. A joint collaborative working arrangement is beneficial to the Council as it could; offer linked trips between Districts; would create a more enticing experience for visitors; offer economies of scale and offer better value for money than a piecemeal approach.
- 3.5 The nationwide LEP review may affect future relationships and geographical boundaries with current or potential Tourism providers. It was anticipated that the results of the review would be publically available in November 2018. However, the results are now expected in early 2019 (post Brexit).
- 3.6 Alignment with others partners will be of increasing importance to focus limited resources in a single geography and with potentially one entity.

Reason for Recommendations

- 3.7 Currently, the Staffordshire DMP membership is arguably not being fully utilised because of limited officer resource within the Economic Development Team to work proactively with the DMP. Officers have concerns regarding DMP membership and its ability to offer value for money at a time when resources are limited.
- 3.8 Additional time is needed for officers over a limited period (i.e. 2019/2020) to engage with the DMP to properly evaluate the service and benefits of membership.
- 3.9 The Economic Development and Planning Portfolio Leader is an active Board Member of the DMP but has expressed some concerns on the value of the DMP at a District level.



- 3.10 With the opening of the McArthurGlen Designer Outlet in Cannock during 2020, the Council needs to be in a position to take advantage of all new opportunities this investment will bring. In particular the development will introduce linked trips between the outlet and other attractions in the District (including Cannock Town Centre), maximising visitor spend will be crucial to the vibrancy of the town centre and beyond.
- 3.11 There has been no value for money assessment for a number of years (nearly 5) carried out on the Tourism provision from the DMP. Therefore, allowing time during 2019/2020 for officers to consider the benefit and value the DMP brings to Cannock Chase will ensure that the District will be in a stronger position for Tourism Provision in the months before the Designer Outlet opens.

## **4 Relationship to Corporate Priorities**

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

(i) Building prosperity for the area by:

- Creating a strong and diverse town centre to attract additional customers and visitors.
- Creating a positive environment in which businesses in the District can thrive.
- Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the whole District.

(ii) Promotes the Community by:

- Promoting attractive and healthy environments.

## **5 Report Detail**

### **Background**

#### **Previous reports**

- 5.1 There are no publically available records of reports, strategies or campaigns created by the Council in the Committee Cabinet Report records from 2007 onwards.
- 5.2 A report to the Staffordshire Local Government Association detailing proposals regarding creating the DMP was published in November 2004; the Council was involved in the creation process.

#### **Changes to Resources (Staff and Budgets)**

- 5.3 In the lead up to 2014, there were 1+1/2 Tourism officers (1 full time and 1 part time) within the Economic Development Team to cover Tourism delivery. The costs to employ these posts were circa £48,910 per annum (figures from 2014-

2015) and were financed via Economic Development and recharged to the Tourism budget.

- 5.4 Duties included; updating the Visit Cannock Chase website, producing the Visit leaflet, attending events including Cosford Air Show, creating a regular tourism network newsletter, reviewing and carrying out surveys/reports and maintaining a positive working relationship with tourism providers (e.g. hotel operators) within the District.
- 5.5 In addition to dedicated staff, a basic Tourism budget of circa £8,610 per annum was available with additional S106 funds (ranging from £5,500 to £10,000 per annum) to increase the budget.
- 5.6 The S106 funding pot was depleted in 2016-2017 with the budget reduced back to the standard £8,920 per annum.

### **Change in Tourism Provision, priorities and relationships**

- 5.7 As staff resources have been redeployed to other priorities, resourcing a bespoke Tourism service through the Council became unsustainable. In 2014, after consultation with Portfolio Leaders, staff resources were re-directed to delivery of more generic Economic Prosperity priorities. The loss of a key staff member and the emergence of new key stakeholders e.g. Local Enterprise Partnerships (LEPs) and West Midlands Combined Authority (WMCA) have followed.
- 5.8 More recently, there has been an expectation for the DMP to promote the District with minimal investment from the Council. However, without guidance and input from the Council, the DMP have been unable to keep up with previous levels of provision in the District.
- 5.9 Since the Council's priorities have shifted from Tourism to more generic Economic priorities, the Council have been unable to maintain a proactive relationship with Tourism Providers. Meaning, there is no longer a Tourism network/platform for businesses to communicate and raise issues/concerns within the Sector – District based.
- 5.10 With the McArthurGlen Cannock Designer Outlet to be opened in 2020, it could be argued that the Council should take a more prominent role in Tourism Provision in the District to ensure maximum benefit from visitors and if it is to achieve best value for money from the limited resources it has to invest .

### **LEP Review**

- 5.11 A nationwide Local Enterprise Partnership (LEP) review has recently taken place, reviewing the current areas to make a simpler, more functional approach. In the new structure, it is anticipated that there will be no local authorities sitting within overlapping LEPs.
- 5.12 The outcome may affect the relationship between the Council and Tourism Providers operating across the District, as they could be directly aligned with opposite LEPs whom we are members of. Whilst it may not directly stop the

Council working with any potential provider, it could impact whether the District is a good strategic fit with the LEP.

- 5.13 The LEP review has been delayed and a further direction and update is due imminently.

**Current Tourism Provision**

**Resources**

- 5.14 Currently within the Economic Development Team there are 5 full-time members of staff and 1 part-time (see Appendix 1).
- 5.15 1 full-time staff member is on a fixed term contract (ending 03/06/2020) funded via S106 funds (Town centre Partnership). The part-time post holder is on loan from the planning department (due to retire during 2019).
- 5.16 1 full-time member of staff has recently been increased from a part-time role (18.5 hours) to full time (37 hours) in January 2019; this was part of the current budget process.
- 5.17 In terms of financial resource, limited budget has been spent in 2018/2019 as it is intended to rollover remaining budget from the 2018/2019 allocation into 2019/2020. This is to create a larger marketing campaign budget and leaflet ready for the when the McArthurGlen Designer Cannock Outlet opens.
- 5.18 There is no staff resource at present focussed solely on delivery of a Tourism service for the Council. This should be reconsidered post 2019 in accordance with the full DMP assessment. Staff resources will need to be considered if the Council wishes to provide a full Tourism Service going forward into the future as current staffing levels and corporate priorities do not provide spare capacity to perform this function in Economic Development.

**Current Tourism Offer**

- 5.19 A brief overview of the Current Tourism Offer in the Cannock Chase District is detailed below.

<b>Visitor Centres</b>	<b>Green Spaces</b>	<b>Recreation</b>
<ul style="list-style-type: none"> <li>• Marquis Drive</li> <li>• Birches Valley</li> <li>• Museum of Cannock Chase</li> <li>• <i>Chasewater</i></li> <li>• <i>Wolsey Visitor Centre/ Staffordshire Wildlife Trust</i></li> </ul> <p><i>(not in District boundary)</i></p>	<ul style="list-style-type: none"> <li>• Hednesford Park</li> <li>• Hednesford Pavilion</li> <li>• Cannock Park</li> <li>• Mill Green Nature Reserve</li> <li>• Rugeley Park</li> <li>• Brereton Park</li> <li>• Cannock Chase</li> </ul>	<ul style="list-style-type: none"> <li>• Cinema</li> <li>• Ice-rink</li> <li>• Trampoline zone</li> <li>• Soft play</li> <li>• Skate parks</li> </ul>

<p><b>Retail</b></p> <ul style="list-style-type: none"> <li>• Town Centre</li> <li>• (Events)</li> <li>• New Designer outlet (Due to open in 2020)</li> <li>• Shopping Destination</li> <li>• Restaurants</li> </ul>	<p><b>Adventure</b></p> <ul style="list-style-type: none"> <li>• Go Ape</li> <li>• 4x4 Off Road Trails</li> <li>• Mountain Biking</li> <li>• Hednesford Raceway</li> </ul>	<p><b>Leisure</b></p> <ul style="list-style-type: none"> <li>• Leisure Centres</li> <li>• Prince of Wales Theatre</li> <li>• Forest Live</li> <li>• Rose Community Theatre (Rugeley)</li> </ul>
<p><b>Nature/The Chase</b></p> <ul style="list-style-type: none"> <li>• Walking Trips</li> <li>• Fishing</li> <li>• AONB</li> <li>• Commonwealth Games - 2022</li> </ul>	<p><b>Heritage</b></p> <ul style="list-style-type: none"> <li>• War History (German Cemetery)</li> <li>• Mining History</li> <li>• Tolkien Trail</li> </ul>	

- 5.20 It would be beneficial for the District as a whole to encourage visitors who come to the Designer Outlet to visit multiple other locations during their stay.
- 5.21 These ‘package’ trips would increase the length of time and amount of money visitors spend in the District. These linked trips could also increase the need of accommodation in the area as the number of nights visitors stay in the District may increase; currently we have limited bed space available at the present time.
- 5.22 The DMP is carrying out a review of the accommodation offer across all of Staffordshire to determine where the accommodation gaps are within the County.

**Present Delivery**

- 5.23 The Visit Cannock Chase Leaflet, last produced in 2017, is a promotional leaflet, updated twice per year (Easter and Christmas) and distributed to the 8 local visitors centres, accommodation owners, tourism attractions and a distribution centre (usually Take One Media).
- 5.24 Visitors centres made contributions of £500 per year towards the leaflet production, so the full cost was not incurred by the Council. The contributions from the Visitors Centres equated to a maximum of £3000 and minimum of £1750. The costs of leaflet production included; printing leaflets, the distribution company, DMP Distribution and totalled circa £3997.
- 5.25 A decision was taken in 2016 to reduce the number of publications from two to one per year and increase the number of print copies to cover the annual supply of leaflets (around 17,000). This decision was made to make it more affordable for both the Visitors Centres and the Council.
- 5.26 Although the costs were significantly lower than previous years, some Visitor Centres were unable to find their normal £500 contribution. To increase the level of contributions, organisations which were previously promoted for free were asked to pay the £500 contribution or be removed, and Accommodation providers were offered sponsorship opportunities. This helped keep the contribution levels to those comparable with previous years.

5.27 Whilst planning for the 2018 leaflet, it became very apparent that the majority of the Visitor Centres were unable to pay the reduced contribution due to budgetary restrictions. A decision was made in consultation with the Economic Development & Planning Portfolio Leader to not produce a printed leaflet for 2018, but to focus on digital marketing (Leaflet and Website) until closer to the Designer Outlet opening (anticipated in 2020). A new leaflet will be created and distributed near the time of the Designer Outlet's grand opening.

### **Website / material**

5.28 In 2015, a decision was taken to merge the existing Tourism website ([www.visitcannockchase.gov.uk](http://www.visitcannockchase.gov.uk)) with the Councils new corporate website ([www.cannockchasedc.gov.uk/visitors](http://www.cannockchasedc.gov.uk/visitors)) to make the site inclusive for all users/customers. Whilst this made the website easier to manage and update, it has restricted the creativity of the site.

5.29 The website content is old, image quality is poor and the information is out-dated. A full review of the content of the Tourism pages, along with a refresh of the images is required. Images are currently being commissioned corporately that should aid this process.

5.30 The Tourism offer for Cannock Chase currently has no identifiable District brand; evidenced by the limited website and materials. Creating a distinctive brand will make the Tourism offer more cohesive and inviting to new and returning visitors of the District.

5.31 Other Districts have established a strong brand for their Tourism offer and promotion, along with dedicated websites to promote their District. These local authorities fund and manage their Tourism service via a tourism budget managed in house. Good examples of Local Authority tourism websites include: <https://www.visitlichfield.co.uk/>, <http://www.visittamworth.co.uk/>.

### **Current relationships with Providers**

5.32 Relationships with Tourism providers (Accommodation providers/Attractions) within the District have diminished and the Council no longer has a proactive working relationship with the businesses in the sector. This is purely as a consequence to not having sufficient officer time available in the Economic Development Service to do the networking necessary to foster such positive relationships.

5.33 In 2017, Economic Development emailed the Tourism Database (around 50 businesses) with a survey to see whether there was any interest in establishing a Tourism Association, only 9 responded. Whilst all 9 answered that they are interested in the potential of a Tourism Association, the lack of responses shows that work needs to be done first to build the relationship back up before creating any official association.

### **Current offer with DMP (Destination Management Partnership)**

5.34 The DMP is an organisation within Staffordshire County Council that operates as a Tourism Partnership for the whole of the Staffordshire County. The DMP was

launched in April 2006, and the Council became a Board Member during the development of the Partnership.

5.35 Partnership Members include; Staffordshire County Council, Local Authorities, Large PLC attractions, Visitors Centres, smaller independent attractions, charities and accommodation providers. There are currently 404 advertisers for 2018; the number for 2019 is unknown as currently being sold.

5.36 The cost of the Annual membership for a Local Authority is £3000 per year (as per 2018); this is classified as an annual subscription (contribution). Advertising costs for businesses vary between £125-£200 plus VAT depending on the level of membership chosen.

5.37 The Council's current DMP membership fee for Local Authorities includes:

- Regular partnership meetings for board members to discuss process  
*(Portfolio Leader for Economic Development and Planning regularly attends these meetings)*
- ERDF Business Support programmes to support tourism businesses  
*(1 business in the District have taken up this service – ends June 2019)*
- Annual Economic Impact Assessments  
*(Annual reports provided October/November time at district level).*
- One off ERDF Funded reports such as accommodation studies and visitor perception surveys.  
*(ERDF funded reports mainly at County level, with District level buy-in options and district level where appropriate. Accommodation Survey to be completed by March 2019)*
- Digital marketing campaigns via social media  
*(On going digital campaigns)*
- Photography and videography available for use for all partners  
*(We have not taken advantage of this)*
- Website promoting districts and attractions  
*(The Cannock District has a shared page with South Staffordshire)*
- Regular blog posts  
*(Last blog post regarding Cannock was September 2018)*
- Social media promotion of attractions etc.  
*(Last posts related to Cannock: 21/01/19, 03/11/2018, 05/11/18, 08/10/18, 07/09/18, 19/07/18, and 17/07/18)*
- Support with events when required  
*(Received request from DMP in January 2018 if we wanted support for any events we arrange, further confirmation in April offering support. We have not taken advantage of this since 2017)*

- Hosts annual awards – good food and tourism awards  
(*Cannock District Business have not received awards – self referral*)
- Discounts from Local Authority Tourism Associations (if applicable)  
(*We do not have a Tourism Association to take advantage of this*)

### **Reason for review / update**

#### **No marketing/Tourism strategy**

- 5.38 There has been no record of Cannock Chase District Council marketing/tourism strategies since 2007, however there are records of marketing campaigns from Tourism partners including the DMP, Visit England and the AONB.

#### **Changes on the horizon**

- 5.39 The opening of the McArthurGlen Designer Outlet Cannock in circa Spring 2020 will be a major milestone for the District.
- 5.40 It is expected to attract over 3.5 million visitors to the District each year. To ensure maximum benefit, it is important to promote the Outlet as only one attraction the District has to offer (part of a package) and to encourage visitors to explore the other locations by promoting linked trips between destinations and the Outlet.
- 5.41 The current level of tourism provision the Council provides is not sufficient to ensure that the District gets the most from the opening of the Designer Outlet. A new way of working including creating a good working relationship between the Council, Outlet and other attractions within the District is required to reach the full economic benefit and potential of the Outlet.

#### **Southern Staffordshire Local Authority perception / effect on relationships**

- 5.42 Whilst it is important to market Cannock Chase as a single District, it is very important to work together with the other local Southern Staffordshire Districts (Tamworth, Lichfield and East Staffs) given the costs of providing a good Tourism Service. Separately all Districts can provide a good offer, however when working and promoting together the Districts offer a much larger pull/attraction and give economies of scale to any delivery/initiative.
- 5.43 There have been group discussions regarding the future provision of tourism within the Southern Staffordshire Districts, however, further meetings are required to discuss how best the combined authorities can work together. Officers in Tamworth Borough Council are in the process of arranging meetings for 2019. It is expected that the LEP review will influence the future direction of this work.

#### **Introduction of future delivery options**

- 5.44 The DMP has been the preferred option available (since 2006) to the Council for delivery of its tourism service.

5.45 However, a recent introduction to the West Midlands Growth Company (a private organisation that works within the West Midlands Combined Authority (WMCA)) has offered alternative options to the current arrangements.

New options for the Council to explore have emerged, including:

1. Continue current status with the DMP;
2. Terminate DMP Membership and work with the Growth Company;
3. Create a hybrid option, by continuing with DMP Membership and work with Growth Company together;
4. Terminate DMP Membership and work in house.

#### **West Midlands Growth Company offer**

5.46 After discussions with The West Midlands Growth Company, they are able to offer:

- Ad-hoc support as and when quoted and required (chargeable);
- New regional tourism website using similar template as DMP (£17,250 + hosting + charges to build, manage and develop content);
- Access to Tourism Marketing Manager at £1,810 for 5 days of advice;
- Development of a regional tourism strategy – potential to bring a tourism forum within this;
- Work with larger organisations including Visit Britain and Visit England to ensure linkages with national campaigns;
- Funded workshops available to businesses for travel trade;
- Partnerships and collaboration on projects relevant to the District (e.g. Commonwealth Games 2022);
- Network of tourism contacts however no regular platform;
- Ability to develop a bespoke programme around our needs and budget;
- Ability to provide a range of research and surveys ranging in price from £500-10,000;
- E.g. Quarterly Tourism report - £800 pa, Perception report £10,000.

5.47 A standard set of terms and conditions/contract are issued to the customer when a report is purchased or when commitment is made to working with the Growth Company. The Growth Company are unable to offer this contract to the Council until we intend on purchasing their services.



### **Analysis of options**

- 5.48 An analysis of the four options has been created to consider the positives and negatives of each option, including notes regarding their social media following and associated costs, which may have significant impacts of the level of service provided. (Appendix 2).

### **Proposed new arrangements**

- 5.49 After the reviewing the options available, it is recommended that the Council continue with the DMP membership for 2019/2020 with a further review in March 2020 to determine whether the membership should continue.

- 5.50 This decision will allow the Council to:

- Gain a better working relationship with DMP and work with them to consider what the Council's needs are.
- Wait for the decision and implementation of the LEP review, allowing us to take time to consider how the changes will affect the opportunities available.
- Take advantage of the larger social media presence the DMP have to build better relationships with the businesses in the Tourism Sector in both the District and County.
- Take advantage of the accommodation survey due to be completed in March 2019 from the DMP.
- Allow time for further discussions with Southern Staffordshire Districts to ensure collaborative working is continued.
- Use DMP contacts to maximise promotion of Designer outlet opening in 2020 and to create linked trips with other attractions in and out of the district (including the main attractions of the County).

- 5.51 It is also recommended that the Council takes advantage of the West Midlands Growth Company reports where possible (budget allowing) to gain better insights to the Tourism market and to be a part of their upcoming projects, including the Commonwealth Games 2022 Project and Waterways Project (if fitting).

- 5.52 It would also be beneficial for the Council to:

- Rollover underspends of Tourism budget from 2018/2019 to 2019/2020 to maximise the marketing campaign during the upcoming months of the Designer Outlet opening;
- Review and update 'Visitor pages' on the Council's Website;
- Create an online interactive 'Visit Cannock Chase Leaflet' (with a printed leaflet to follow on the run up to the Designer Outlet opening);

- Have discussions with other local Tourism Groups (e.g. AONB etc.) as to what marketing they feel is required in the District;
- Have discussions with the Marketing Team at Cheshire Oaks McArthurGlen to see what marketing worked best for them and how they dealt with the opening of their Outlet;
- Have discussions with other local authorities with Designer Outlets in their District to discuss their marketing/tourism plans prior to Outlet opening;
- Review current allocation within the Tourism Activities to ensure most efficient use of limited Council resources.

## **6 Implications**

### **6.1 Financial**

There are no financial implications relating to this report.

However, to note, it is intended that current underspend from 2018/2019 budgets are rolled over to create a larger budget for Tourism provision in 2019/2020.

### **6.2 Legal**

After the next review, if the decision is made to terminate membership with the DMP, then a letter from the Local Authority is required with a 21 day notice period.

A Standard contract is provided by the Growth Company once a report is ordered/purchased; however they are unable to provide this until we purchase their services/work.

### **6.3 Human Resources**

Whilst there are no immediate Human Resources implications arising from this report, it is recommended that more resource within Economic Development is used to increase the level of Tourism Provision in the District.

### **6.4 Section 17 (Crime Prevention)**

There are no Crime Prevention implications arising from this report.

### **6.5 Human Rights Act**

There are no Human Rights Act implications arising from this report.

### **6.6 Data Protection**

Regardless of the choice made regarding the options available, the Council must ensure that all General Data Protection Regulations are met, including a full and short Fair Processing Notice.

The Council must also be mindful that any transfer of data must be covered by a data transfer log.

## 6.7 Risk Management

**Limited staff resources within the Economic Development Team** –it is recommended that time and resource is allocated to ensure sufficient Tourism Provision within the District and to ensure that the current status quo is not returned to.

**Limited budget resources within the Economic Development Team** – Whilst there is currently no ability to increase the budgets within the Economic Development Team, there is a significant underspend in the Tourism Budgets for 2018/2019 which could be rolled over to increase the budget for 2019/2020, allowing for more resources to be used in the upcoming year to the Designer Outlet opening.

**LEP Review** – Results from the nationwide LEP Review could affect the relationships with the providers and stop the Council from working with them. By reviewing the current status in 12 months time will allow time for the LEP review results to be issued and actions created from the results to be organised.

**Value for Money not obtained using DMP/Growth Company** – By allowing for 12 months of working with current providers (DMP), the Council can assess whether the DMP can offer good value for money, and whether working more closely with the DMP will improve level of provision within the District. If by 2020, it is agreed that the DMP does not fit within the needs of the District then the Council is able to terminate the membership with 21 days written notice.

## 6.8 Equality & Diversity

Regardless of the choice made regarding the options available, the Council must be mindful of ensuring that any information or documentation produce is available in a range of formats.

Examples of additional formats include but are not limited to: Large print, additional languages or braille.

Whilst these are not produced immediately allowances need to made for these additional resources when requested.

## 6.9 Best Value

Option 3 currently represents the best value as the Council will have the ability to pick and choose additional resources when needed whilst maintaining current provisions.

To gain the best value of current provision, it is recommended that the Council gain a better working relationship with the DMP and take advantage of all their resources available.

**7 Appendices to the Report**

Appendix 1: Economic Development Service – Structure Chart

Appendix 2: Analysis of Options Available

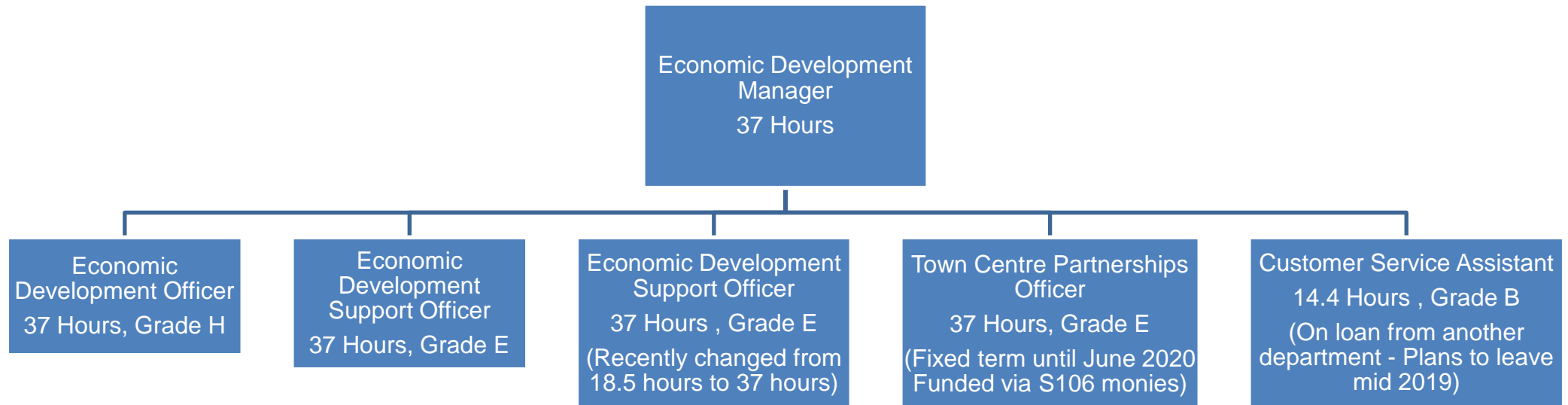
**Previous Consideration**

None.

**Background Papers**

None.

Economic Development Service – Structure Chart



ITEM NO. 9.

**Appendix 2**

Analysis of Options Available

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>	<b>NOTES</b>
<b>Continue current status with the DMP</b>	<ul style="list-style-type: none"> <li>• Based in and only promotes Staffordshire</li> <li>• Already a member (familiar)</li> <li>• Much lower cost than alternatives</li> <li>• Links with other Local Authorities and Attractions as they are members too</li> </ul>	<ul style="list-style-type: none"> <li>• Can be slow to respond at times</li> <li>• Mainly focuses on Stoke on Trent (unintentionally)</li> <li>• Reports offered are mainly Staffordshire based and not District without additional buy in</li> <li>• Level of benefit from support is not high (see 5.9 on report)</li> </ul>	<ul style="list-style-type: none"> <li>• The Designer Outlet will make the District a more attractive offer, thus improving ability to promote District</li> <li>• Ability to access funding via ERDF including support for events</li> <li>• Ability to use DMP as a platform to create linked trips with other attractions (including large attractions like Alton Towers &amp; Drayton Manor).</li> <li>• As membership is a contribution – can cost be reduced and still keep benefits?</li> </ul>	<ul style="list-style-type: none"> <li>• LEP Review Outcomes – How will it affect the relationships between the Council and DMP?</li> <li>• Once the Council finds what Tourism Provision is required, the DMP may not be able to offer what is needed</li> <li>• Provision may not change from current status</li> <li>• Other Districts are more marketable, and the Council may miss opportunities as other Districts currently offer more tourism attractions and are easier to market</li> </ul>	<p>Social Media following of DMP:</p> <ul style="list-style-type: none"> <li>• Twitter: 14,300</li> <li>• Facebook: 10,000</li> <li>• Instagram: 4,000</li> <li>• YouTube: 131</li> </ul> <p>Annual Membership Cost: £3,000</p>

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>	<b>NOTES</b>
<p><b>Terminate DMP Membership and work with the Growth Company</b></p>	<ul style="list-style-type: none"> <li>• Has large Blue Chip partners such as: Selfridges, NEC, Airports and large hotel companies</li> <li>• We can pick and choose the information and resources we want</li> <li>• Wide range of reports available</li> <li>• Potentially access EU projects</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive in comparison to DMP</li> <li>• Not a membership with regular benefits</li> <li>• No platform to network and collaborate with Local Authorities</li> <li>• Focus on international travel and Birmingham area only not other areas – restrictive</li> </ul>	<ul style="list-style-type: none"> <li>• Large focus on international travel – linkages with airport which would be good for Designer Outlet if budget allows</li> <li>• The Designer Outlet will make the District a more attractive offer</li> <li>• Can create linked trip opportunities across the UK to attract a wider range of visitors</li> <li>• Their focus on Commonwealth Games in 2022, could potentially work into opening of Designer Outlet</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Alcott (Portfolio Leader of Economic Development and Tourism) is an active Director within the Growth Company – conflict of interest?</li> <li>• LEP Review Outcomes – How will it affect the relationships between us and Growth Company?</li> <li>• Involvement in large scale projects dependant on relevance to regional tourism framework – if not relevant, not invited to work with</li> <li>• Budget constraints may cause issue in getting benefit of larger projects and reports</li> </ul>	<p>Social Media Following of Growth Company:</p> <ul style="list-style-type: none"> <li>• Twitter: 1,000</li> <li>• Facebook: n/a</li> <li>• Instagram: n/a</li> <li>• YouTube: 10</li> </ul> <p>Report cost ranges from £500 for accommodation audit to £10,000 visitor survey.</p>



	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	NOTES
<p><b>Create a hybrid option, by continuing with DMP Membership and work with Growth Company together</b></p>	<ul style="list-style-type: none"> <li>• Gets the best of both companies</li> <li>• Market locally/nationally (DMP) and internationally (Growth Company)</li> <li>• Benefits from both SSLEP and GBSLEP and their pots of funding</li> <li>• Companies use different data models, (DMP - Cambridge and Growth Company - STEAM)</li> </ul>	<ul style="list-style-type: none"> <li>• Would be an expensive option as paying for two services</li> <li>• Duplication may occur as both companies offer similar services</li> <li>• Potentially lot of work managing two services</li> </ul>	<ul style="list-style-type: none"> <li>• The Designer Outlet will make the District a more attractive offer</li> <li>• As DMP membership is a contribution – can we reduce and keep benefits?</li> <li>• Commonwealth Games in 2022 will be large projects for both – could work into opening of Designer Outlet</li> <li>• Companies have different main priorities and would have access and involvement in both</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Alcott (Portfolio Leader of Economic Development and Tourism) is an active Director within the Growth Company – conflict of interest?</li> <li>• LEP Review Outcomes – How will it affect the relationships between us and Growth Company?/DMP</li> <li>• Two direct competitors – how will they work together?</li> <li>• Budget constraints may cause issue</li> </ul>	<p>Annual DMP Membership Cost: £3,000</p> <p>WMGC - Report ranges from £500 for accommodation audit to £10,000 visitor survey.</p> <p>To gain full benefit, the budget per year may need to be increased.</p>

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	NOTES
<p><b>Terminate DMP Membership and work in house</b></p>	<ul style="list-style-type: none"> <li>• Focus on the district needs and priorities rather than County's/LEPs.</li> <li>• Build relationships with Tourism businesses back up on our terms</li> <li>• Only pay for what we truly need</li> <li>• Not reliant on other providers</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of experience/expertise in team</li> <li>• More resources required within team as time consuming</li> <li>• Could be expensive if consultants are required</li> <li>• No working with other authorities or partners – less collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• We can make it what we want/need</li> <li>• Could work more closely with McArthurGlen than other companies</li> <li>• Potential to use saved funds to get further resources</li> <li>• Ability to use TCP + Officer to link to Mill Green Connection</li> </ul>	<ul style="list-style-type: none"> <li>• Time resource – Other commitments and workloads may take over</li> <li>• May not work if we don't have a dedicated Tourism Platform to use</li> <li>• Budget constraints may cause issues with additional resources</li> <li>• No group power or offer as alone</li> </ul>	<p>May need increase of resource from current budget to get maximum benefit.</p>

<b>Report of:</b>	<b>Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Angela Grove</b>
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<b>Portfolio Leaders:</b>	<b>Town Centre Regeneration / Economic Development &amp; Planning / Culture and Sport</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET****14 MARCH 2019****APPROVAL TO SPEND SECTION 106 MONIES: IMPROVEMENTS TO TOWPATH SURFACE AND ACCESS ON TRENT AND MERSEY CANAL AND RAVENHILL PARK IN BRERETON****1 Purpose of Report**

- 1.1 To seek Cabinet approval for expenditure of Section 106 (S106) funding held by the Council for the purpose of improvements to the surface and access to the Trent and Mersey Canal towpath as a contribution to a larger scheme of towpath works planned by the Canal and River Trust (CRT) and improvements in Ravenhill Park in Brereton.

**2 Recommendations**

- 2.1 That Cabinet agree to allocate S106 monies into the Council's budget to facilitate implementing improvements to the towpath surface and access to the Trent and Mersey Canal in Brereton.
- 2.2 That Cabinet authorise expenditure of the S106 monies held by the Council via implementation by the CRT to carry out towpath and access improvements as generally described in this report.
- 2.3 That authority to enter into any legal agreements between Cannock Chase Council (CCDC) and the CRT required to facilitate the funding and delivery of the proposed work be delegated to the Head of Economic Prosperity in consultation with Portfolio Holders.
- 2.4 That Cabinet agree to allocate and authorise to spend the balance of the sum £8,366 in Ravenhill Park.

### 3 Key Issues and Reasons for Recommendation

#### Key Issues

- 3.1 Two planning applications for residential development adjoining the Trent and Mersey Canal in Brereton attracted S106 public open space planning obligations towards towpath and access improvements to the Canal near each site and towards improvements to the existing open space in Ravenhill Park. These sums, currently held by the Council, amount to a total of £19,816.90, comprising £13,766 towards the towpath and access improvements and £8,366 towards Ravenhill Park. Both residential sites have now been developed and the dwellings are occupied.
- 3.2 Recent discussions with CRT in connection with a scheme in Rugeley relating to expenditure of the Tesco S106 monies on public realm improvements (which was authorised by Cabinet on 12<sup>th</sup> July 2018) revealed the CRT intention to implement a scheme of towpath surface and access enhancements in Brereton and it is considered beneficial to all parties if the Council's S106 funds could be contributed to the CRT for use in conjunction with their own project, thus achieving a more comprehensive result for local residents, in particular the new residents of the contributing sites.
- 3.3 Canal towpath and access improvements form a continuing aspiration of this Council through their contribution to encouraging walking and cycling around the District and in particular sustainable links with Rugeley town centre, with potential health, social and economic benefits as well as the opportunity to encourage interest in the canal- related heritage of the District and to work in partnership with the CRT.
- 3.4 The District Council own Ravenhill Park and the Parish Council have raised the issue of unauthorised parking along the main drive. Existing timber bollards have reached the end of their life so the District Council proposes bollard replacement to address the issue.

#### Reasons for Recommendations

- 3.5 The Council currently holds S106 monies within its accounts which, once received, need to be spent on the required purposes. The Trent and Mersey Canal is under the control of the CRT, a charity which exists to maintain and develop the inland waterway network to fulfil its economic, social and environmental potential. Expenditure of funds acquired to benefit new residents on the development sites (as well as existing residents in the surrounding area) by improving pedestrian linkages along the Canal would in any case require liaison with CRT, and by contributing to their own scheme would maximise potential benefits.
- 3.6 The adopted Rugeley Town Centre Area Action Plan 2014 seeks to raise the profile of the Trent and Mersey Canal corridor. In addition, the Trent and Mersey Canal is a Conservation Area throughout Staffordshire and Members may recall seeing a new Conservation Area Appraisal and Management Plan SPD at their meeting on 7<sup>th</sup> February 2019 seeking adoption as Council planning policy. One

of the recommendations of these documents is to work with the CRT to pursue public realm improvements along the Canal, including towpath enhancements. Opportunities for improved cycle and pedestrian linkages between the canal and its surroundings, particularly Rugeley town centre and enhanced access to the towpath at key locations are also noted to be pursued. In addition the documents highlight that new development on the former Power Station site c.300m north of the Canal will benefit from a network of pedestrian and cycle links, including to the Canal, connecting development with the surrounding area and providing future residents and employees with an attractive route to shopping and leisure facilities in Rugeley town centre. The proposed expenditure therefore fully accords with planning policy.

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

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

- Promoting Prosperity - contributing to creating a positive environment in which businesses in the district can thrive; and creating strong and diverse town centres to attract additional customers and visitors.
- Community Wellbeing - contributing to opportunities for healthy and active lifestyles; sustaining safe and secure communities and promoting attractive and healthy environments.

#### **5 Report Detail**

5.1 The two residential development sites from which the S106 funds subject of this report were generated are as follows: (a) Section 106 dated 8 April 2008,( Q248)relating to the former Lea Hall Garage (Bradbury and Brown) site on Armitage Road, Brereton adjacent to the Canal (now known as 103-119 Armitage Road and 1-8 Woodbury Walk) approved under planning application CH/07/0509, which generated a contribution of £16,733 'towards pedestrian access improvements to the Trent and Mersey Canal in the vicinity of the land and towards improvements to the existing public open space in Ravenhill Park'; it is proposed to split this sum 50-50 allowing £8,366 for the Canal towpath work and the same amount for Ravenhill Park; and (b) Section 106 Unilateral Undertaking dated 21 December 2015( Q256) relating to a site at Wheelhouse Road/Armitage Road at the southern end of the Towers Business Park adjacent to the Canal (now known as 1-15 Great Meadow Lane, 1-3 Middle Bannisters Road and 2-10 Lower Croft) approved under planning application CH/14/0399 which generated a contribution of £5,400 'towards surface and access improvements to the towpath on the Trent and Mersey Canal adjoining the land'. The total sum available to allocate to CRT is therefore £13,766 and the total sum available to allocate to Ravenhill Park is £8,366.

5.2 The surface of the towpath varies greatly through the District with the central section close to the town centre finished in a 'Breedon gravel' type self binding surface, which is well used and attractive to pedestrians and cyclists. To the north and south the path has a more natural finish, which is inclined to be muddy. The condition of the south section in particular was mentioned in the

recent public consultation on the Conservation Area documents by Brereton and Ravenhill Parish Council as impeding use by disabled and less able people and by parents with pushchairs. In places the Canal bank has collapsed and would benefit from strengthening to help support the towpath running alongside. The towpath is accessible to the public from various points along its length beside the road bridges and in some places the access points would also benefit from improvements to surfacing and gradient.

- 5.3 The Council is obligated by the terms of the S106 Agreements to use to monies for the purpose stated. The opportunity to contribute the total sum of £13,766 to the CRT to use in conjunction with a scheme of their own will maximise the effect of the expenditure in the appropriate location and provide the most efficient means of administering all available funds in a comprehensive and complementary way. The wider CRT project proposes the investment of c.£200,000 on the canal corridor in Brereton from March 2019 onwards on a scheme of towpath surfacing/resurfacing and associated bank repair.
- 5.4 The expenditure will help secure aspirations of Council planning and building conservation policy as well as contributing to enhancement of the District by improving access along the very attractive Canal corridor for all users, this supporting the Council's Corporate Priorities.
- 5.5 The District Council own Ravenhill Park and the Parish Council have raised the issue of unauthorised parking along the main drive despite the District Council painting double yellow lines and installing bollards. These measures have been successful but the bollards used at the time of installation in 2001 were wooden and as a result have now rotted. Elected Members have recently raised the issue of the bollards being pulled out to allow unauthorised parking in the Park. The Parish Council also have a need for a dray wagon to access the side of their building to deliver supplies. The introduction of a licenced bar in the Community Centre was a later addition and as such the side of the building where access is gained can also allow vehicles to enter the Park. It is proposed to use this funding to purchase and replace these bollards down the main drive.

## **6 Implications**

### **6.1 Financial**

The Council has received two separate S106 contributions for the purpose of improvements to the Trent and Mersey Canal/Ravenhill Park which are held in the Council's reserves. There is no payback provision on either amount. The report now requests the inclusion of £13,766 into the Council's budgets for the purpose of contributing to a larger scheme delivered by the CRT. The amount requested is below the de minimis limit for Capital schemes of £20,000 and so will be treated as Revenue expenditure. Similarly in respect of Ravenhill Park the funding of £8,366 would be allocated to the relevant parks revenue code.

### **6.2 Legal**

The Council is obligated by the terms of the S106 Obligations to use the funding identified above to carry out the works as stated and by contributing to

the CRT towpath improvement scheme and funding improvements to Ravenhill Park would be complying with its obligations. A legal agreement between the Council and CRT will be required to facilitate funding and ensure delivery of the towpath works.

### **6.3 Human Resources**

Any implications will be met from existing staff resources including the anticipated S106 Officer post.

### **6.4 Section 17 (Crime Prevention)**

No Crime Prevention implications.

### **6.5 Human Rights Act**

No Human Rights Act implications.

### **6.6 Data Protection**

The Council's Fair Processing Notice sets out how key data is used in compliance with the General Data Protection Regulation (GDPR) however no personal data is collected in connection with these projects.

### **6.7 Risk Management**

No Risk Management implications.

### **6.8 Equality & Diversity**

The proposed towpath/ access improvements will help to enhance sustainable access opportunities between Rugeley Town Centre, the Trent and Mersey Canal, the Towers Business Park and surrounding residential areas, and potentially the future Power Station development site to the benefit of the whole community. The proposed bollard replacement in Ravenhill Park will help to enhance sustainable access opportunities within the Park.

### **6.9 Best Value**

A contribution of the S106 monies to the proposed CRT towpath improvement scheme is considered most likely to give best value for money.

## **7 Appendix to the Report**

None

## **Previous Consideration**

None

**Background Papers –**

- Rugeley Town Centre Area Action Plan 2014;
- Draft Trent and Mersey Canal Conservation Area Appraisal and Management Plan SPD 2018;
- Planning Obligation by agreement pursuant to Section 106 of the Town & Country Planning Act 1990 (as amended) between Cannock Chase District Council and Janet Smith and Robert Brown and Walton Homes Ltd dated 08/04/2008;
- Unilateral Undertaking pursuant to Section 106 of the Town & Country Planning Act 1990 (as amended) Spring Rugeley Ltd (acting by its LPA Receiver) and HSBC Bank plc dated 21/12/2015.



<b>Report of:</b>	<b>Head of Economic Prosperity</b>
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<b>Portfolio Leader:</b>	<b>Economic Development &amp; Planning</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**APPROVAL TO SPEND S106 MONIES: HATHERTON CANAL**

**1 Purpose of Report**

- 1.1 To seek Cabinet approval to spend a S106 contribution towards the restoration of the Lichfield and Hatherton Canal.

**2 Recommendation(s)**

- 2.1 That Cabinet agree to transfer the uncommitted S106 funds to the Revenue budget, to allow the £10,000 to be transferred to the Lichfield and Hatherton Canals Restoration Trust (LHCRT), to allow them to commission a water supply study on the proposed restoration of the Hatherton Canal.
- 2.2 That the Head of Economic Prosperity be authorised to negotiate and enter into any agreement with the LHCRT, in consultation with the Economic Development and Planning Portfolio Leader.

**3 Key Issues and Reasons for Recommendations**

Key Issues

- 3.1 The Council has supported the principle of restoration of the Hatherton Canal, as promoted by the Lichfield and Hatherton Canals Restoration Trust (LHCRT), over many years.
- 3.2 This Council originally safeguarded a route in the Local Plan for the proposed restoration of the Hatherton Canal, including a new alignment, in 1997 and since this time have continued to support the Trust's long term plans, through the Development Plan process, in partnership with adjoining authorities including, South Staffordshire District, Walsall MBC and Lichfield District.

- 3.3 From discussions with these partners and other key stakeholders, including Natural England and the Environment Agency, it became apparent that water supply for a restored canal was a key outstanding issue. The unspent S106 funds, will therefore allow the Trust to commission a water supply study that will allow this matter to be investigated.

#### Reasons for Recommendations

- 3.4 To allow the S106 contribution to be used for its intended purpose, to facilitate the restoration of the Hatherton Canal.

## **4 Relationship to Corporate Priorities**

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

- (i) This report will contribute specifically to 'Promoting Prosperity' – contributing to creating a positive environment in which tourism and economic regeneration are promoted, through the development of tourism and economic development related to the restoration of the Hatherton Canal, which together with the proposed Lichfield Canal restoration, would create a new circular canal route to the north of the conurbation.
- (ii) 'Community Wellbeing,' – contributing to opportunities for healthy and active lifestyles; sustaining safe and secure communities and promoting attractive and healthy environments.

## **5 Report Detail**

- 5.1 The S106 funds, dates back to 29 February 2008. The £10,000 contribution is "towards the restoration and reinstatement of the Lichfield and Hatherton Canal,"
- 5.2 A series of meetings took place with key stakeholders involved in restoration of the Hatherton Canal from 2007 onwards, including this Council, South Staffordshire District Council, the Environment Agency, Natural England, British Waterways (now the Canal and River Trust), Walsall Council, Lichfield District Council, Staffordshire County Council and the LHCRT.
- 5.3 From these meetings, two key issues emerged from Natural England and the Environment Agency, relating to water supply and restricting access to the Cannock Extension Canal, which is a Special Area of Conservation (SAC), European ecological status. The latter is for future resolution.
- 5.4 The canal as originally built, abstracted its water supply from Chasewater. However, on ecological grounds, this is no longer an option. From recent discussions with the LHCRT, it has been suggested that they resolve the outstanding issues of water supply for a restored Hatherton Canal. Not only would this assist the Trust in establishing the technical feasibility of restoring the canal, it would also assist the Council, in safeguarding a protected route in the emerging Cannock Chase Local Plan review, should this issue emerge at the future Examination. The Trust has already had to commission a similar study for the Lichfield Canal.

- 5.5 On receipt of the S106 funding, the LHCRT will need to undertake a formal Hatherton Canal Water Supply Study.
- 5.6 The objective of the work is to quantify the potential Water Supply Demand (WSD) and identify the Water Supply Sources (WSS) to enable the restored Hatherton Canal to be used for navigation. The following needs to be addressed for the WSD: 1. the water volume required to fill the canal upon completion and at different phases of the restoration; 2. water losses due to evaporation, leakage through canal base and lock gates; 3. water required to operate the canal (lockage water); 4. changes in WSD due to climate change scenarios, deterioration of infrastructure and changes in canal traffic. The subjectivity of assumptions and the subsequent impacts of these scenarios will be addressed through sensitivity analysis;
- 5.7 Once the WSD has been determined, a WSS assessment will be required in order to determine the location and potential of the sources of water needed to fill and operate the canal. On transfer of the funding the LHCRT will assume responsibility for procuring and managing consultants, which will be dealt with through a separate legal Agreement between the Council and the Trust. Key partners will need to receive and endorse the final report.

## **6 Implications**

### **6.1 Financial**

The S106 receipt referred to in the body of the report is held within the Council's Revenue reserves and available for allocation as requested.

### **6.2 Legal**

The sum of £10,000 was paid to the Council under the terms of a Section 106 Agreement dated 29 February 2008 which provides that the sum is to be used as a "contribution towards the restoration and reinstatement of the Lichfield and Hatherton Canal". In using the money for the purpose set out in the report the Council will be complying with the terms of the Section 106 Agreement.

### **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**

Expenditure will be dependent on the LHCRT commissioning a Water Supply Study, with a third party.

**6.8 Equality & Diversity**

None.

**6.9 Best Value**

None.

**7 Appendices to the Report**

None.

**Previous Consideration**

None

**Background Papers**

None.

<b>Report of:</b>	<b>Head of Environment and Healthy Lifestyles</b>
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<b>Portfolio Leader:</b>	<b>Environment</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**URBAN FORESTRY STRATEGY 2019-2024**

**1 Purpose of Report**

- 1.1 This report presents the revised Urban Forestry Strategy 2019-2024 for approval and adoption.

**2 Recommendation(s)**

- 2.1 That Cabinet approves the revised Urban Forestry Strategy 2019-2024 for adoption.

**3 Key Issues and Reasons for Recommendations**

- 3.1 The Council has a legal responsibility for the management of all trees on council owned land.
- 3.2 Cannock Chase Council is committed to high quality and proactive management of its tree stock. The Urban Forestry Strategy 2019-2024 which replaces the previously adopted Urban Forestry Strategy 2013-2018 is fundamental to the effective working of the arboricultural services. It provides the framework which details the council's approach to the management and enhancement of its tree stock.
- 3.3 The Council, under Local Agenda 21, is required to demonstrate that climate change is being addressed at a local level. This involves amongst other things the adoption of a tree strategy to demonstrate how the Local Authority is tackling climate change through the maintenance and management of trees.
- 3.4 This Strategy also incorporates the principles of the Natural Capital Planning Tool (NCPT) which identifies that ecosystems and natural capital should be managed in a holistic way.

## 4 Relationship to Corporate Priorities

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

- (i) **Improving Community Wellbeing** aims to tackle the long-term illness and obesity issues that we face as a Council. Ensuring quality public open spaces with healthy trees will act to address the view that the undisputed benefits of trees in the environment have on the physical and mental well being of our residents.
- (ii) **Promoting Prosperity** is interlinked with Community Wellbeing by having a safe and attractive environment promotes inward investment and attracts developers. The management and maintenance of trees provides several ecological benefits including reduced flooding/temperatures increases and air borne pollutants as well as directly employing staff to undertake the works required.

## 5 Report Detail

5.1 On a national level the Government recognises the value of trees and the need to plan for a sustainable future, particularly in urban areas. It encourages local authorities to produce long term plans for the care of their trees. Cannock Chase Council has a legal responsibility for the management of all trees on council owned land.

5.2 This Council is committed to the high quality and proactive management of its tree stock. The Urban Forestry Strategy spans 2019 – 2024 and details the council's approach on tree management and maintenance across the district as well as developing tree planting programmes and ensuring tree protection.

5.3 Trees provide a range of environmental, economic and social benefits. On a practical level trees help to mitigate and adapt to climate change and improve air quality. Generally they have a positive impact on those living and working in urban areas.

5.4 This Urban Forestry Strategy is aimed at providing the framework which details the council's approach to the management and enhancement of its tree stock. It outlines the mechanism by which the council will achieve its vision:

***“To maintain, improve and expand the quality of the existing tree and woodland cover in a sustainable way”***

5.5 The Strategy has 12 policies and an Action Plan which sets out how the council will support the following commitments:

- Maintain the managed tree stock on council land, housing estates and woodlands on a proactive cyclical maintenance regime to ensure that trees are in a safe and healthy condition.
- Limit the removal of trees and woodlands to those circumstances where it is essential or advisable and to plant new and replacement trees where appropriate

- Create a varied and sustainable tree population
  - Undertake pruning works following best arboricultural practice
  - Carry out planned and emergency inspection and risk assessment of trees on council owned land
  - Use current legislation to protect those trees it considers threatened or that it values. Applications to carry out work on protected trees will be evaluated carefully before permission is given
- 5.6 The Strategy also aims to support the Government's 25-year Environment Plan and its 2011 White Paper 'The Natural Choice' in which the Government stated it wishes to be "the first generation to leave the natural environment of England in a better state than it inherited...".
- 5.7 The Natural Capital Committee (Independent advisors to the Government) has responded to say that for the Government's plan to have any chance of succeeding there must be an adoption of a number of targets, some of which are outlined in Objective 3 of the Urban Forestry Strategy.
- 5.8 Consultation on the strategy has been undertaken both internally and externally and the feedback received incorporated in the Strategy as appropriate. The following summarises the measures proposed to promote community engagement and involvement in the UFS:
- Develop a robust and practical consultancy protocol
  - Identify trees and woodlands of particular interest to local residents and consult when major works are planned
  - Inform residents of the new strategy via press releases and the council's website

## **6 Implications**

### **6.1 Financial**

Any financial implications arising from the adoption and implementation of the Urban Forestry Strategy will be met from the Parks and Open Spaces operational budgets.

### **6.2 Legal**

The Council has a legal duty to ensure the safety of trees situated on Council land. Trees that are located on land that is not owned by the Council are the primary responsibility of the owner of such land.

The Council has powers to take formal action in cases where there is a breach of a Tree Preservation Order, and this can include a prosecution and the requirement for replacement planting of trees.

The Council also has an advisory role in considering the protection of trees included within an application for planning permission.

**6.3 Human Resources**

None identified within this report

**6.4 Section 17 (Crime Prevention)**

None identified within this report

**6.5 Human Rights Act**

None identified within this report

**6.6 Data Protection**

None identified within this report

**6.7 Risk Management**

Given the guidance from the Health and Safety Executive it is paramount that the Council constantly reviews and if necessary, revises its legally defensible tree management system to account for the risk posed and legislation requirements. In order to defend possible insurance claims the Council needs a robust defensible policy in the way it maintains and inspects its tree stock. To not do so could cause considerable reputational damage for the Council. The Strategy is introduced to minimise legal and reputational risk. It helps ensure that the council meets its statutory obligations in relation to the management of trees.

**6.8 Equality & Diversity**

The UFS will be monitored so that the potential impact on any protected groups is identified and steps taken mitigate or remove them.

**6.9 Best Value**

None

<b>7 Appendices to the Report</b>
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Appendix 1: Urban Forestry Strategy 2019-2024

**Previous Consideration**

Urban Forestry Strategy 2013-2018	Cabinet	19 September, 2013
Urban Forestry Strategy 2008-2013	Cabinet	14 May, 2009

**Background Papers**

The NCC's 4th State of Natural Capital Report, (2017):  
[www.gov.uk/government/publications/naturalcapital-committees-fourth-state-of-natural-capital-report](http://www.gov.uk/government/publications/naturalcapital-committees-fourth-state-of-natural-capital-report)



# Urban Forestry Strategy

2019-2024

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## **SECTION 1.0**

### **INTRODUCTION**

Cannock Chase District Council jurisdiction includes the urban areas of Cannock and Rugeley, as well as varied semi-rural and rural areas including a substantial proportion of the Cannock Chase Area of Outstanding Natural Beauty. Being lowland landscape one of the most important natural features are trees with a recorded 500% increase in plantation woodland since the 1920s.

Trees are the largest and oldest living organisms in our environment, and whether growing as individuals, in groups and avenues or in woodlands, they have a significant impact on our quality of life. Trees and woodlands are dominant features of the landscape and environment of the district, collectively with Heathland forming one of its finest features.

Trees are not simply embellishments but provide a range of important benefits for the public. Trees in the urban environment provide significant amenity value in size and visual aspect. In some cases, the trees can be seen as problematic by the general public.

Trees and woodland are recognised as an important way of mitigating the effects of climate change. Whilst their presence cannot halt climate change, they can slow the rate and enable us and wildlife to adapt (Shaw et al.,2007)

This strategy sets out to ensure the benefits of trees are highlighted to the greatest and most sustainable advantage, whilst ensuring any issues are promptly and appropriately dealt with.

The management of trees and woodland is governed by legal responsibilities and influenced by national, regional and Council policy. The first Urban Forest Strategy Cannock Chase District Council produced in 2003, sought to recognise the long-term commitment required to realise the Councils ambitions for environmental enhancement and protection. This was then updated in 2008 and 2013 to take forward these policies and priorities to ensure trees and woodland continue to contribute to the benefit of those who live, work and visit the district. This new revised strategy will help to provide the aims, objectives and policies, which will establish Cannock Chase District Council's commitment and continued strategic direction for the protection, planting and maintenance of the trees and woodland within the authority. It will also help to enhance the Councils' priorities of Promoting Prosperity and Community Wellbeing 2018-2023.

Although the Council will set out its policies and procedures within this strategy, there are some situations that can not be anticipated. Therefore, whilst these policies will guide decisions, they should not be considered prescriptive. Individual policy should not be considered in isolation, but all relevant policies should be considered when reaching a decision. These policies should further be considered in the context of wider strategic aim and priorities relating to individual areas.

## **Background**

Trees, whether growing as individuals, groups or as woodlands, have a significant effect on our quality of life by providing direct and indirect benefits. All local authorities have a statutory duty to manage trees and woodlands in a safe condition, and to protect significant trees for their amenity and biodiversity value.

This document's origins lie in the recognition that long term commitments and consistencies are required if our ambitions for long term environmental enhancement and protection are to be realised. It follows on from the original Urban Forestry Strategy adopted in 2003, which sought to address issues of regular tree inspections and risk assessment.

This strategy has been reviewed and revised with due consideration to current international targets, Central governments commitments, regional and corporate policies, and to provide a structure for compliance with the Council's legal responsibilities.

The strategy will contribute to the delivery of the broad range of Council aims, objectives and priorities on the environment, communities, health, and land use planning. It has been developed and influenced through consultation and will enable the development of Asset Management Plans and real measures to check success and priorities at a local level. It will enable district wide priorities to be focused on local need and to prioritise the use of resources.

The structure of this strategy is to ensure that key Council and national policies are considered and are core to the policies and priorities herein. Uniting the strategies has meant that the Corporate Vision and Priorities and Community Strategy have been linked to both "A Strategy for England's Trees, Woods and Forests" published in 2007 by DEFRA, providing the government's vision and priorities to 2050, and 'Trees in Town ii', published in 2008 providing the effectiveness of tree management in urban areas in England.

In recognition of the change that population growth will mean to communities and supporting infrastructure, we need to ensure that stability and social cohesion continue, and that growth will lead to a cleaner, greener, healthier and more prosperous District.

Throughout the strategy the policies are set out along with key priorities for delivery. These are underpinned and influenced by the **THREE** objectives:

- 1: Tree Management and Standards
- 2: Community and Place
- 3: Sustainability and Natural Environment

Often the distinction between these objectives at a local level are interlinked between sustainable tree and woodland management, and the perceived needs and requirements of the local residents, for instance, a woodland can offer community use, wildlife habitats and be a resource for raw materials, as well as providing a multitude of social and health benefits, to the local population, that may not be obvious from the outset.

## **Impact of Trees**

There is increasing public awareness of the benefits of and the need for trees as people place a higher priority on the environment in which they live. In urban areas this invariably means that there should be accessible recreational open space, and pleasant, tree-lined streets and squares. Trees also help to create vistas and focal points of interests, as well as helping to soften structures and buildings in the urban and rural settings. Cannock Chase District Council is predominantly located within a Green Belt (60%) and within an AONB. This requires Cannock Council to help create vistas and focal points for tourists and the local community to navigate through the urban areas of the District to the Chase Forests.

## **Benefits from Trees**

Trees are essential to life; their value cannot be overstated, for without trees recycling Carbon Dioxide back into Carbon and Oxygen we could not survive. Many trees and woodlands in the District have been planted to provide beauty or screening. Whilst these are two excellent reasons for their use, they also serve many other purposes. The main benefits of trees can be grouped into social, environmental, and economic categories.

### **Social Benefits.**

The strong ties between people and trees are most evident when residents resist the removal of trees. Trees and Woodland contribute immeasurably as part of the landscape and particularly in their own right in urban areas. They are beneficial to people's quality of life and sense of well being, reducing everyday stress, particularly important in today's environment.

Research has shown that hospital patients recover more quickly when able to enjoy the view of trees and the Mental Health Charity MIND, have expanded this to both physical and visual access to green spaces. There is now clear research from government bodies showing the correlation between people's well being and attitudes when placed in natural environments and surrounded by trees. This helps to show that although there is still some hesitation to embrace trees in full, without them the areas would have a completely different look and feel. In order to enhance the wellbeing of lives within Cannock it is important to also address the natural areas and trees around them.

The aesthetic value of trees also improves the appearance of our environment, giving variety of scale, form, colour, shape and distinction of areas.

Even though trees may be on private property, their size often makes them part of the Urban Forest as well. Because trees occupy considerable space, pre-planning and consideration will be required if both the owner and their neighbours are to benefit. With proper selection and maintenance, trees can enhance and function on one property without infringing on the rights and privileges of neighbours.

### **Environmental Benefits**

Trees influence the environment in which we live, by moderating climate, improving air quality, conserving water, and providing wildlife habitats.

Radiant energy from the sun is absorbed or deflected by leaves on deciduous trees in the summer and is only filtered by branches of deciduous trees in winter. The shade of trees protects from direct sunlight and so helps cool us in the summer months.

Trees can affect wind speed and direction, the more compact the foliage on the tree or group of trees, the greater the influence of the trees as a windbreak.

The downward fall of rain, sleet, and hail is initially absorbed or deflected by trees, which provides some protection for people, and property. Trees intercept water, store some of it, and reduce storm runoff and thereby reduce the possibility of flooding.

Temperature in the vicinity of trees is cooler than that away from trees and the larger the tree, the greater the cooling. By using trees in the urban environment, we can moderate the heat island effect caused by pavements and buildings absorbing heat during the day and releasing it at night. Research suggests that trees are so effective at temperature buffering that an increase of 10% in our urban tree canopy and green space would offset ALL, but the most extreme temperature rises predicted through global warming (Gill et al., 2007).

Air quality can be improved; leaves filter the air we breathe by removing dust and other particulates. Leaves absorb carbon dioxide from the air to form carbohydrates that are used in the plant's structure and function. In this process, leaves also absorb other air pollutants, such as ozone, carbon monoxide, nitrous oxide and sulphur dioxide; and give off oxygen.

By planting trees and woodlands especially Native trees we return to a more natural environment attracting, supporting and hosting birds and other wildlife albeit, that certain species are more resistant to human disturbance and can colonise the area.

### **Economic Benefits**

Individual trees have value (both social and monetary) increasing from the time they are planted until they mature. The variability of species, size, condition, and function makes determining their economic value as a real asset, difficult. Recent practices within the industry have been able to quantify the importance of trees both as a social resource and as an economic asset.

Direct economic benefits are usually associated with energy costs. Heating costs are reduced when a home has a tree-based windbreak, especially on the northerly side of a property. Trees on a southerly side will increase shading and reduce heat temperatures during the summer months. The savings in energy costs and the increase in property value directly benefit the homeowner.

It has been well documented that properties with trees on the frontage or close to public open spaces will have higher property prices. This can help to increase people's wellbeing and aspirations, as well as helping to develop areas of social and economic neglect. The trees and woodlands also help to clean and increase the air quality, which in turns help to reduce associated respiratory disease.

The indirect economic benefits of trees are even greater. Lower stress levels of the residents will help in reducing financial loss to local businesses. This helps to increase economic development and create sustainable businesses, as well as increasing the desire to live in a local area. The Cannock area has some great outdoor areas. The Chase is a regional and national attraction, there are also many local nature reserves and parks and open spaces six of which hold the prestigious Green Flag Award. The Council is therefore showing its commitment to the local population to increase the benefits of the outdoors. Communities also can save money if fewer facilities need to be built to control storm water in the region. To the individual, these savings are small, but to the community these reductions are often considerable.

An attractive, healthy and vibrant District, with healthy and well-maintained trees and woodland helps to attract investment, both socially and economically.

**Tree Issues**

People often live in close proximity to trees, particularly in urban areas. These trees are either their own or their neighbours', or quite commonly belong to the Council. Trees can cause inconvenience to residents when they grow near dwellings. A dilemma often occurs when the tree makes an important contribution to the local environment but also causes inconvenience to those living nearby.

With any population of trees there are a number of common sources of complaint including overhanging branches, shade, leaf/fruit fall, obstruction and physical damage etc. Many of these problems can be dealt with by careful pruning once the tree is established. However, sometimes the problem is a result of inappropriate species selection or development approval too close to trees, made in the past and may be difficult or impossible to resolve in all parties' favour.

A common concern for homeowners is potential foundation damage by tree roots. This type of damage only occurs in areas where the soil type is heavy, shrinkable clay, which is prone to fluctuations in volume caused by changing soil moisture levels. There has been a lot of concern about tree roots and foundations in recent years. Much of this is unsubstantiated and the incidence of proven tree root related claims against Cannock Chase District Council remains low despite the level of tree cover.

Conversely afforestation whether by planting or natural regeneration can cause problems where trees need to be felled and not replaced inline with other Council objectives such as the conservation and enhancement of heath land within the Area of Outstanding Natural Beauty (AONB).

Annex 1 sets out the Council's response and reaction to these issues when they affect trees and woodland in its ownership.

**Risk of Harm (RoH) from trees**

The Council will follow latest guidance from industry standards and the National Tree Safety Group (NTSG). Currently the guidance given is that the overall risk to the public from falling trees is extremely low, representing about a one in 10,000,000 chance of an individual being killed by a falling tree (or part of a tree) in any given year. In comparison the annual risk of cancer is assessed as 1 in 387, all forms of accidents are 1 in 4,064 and the risk from a lightning strike is 1 in 18,700,000. The risk of trees in the urban environment is low and does not represent a threat to people in their daily life.



### **The case for trees from Historic England**

In 2000, Historic England as the Government's advisory body on heritage championed the 'Save our Streets' campaign. For Local Authorities this acted as guidance to the way streets and public spaces are managed. The document entitled 'Streets for all' sets out to help identify the 'place' each Council will have, and help to keep and enhance the original feel, of those areas.

Although the document highlights the need for street furniture, it also includes the need for suitable tree planting within the public realm. This will include planting of trees within pavements where necessary, and the use of planting in open spaces. Each location will vary as development within the UK and especially within Cannock Chase District Council has very distinct variations.

This will include street tree planting where the pavement widths will allow, and where it is appropriate within the original design of the street. For instance, street tree planting was carried out in the Edwardian, Victorian era and continuing up until the 40's. This is where pavements were wider, and planners would include the use of grass verges outside of properties and along roads as tree planting opportunities.

Later housing stock reduced the pavement widths and would include open spaces on corners and between the side of properties and the pavement. These areas were identified as suitable tree planting sites in the original design.

The Council will look at its different areas, and where necessary draw up supplementary guidance on the different housing areas within the District and how best to manage and maintain its current tree stock.

The identification of different areas within Cannock Chase District will also help to identify future possible planting locations and new planting in a planned and cohesive approach, allowing the right tree to be planted in the right place. This is detailed in Section 4.0 Policies for Council Trees and Woodland and Annex 4 Right Tree in the Right Place Framework.

## **Trees in Towns ii**

This research document brings together a single over view of all Local Authorities (LA's) within the UK, it is important to look at the implications of the recommendation for the District.

The original survey and report were conducted in 1992/93 undertaken by the Department of the Environment. The subsequent survey and report was published in 2005 by the Office of the Deputy Prime Minister (ODPM).

The report looked at tree population across the country and found that some areas had a significant deficit of trees compared to other areas. They also looked at age and condition. This strategy will draw all relevant information contained within that report to ensure that the Councils tree stock is maintained.

The second part of the report looked closely at the policies and practice within Local Authorities. Although the report does not contain actual policies for LA's to follow, it does require Councils to look at policies to ensure they are fit for purpose and inline with common practice throughout the UK.

The report also makes assessments on the percentage of funding for trees as well as the need to carry out further research. Many of the new topics which will need addressing in future reports will also be based on canopy cover, age of trees and extra tree planting to help mitigate against climate change and helping local wildlife exist within the urban environment.

It is part of Cannock Chase District Councils commitment to ensure that the Trees in Towns ii document are embedded into this Strategy and that its recommendations are followed to show Cannock Council's commitment to both the residents and to Central Government.

### **Types of tree stock within the local environment**

Currently the Council has several distinct areas throughout the District. These range from amenity land to large parks to informal open spaces, nature reserves, housing, tenants properties etc. Many of the areas already have trees planted within them, which brings amenity value to the land, not only in visual terms, but also as a benefit to the local people, helping to act as shade, cover, colour and an area to relax.

**Parks** – These areas will be of some of the highest usage areas. Cannock currently has 6 premium parks within its District, all of which have a significant planting of trees, mainly large trees with large canopies. Due to their locations and the size of the parks it is fully possible and justifiable to allow for the planting of large specimen trees. These trees will be allowed to grow to maturity with limited maintenance. This will just include the removal of lower branches and dead wood. Due to the size of land, it is possible to plant trees without impacting on neighbouring properties.

**Informal Open spaces** – These will include areas such as Hednesford Hills, which are areas where nature conservation is encouraged. The Council will operate a light touch approach to the maintenance of the tree stock. We will also wherever possible promote natural regeneration of trees, to enhance the biodiversity of the area.

**Open spaces** – These are smaller areas, usually including paths and recreational play equipment. As these will mainly be in areas of housing stock, a different approach will be involved, as to the species selection and size of tree.

**Nature Reserves** – Most of the woodland owned or managed by Cannock Chase Council is to be found within designated nature reserves and a significant proportion of this is recognised as being of national importance for its wildlife. These areas not only support wildlife but are valued and much visited natural assets. Current estimates suggest that nature reserves managed by Cannock Chase Council receive in the region of 500 thousand visits per year.

Trees are a vital element within our reserves, but it is sometimes necessary to remove them for sound ecological reasons. For instance, Cannock Chase Council is currently restoring over 300 acres of open heath and pasture woodland on Hednesford Hills. This is bringing back rare wildlife and restoring a landscape that would have been typical of Cannock Chase in the medieval period, but we are unable to do it without regular tree removal.

Trees marked for felling will always be carefully selected and the Council are aware that its nature reserves support numerous legally protected and nationally scarce species. It is often necessary to manage trees in very specific ways in order to provide and maintain the exacting conditions necessary for the survival of a sites rare and threatened species. Some are found in just a handful of individual trees on a site that are able to provide the specialised habitat conditions required. Trees within the nature reserves will always be inspected by an experienced ecologist prior to removal or pruning.

Decaying wood supports over 90% of woodland organisms at some point in their life cycle and is a vital component of our nature reserves. Where safety considerations permit, we will endeavour to retain decaying wood in all its forms. Simply because a tree or branch has died, it does not mean that it is of no value for it continues to provide habitat for numerous living organisms. In fact, it may support more species as it naturally decays than when it was alive. There is probably no such thing as deadwood in a naturally functioning woodland ecosystem.

All the Councils principle nature reserves have detailed up-to-date management plans and are managed by a specialist Countryside Team who has extensive knowledge of wildlife conservation.

Road verges – In some older developed areas within the District there are areas that are appropriate for the planting of trees within the pavement areas, which may also include wider verges for tree planting.

Communal housing areas – Many of our Council properties built in the 1970's included large areas of communal land for the people to enjoy, these would have included specimen trees to be planted to add as a back drop and focal point to the buildings.

Housing properties – We have 6,000 properties under the Councils ownership, many of which have trees in both front and rear gardens. Although these are the responsibility of the tenant, they also make up part of the Urban Forest.

Cemeteries – The Council manages and maintains three cemeteries and seven closed churchyards. The three main cemeteries are Cannock, Stile Cop and Wolseley Road Stile Cop facilitates both new and re-open burials. Cannock and Rugeley cemeteries are traditional cemeteries with trees surrounding the sites and grave sections located in the middle. Stile Cop has been developed to include trees within its grounds, utilising an existing woodland area at its far corner and mature Oak trees within its grounds. Tree planting has played a huge role in the development of this cemetery. Roadways and pathways are tree lined to break up the different burial sections allowing the trees to be leased for memorial purposes.

**Current tree population**

Cannock Chase District Council's current tree stock comprises of trees within Parks and Open spaces; Nature Reserves; AONB (Hednesford Hills); Communal Housing land; front and rear gardens and housing properties, and other Council properties.

The Council has established a regime of inspecting trees which can be identified by their location. This has meant that we have a record of all 'single' trees, or those not contained within a woodland area. Currently the Council has 22,157 single trees either within Parks and Open spaces or on all housing land including several in tenant's properties.

The Council also has currently listed 458 groups of trees. These are trees listed within woodlands such as Milking Brook in Heath Hayes. Groups of trees are where it is deemed necessary under risk zoning to include them as a group. Although there is limited data on the groups, the areas and size will indicate that there will be more than 50-100+ trees contained in each. Based on these two categories there are circa 25,000 currently managed and maintained by Cannock Chase District Council.

## **Tree Species**

In order to perpetuate a continued tree stock is available for both current residents of Cannock District; there is also a need to ensure that there is continued tree planting to ensure that there is a continuation of trees reaching maturity for future generations.

To ensure this continuation, it is imperative that the Urban Forestry Strategy identifies the current tree stock both in terms of diversity, potential growth heights and potential life expectancy.

Although trees grow from seed to full maturity, in many cases this will take decades and even centuries. As trees get older the less noticeable, they become in terms of growth. It is a misconception by some people that trees will exist in their current form. However, the life cycle of trees is far from this, and every year a tree will continue to put on growth.

As trees will ultimately out live many of the locations in which they are planted, it is important to ensure that they are given as much space as possible to ensure that the future generations will enjoy the full benefits of the trees that we plant.

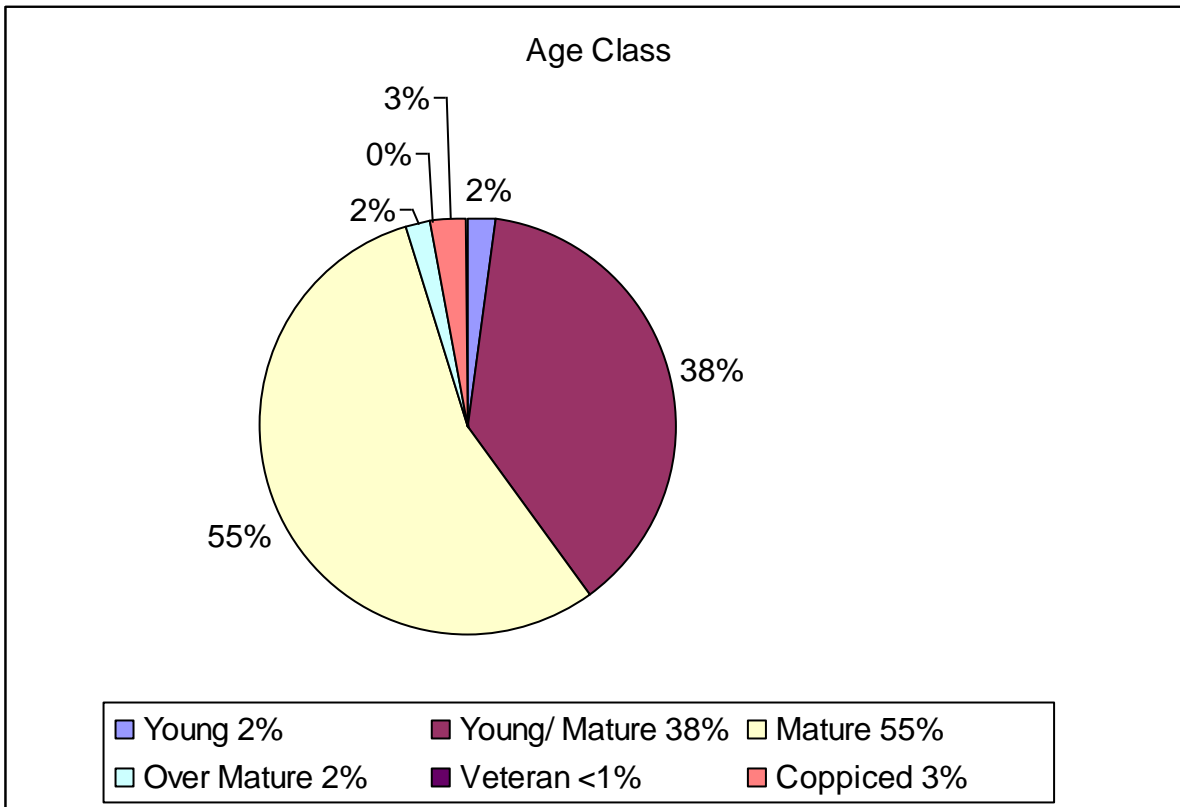
Currently there is a significant proportion of the tree stock made up of the faster growing trees such as Birch, Willow and Poplar. These also have a limited life span, often only being around 100 to 120 years. Although at this time this is currently acceptable, as we are still enjoying the benefits of the mature trees planted many years ago such as Lime and Oak, there has been limited planting to perpetuate the longer-lived tree stock.

Of the trees recorded there are 3,448 *Betula* species (Birch), 1,666 *Salix* species (Willow) and 1,210 *Populus* species (Poplar). This equates to a total of 6,324 trees or 28.5% of the total tree stock.

The Council only has 2,279 *Quercus* species (Oak), 864 *Fraxinus* species (Ash), 681 *Fagus* species (Beech), and 547 *Tilia* species (Lime). These are considered to have long-life expectancy and should be promoted as future tree planting. Currently this only equates to a total of 4,371 trees or just 19% of the overall tree stock.

This 10% gap in the numbers of faster growing short lived species and the slower growing larger lived species means that the age class of the Urban Forest will be unbalanced (i.e. all the trees are either young or old).

Age class and age maturity

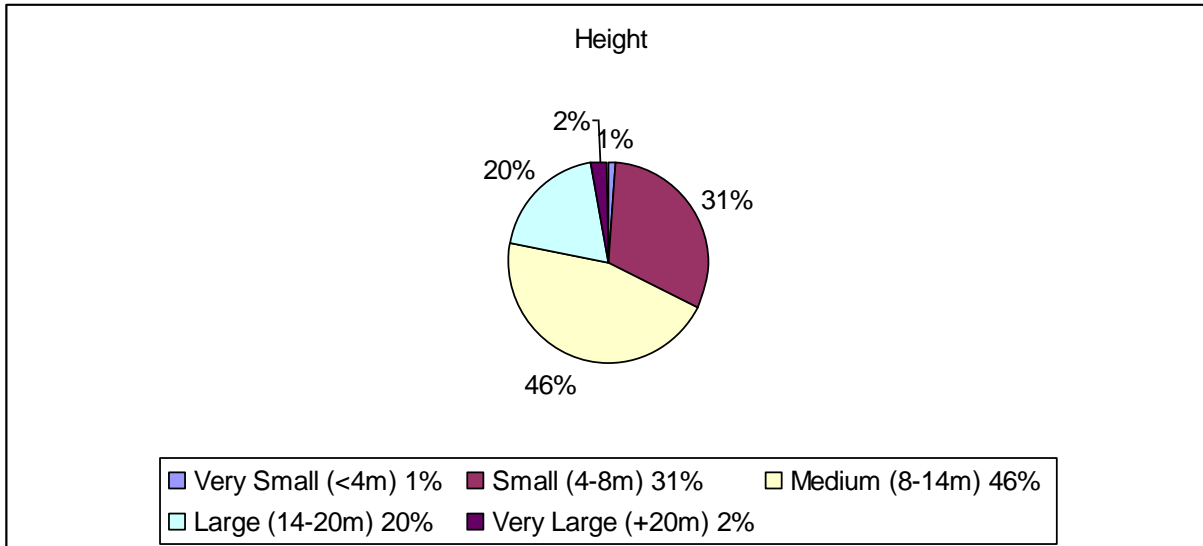


The contrast of the age range of the current tree stock is also apparent in that there is an over balance of adult trees (i.e. trees which have been established for some time, including maturing, mature, over mature and veteran trees). In total there is only 2% of the tree stock that has been planted and established in the last 5 years. This is against 98% of trees which have reached adult life. Given this imbalance the Council is committed to look at all future tree planting to ensure that there is a balance of young trees and mature trees, aiming at achieving a ratio of 3 young trees to every 1 adult tree.

This would be achieved over several years and will be part of a delivery package. This will need to include the help of local charities, organisations, land owners, government agencies and local people to help try to achieve this tree planting. Sites will also need to be identified, assessed and planting schemes designed to suit the soils, sites and natural environment.

**Tree heights**

The height of trees is extremely important factor when looking at the overall tree population. The height of trees helps to enhance the amenity value of the local landscape and encourage local wildlife. Wildlife is more likely to shelter in taller trees than those which are smaller and closer to the ground. The height of trees can also help to frame the landscape that people associate with. It can also show the number of recently planted trees and how they are progressing from small tree to large trees.



As can be seen from the pie chart, there are a number of small trees (those which have not exceeded 8m) of 32% or just over 1/3 of the overall population. However, this does not always indicate new trees planted as some will only reach a height of 8m in full maturity.

68% of all trees are at a height that will bring some of the characteristics of helping to frame landscape settings, and able to sustain mature conservation values.

Effectively this means that the Council should not be reducing the height and spread of mature trees as this reduces the capacity of such trees to achieve these longer-term objectives, e.g. there are 400 species of insect and moths associated with a mature Oak tree.

Obviously as indicated in the previous section tree size, in terms of canopy spread tends to be associated with the larger forest type trees. However, these are only able to be planted on sites with enough room for the trees to develop naturally.



### **Tree Preservation Orders**

One way of ensuring the Council's commitment to have trees listed and continued canopy cover within the District is using Tree Preservation Orders. These are used where significant trees within private ownership are under threat of being removed. Its use is only limited to where significant trees are under threat of being removed, or where significant trees exist and bring amenity value to the wider public.

Tree Preservation Orders can be requested by anyone, who may or may not be the actual owners of the trees. The Council will treat each case on its own merits and decide if an assessment of the tree(s) is needed.

If an inspection is deemed necessary, the Council will carry out a full impact assessment of the tree (TEMPO). This is a nationally agreed process which looks at the tree and its current condition, against its wider impact to others and to the local wildlife.

Cannock Chase District Council currently has over 700 active Tree Preservation Orders, covering single trees, groups of trees, woodlands and in limited cases areas of trees. Currently there are no records of the actual number of trees protected, however it is estimated that the number of trees protected will be in the thousands.

Although this requires the tree owner to apply to carry out tree works, it does not stop people from having works carried out. The majority of the works to protected trees is acceptable and well within what would be considered acceptable tree management.

There are some works that would justifiably be refused, such as the removal of healthy trees, and significant crown reduction works, as these works would be deemed non-beneficial to the health and well being of the tree.

The Council has a commitment through central government to continue to enhance the area through the administering and managing of Tree Preservation Orders. It is also a commitment of Cannock Chase District Council to continue its work to protect significant trees whose shape, form and species bring amenity value and benefit to the wider public and to the wildlife of the area.

The Council will also continue to review and update existing and new Tree Preservation Orders made in a systematic approach to update old Tree Preservation Orders or amend or withdraw (where necessary) to ensure the Council is up to date under any current central government directive.

**Section 2.0**

**Corporate Vision**

This strategy is guided by and intended to assist the Council in meeting its wider community Objectives, taking its lead from the **Council's Corporate Plan**.

The Corporate plan focuses on identifying key priorities for the District over the next five years (2018-2023) using Promoting Prosperity and Community Wellbeing which are both interlinked with clean, green and safe public open spaces.

**Aim of the Urban Forestry Strategy**

**The Council's aim is:**

**“To maintain, improve and expand the quality of the existing tree and woodland cover, in a sustainable way.”**

The Council will act to conserve and enhance the quality, role and diversity of the trees and woodland in the District by the establishment of regular tree inspection and maintenance, which fulfil the Council's legal responsibilities, and also enables it to respond to the concerns and actions of residents. Whilst the removal of trees shall be resisted, when it is necessary to do so replacements will be planted after considering the Council's objectives set out in this strategy.

The Council appreciates the value that trees bring to the wider population, both aesthetically/ecologically as well as helping to increase the health and wellbeing of its residents. The Council will continue to maintain and enhance the tree cover to ensure the District is a healthy and prosperous place to live and work.

The Council will, wherever possible include new planting of longevity tree planting through the inclusion of hardwood species such as Oak, Beech, etc.

The Council will continue its main aim to increase the tree population within the District and ensure that there is diversity in size ranges and life expectancy classes (age and height).

The Council will commit to a tree planting programme to continue over the next 20 years with the aim to plant and record at least 10,000 new trees i.e. 500 trees per annum.

To achieve significant new tree planting, the Council will commit to informing and educating the public on the benefits of trees and to show that areas where significant tree planting takes place, helps the health and wellbeing of the population.

The Council will also liaise with local groups, charities, organisations, land owners and local government agencies to identify suitable locations and funding for local woodlands and mass tree planting.

The inspection of trees will continue and will look at the inclusion of existing woodlands to confirm an exact number of trees owned by Cannock Chase District Council.

Where inappropriate tree planting has taken place in the past, the Council will look at possible removal of existing trees and planting of new suitable trees.

When opportunities arise from new development, new trees and woodland will be planted which is suitable to its location and maintains a diverse and healthy treescape.

**OBJECTIVE 1: TREE MANAGEMENT AND STANDARDS**

***“TO ENSURE THAT LEGAL RESPONSIBILITIES IN RELATION TO TREES AND WOODLAND ARE FULFILLED.”***

The Council will develop and maintain the processes and procedures necessary to provide tree and woodland management that fulfils its legal responsibilities. These will employ best practice and ensure that the highest possible service standard is provided.

**Tree Management**

Once removed from their natural woodland habitat and placed in the urban environment, the management of trees becomes more intense and costly, particularly as customer needs and expectations increase.

Trees have been the subject of legal dispute and recourse for many centuries. This has increased following an increase in living standards and urban housing stock density. This has led to the need for a robust tree management programme, which in a Local Authority Sector is highly regulated and frequently scrutinised.

It is also important to remember that although trees are considered an actual asset to the Council which has not only a monetary value and environmental value, they can be cause for concern to some residents in terms of the possibility of causing damage, injury to persons or properties, blocking of direct light and falling leaves and fruit.

The Council has a duty of care which requires it *“to take reasonable care”* to maintain its trees and woods in a safe condition.

To meet its duties of care the Council will take appropriate action to lessen risk to acceptable levels to avoid liability. Much has been published explaining what a defensible tree management system should contain, which has been generated from legislation and precedence and the formation of best practice. The Health and Safety Executive (HSE) requires that an effective local authority system contains:

- An inventory of the tree and woodland stock within its ownership and responsibility.
- An overall assessment of the risks these pose.
- Risk assessments of individual trees based upon, but not exclusive to, their location, species, size, age and history.
- Pro-active system of regular inspection by a competent person, and a system of obtaining additional specialist advise when an inspection reveals defects and factors outside the experience and knowledge of the inspector.
- A system to enable people to report damage to trees and to trigger inspection.
- A method of recording and reviewing the systems, along with any remedial actions.
- Risk management plan.

The structure and detail of this strategy forms the Council’s risk management plan for trees and woodlands, continuing the work in recent years after the updating and implementing the original strategies. Management plans and schedules for parts of the tree and woodland stock will all help to promote the benefits trees have and the need to ensure there is a healthy tree stock for future generations to come.

The introduction of a pro-active tree management system has optimised the use of resources and moved the Council towards achieving a defensible risk management system for trees and woodlands. However, there is always a constant need for investment in our green lungs of the area, and to help promote Cannock as a green, vibrant and prosperous area.

Pro-active rotational management for each category of trees and woodlands has been based upon a risk assessment and prioritisation applying a target zone system developed in response to the HSE guidance. A more frequent tree inspections will be carried out on trees whose condition has given cause for concern. However, with new housing developments the service and inspection of trees needs to be updated.

The Council will continue to look at new and existing inspection programmes and asset management systems. To ensure the residents of Cannock Chase District Council, receive not only the highest quality of tree cover, they will also be pro-actively maintained within current and future resources to ensure quality and value of the service

The prioritisation of resources will enable inspections to be concentrated to best effect. It will allow appropriate consultation and inspection to take place in advance of work scheduling.

For a pro-active tree strategy to be effective the Council will need to invest financially in the trees and woodlands to achieve a basic standard. The investment needed to achieve a pro-active system is higher than a reactive system; however, a pro-active approach is of benefit long term as it helps to address future implications in a cohesive approach and which benefits the residents of the District as a whole, and not just individuals.

Pro-active management will be complimented by structured systems to respond to service requests. These should diminish as the benefits of pro-active management address the issues of real concern to the Council.

One way of addressing the value of trees is by allocating a monetary value upon each tree. This is calculated under the Capital Asset Value for Amenity Trees (CAVAT) system. Where a value per tree can be calculated and set against current investment levels to ensure there is an equal and increase in the investment of trees against its maintenance and resource commitments.

### **Standard of Service**

As organisms of longevity and complexity, to manage trees in a sustainable way requires a strategic operational approach. An understanding of the way pruning affects trees has evolved and the basic premise has not changed: all tree surgery is not for the benefit of the tree, other than to enable it to co-exist in an artificial human environment. As trees do out grow most people living in local properties, any inappropriate works will result in constant future maintenance costs even after the previous issue has been addressed or removed. An example of this is the crown reduction of trees, as the re-growth of the trees canopy will have a reduced weight loading, so there will be an ongoing need to carry out the same operation time and time again. As trees can grow for 100+ years, this one operation creates a future demand and effect on resources.

The management and maintenance of trees is therefore a complex and skilled task, often requiring different services and organisations to work closely together in order that trees are appropriately managed to minimise the risk they may pose and may be posed to them.

We will continue to ensure we are at the forefront of ideas and processes to manage and maintain our tree stock. This is achieved by the management of trees and continued planting and woodland creation. Also, through the education, communicating and engaging with the local communities. This can be achieved by attending forums, volunteer working groups, 1 to 1 conversation's, giving information out on the benefits that trees have in the local area. The need to have and plant trees in this District to help promote it from outside the District is of great importance to help enhance the economic prosperity.

An important part of delivering an effective risk management system is ensuring that the tree managers have the prerequisite skills, with suitable qualifications and experience to meet the challenges that such a system presents.

The breadth of knowledge and skill is not only needed by those who undertake the works, pruning, planting and removing trees, but in this highly regulated industry, those who inspect the trees, respond to service requests and specifying works also must be appropriately qualified.

The Council receives many enquiries each year concerning trees. The prioritisation of existing resources and introduction of a CRM system continues to reduce the quantity and quality of information as well as the amount of time to handle each one. Nevertheless, the current system is out dated and does not directly link Tree Management with service users and will need to be addressed.

Arboriculture is an industry that lacks many of the peer review comparisons unlike some parts of the Council. Whilst assessment against achievement of legal duty and response times to service request can be quantified there are many other facets of management that cannot be compared to establish the level of achievement at the Council.

As the management plans for each part of the service in this strategy are developed the measures necessary to evaluate the level of success will identify the resources necessary to deliver that success.

## **OBJECTIVE 2: COMMUNITY AND PLACE**

**“TO IMPROVE THE LOCAL ENVIRONMENT, THE QUALITY OF PEOPLE’S LIVES AND THEIR APPRECIATION OF TREES AND WOODS.”**

Involving people in the decision-making process for the planning, management and use of trees and woodlands will achieve greater community cohesiveness and assist in the creation of sustainable and liveable neighbourhoods.

### **Community**

Trees, woodlands and their associated green space provide a wide range of, well documented, benefits to people’s daily lives, whether it is at home or work.

When communities become involved in decision making and management, they are more likely to feel a sense of ‘ownership’ for trees and woodlands, increasing their appreciation of them and therefore using them responsibly. Community use may take many forms from enabling general access, to formal provision for large numbers of people or recreation provision. Each site needs to be evaluated for its contribution to the community and its character and ensure that whatever use is agreed, this will form the bench mark to ensure a continued development and increase its quality of use to the residents.

The priority will be to provide high quality access near to where people live and work. To ensure woodlands and trees are used, as life long resource information about accessibility needs to be freely available. This should include recognition of the trees and woodland historic, archaeological, wildlife and cultural value.

This integrated community approach can only be achieved by partnership working, so links with existing partners should be strengthened and new ones established, providing advice and support for communities planning to create, maintain and use their own trees and woodlands. This is currently only possible as part of the requests to work on TPO trees as there is insufficient resource to allow for advice to the public in general.

The planning process can make a major contribution to this by undertaking assessment of existing and future tree and woodland need. Currently 94% of the population of the area covered by the Council has access to woods of 20 hectares or greater within 4km of their homes, one of the highest rates in the UK. However, only 25% of the population of the District have access to woodlands of 2 hectares or greater within 500m of their home. A further 14% have woodlands close to them but they are not accessible. The Council should be working with partners to improve access and where there is a deficiency in woodlands plant new ones. With some improvements to the urban woodlands these targets could be readily met in much of the District.

### **Consultation**

In recent years there has been a great deal of work and success in this area, particularly with regard to the removal of landmark trees and work in the urban woodlands. The structuring of work programs and advance consultation with residents and Councillors has led to greater confidence and understanding of reasons for undertaking works.



However, misunderstandings still persist and can result in confusion and a greater public appreciation of management requirements needs to be achieved, with awareness of what constitutes appropriate management and the rationale supporting it.

Residents do become attached to trees and woodlands. As work tends to be carried out on a periodic basis, with several years between scheduled visits, the initial impact of the works can be a cause for concern. The apparent permanence of the work can compound concerns when work is undertaken as the areas look very different after the works.

Significant tree works are included in the cyclical and urban woodland maintenance programs. Exceptions to this should only extend to emergency works and where the trees present a significant hazard.

The consultation method will vary according to the site and neighbouring land use. Methods will include notification and explanation, invitation to participate in surveys, and public or site meetings. On historic/heritage woods sites such as Castle Ring, it is important to have notification of future works as indicated in an approved Management Plan and posted on site, as the public may not have access to documents electronically.

**Place**

The height of trees provides visual and physical features, which can be used to either separate or link areas and bring seasonal change to an otherwise static urban landscape. They provide an attractive setting to existing and new residential and business development, helping to create a sense of place, and permanence in rapidly changing towns and villages.

The early and integrated approach to tree and woodland planting and management will provide a high quality and sustainable resource which will reflect local need and assist in the preservation of landscape character and distinctiveness.

Many communities are immediately identifiable by the landscape around their homes and businesses. For instance, within the Cannock Wards there are vast differences between the landscapes which are dependant upon the era of development.

In many of the older parts dating back to the Victorian and Georgian times, there was an understanding of creating visual focal points within the streets and framing houses between the street tree planting. The idea of this planting at the time was not on the immediate impact but the future look and impact.

We are now starting to see the benefits of their tree planting along streets. These will need to be maintained and enhanced over the coming years to continue this theme.

In other areas where there has been significant development from the 1960's and 1970's, there was less planting within the streets to give a cleaner and open feel to the houses. It was seen that houses would stand out and that the planting of smaller trees in the front gardens and in rear gardens would help to enhance the character of the building. The estates of the 1960's and 1970's included more about open space with larger focal trees being planted on open spaces away from properties.

The later part of development has significantly occurred within the Heath Hayes part of the District. This was achieved during the 1980' and 1990's, again having its own identity and feel. These areas make use of large open spaces for mass planting and the use of rural setting and interconnecting paths to help screen walkers from the houses and to bring the countryside closer to the urban environment.

With the reduction of garden sizes both front and rear, there has been less planting within properties. This has created a greater need from both local residents and the local wildlife to include larger open green spaces with mass planting to help screen properties and help users feel as though they are in the countryside.

These principles both old and new can also be seen through out Cannock Chase District area and should be identified as different areas with differing needs. Some areas will require street tree planting, some will require focal trees on open spaces, and some will require mass planting for screening.

It is part of this document to identify the different areas to ensure the correct type of tree planting is carried out. The Council must also ensure that where new developments take place, the area is looked at to ensure there is cohesion between the old and new.

It will also be necessary in new large developments to take on the needs of not only the tree stock at the time, but also the local wildlife. Future needs of the area will need to be addressed to ensure that there is still a continued tree planting programme on each development to help enhance the area, properties and

development. Where this is not achieved through the planning process the Council will seek commuted sums (CIL) to undertake and maintain tree planting.

This will not only help to endorse the commitments of helping the environment, it will also help to create outstanding housing stock for the future Cannock residents and put Cannock at the centre of places where people wish to live.

When scheduling tree work or replacement/new planting maintaining and enhancing local distinctiveness will be an essential part of selecting the most appropriate action or tree species. In maintaining distinctiveness, the opportunities for a more diverse and sustainable landscape are increased.

## **OBJECTIVE 3: SUSTAINABILITY AND NATURAL**

### **ENVIRONMENT**

#### **“TO PRESERVE TREES AND WOODLAND WHICH ARE RECOGNISED FOR THEIR CONTRIBUTION TO MAINTAINING A DIVERSE ENVIRONMENT, AND SECURE NEW TREE AND WOODLAND PLANTING.”**

The Council recognises the importance of trees and woodland and shall preserve significant trees and woodland. The Council will resist the removal of healthy trees unless in conjunction with an agreed Management Plan. When necessary it will protect trees using Tree Preservation Orders and during development works.

The Council will ensure that new trees are planted where necessary, which are appropriate to the location. During development it will ensure new planting is included which will enhance the District and provide a diverse and sustainable environment. The Cannock Chase Local plan Part 1 in 2014 states;

**“Because of their overall value, it is important that trees should be retained, and their planting supplemented wherever possible”.**

### **Sustainability**

In June 1992 the largest gathering of world leaders occurred in Rio de Janeiro, Brazil, and signalled the fact that environmental concerns have moved up the international political agenda. The central message of the summit is summed up in Article Four of the Rio declaration:

*“In order to achieve sustainable development, environmental protection shall constitute an integral part of the development process and cannot be considered in isolation from it.”*

This means that international, national and local policy makers must appraise their policies and practices to ensure they are sustainable. This process has become widely known as Local Agenda 21. The appraisals have now reached the local level in the form of the Staffordshire Biodiversity Action Plans (BAPs).

Biodiversity is not just about special or rare species; it is about the variety of life, and includes all species of plant and animal, and the natural systems that support them. Bio-diversity has an important role in the development of local distinctiveness and sustainable communities.

The regular extension to the suite of legislation which provides structure to landscape management demonstrates this is an issue high on the political agenda and as yet has not been satisfactorily addressed. The Natural Environment and Rural Community Act 2006 now requires an Authority to consider and make policy about its natural environment in a way that is sustainable.

*“Every public authority must, in exercising its functions, have regard, in so far as is consistent with the proper exercise of those functions, to the purpose of conserving bio-diversity.”* (Natural Environment and Rural Community Act 2006, Section 40)

The above act extends the duty of government and ministers set out in Section 74 of the Countryside and Rights of Way Act 2000 to all public authorities.

Incorporating the conservation of bio-diversity into relevant strategies, taking account of its links to environmental planning, and fulfilling the statutory obligations for the protection and enhancement of bio-diversity within forward planning and development control will assist the Council to make significant contributions to the protection and enhancement of the environment.

Cannock Chase District Council will commit to ensure that new planting of sites will have considered its own Biodiversity Action Plan and will ensure that any planting will help both the local residents and the local wildlife of the area.

## **Climate Change**

As far as possible measures to mitigate and adapt to the predicted effects of climate change will be incorporated into the strategy.

The existing trees and woodland will be managed for continuous cover. Based on Forestry Commission figures, woodland sequester approximately 200 tonnes of carbon per hectare when mature. In addition to this the significant shrub and herb layer maintained by the Council in urban areas will also assist the sequestration process.

This is a very small proportion of the Council's total annual carbon emissions (3,155 Tonnes estimated during 05-06), however it is more significant in terms of targets for reduction in carbon output. Opportunity through the Planning process could see further significant contributions and progress to carbon neutrality in accordance with the Nottingham Declaration.

The timber produces from managing the trees and woodlands could be used as carbon neutral fuel to power heating and or combined heat and power equipment for buildings owned and managed by Cannock Chase District Council, or by local large firms looking to reduce emissions.

The composition of trees and woodland adjoining residential areas will be changed. High water demanding species, and species prone to gale damage, shall be restricted in new planting schemes and replaced with more suitable species.

Natural regeneration of native species will be encouraged so the natural genetic variation will provide a buffer against climatic variation. Species sensitive to drought conditions such as Beech and Yew may form no more than 10% of planting, if it is seen that drought conditions are to continue.

As far as possible, Cannock will commit to the planting of trees and woodlands to help mitigate any future pressures resulting from Climate Change. The planting of new suitable species will be looked at when necessary to ensure there is continued forest canopy.

In order to accurately assess the amount of harmful gases absorbed by our trees and woodlands, the Council will actively look at current mathematical systems in order to calculate the tree cover. This information will be used in future decisions if it is seen that there is greater need to carry out further tree planting.

## **Natural Environment**

The green space network is a network of interlinked spaces in and around the towns, and between urban and rural areas. Trees and woodlands are a very important part of this and continue to play a vital role in defining the District, not only the land owned by the Council, but also other public bodies and private open space, including gardens.

Old trees and ancient woods are amongst our richest habitats. The highest levels of biodiversity are often found in woodlands that are actively and sensitively managed. Their diversity is even greater when they form part of a mixed landscape with proximity and access to other features such as ponds and lakes, grassland and even residential gardens.

The challenge in the future will be to maintain and enhance diversity. The Planning Department needs to be conscious of providing a natural environment, which is resilient to climate change.

We can expect to see changes in the natural range of native wild plants and animals, which will alter the character of our woodlands. Some wildlife, particularly invasive, non-native species will need to be managed if they are not to have a detrimental effect on our woods.

Protecting water from pollution, by intercepting it before it reaches watercourses is a key element of landscape management. Strategically planted woodlands and trees (particularly the Districts urban woodlands and street trees) can intercept air pollutants very effectively.

As part of an integrated and multi-functional land use this will require close working across the Council and with external partners and multiple landowners as we consider the impact and benefits to surrounding land use.

## **Natural Capital**

Natural capital can be defined as the world's stocks of natural assets which include geology, soil, air, water, and all living things. It is from this natural capital that humans derive a wide range of services, often called ecosystem services, which make human life possible.

Examples of natural capital include: minerals; water; waste assimilation; carbon dioxide absorption; arable land; habitat; fossil fuels; erosion control; recreation; visual amenity; biodiversity; temperature regulation and oxygen. Natural capital has financial value as the use of natural capital drives many businesses.

A range of market-based instruments for ecosystem services – such as for carbon, water and nutrients – have been established to encourage better use and care of natural resources. This trend is set to accelerate. The concept of natural capital builds a bridge between the environment, economy, and community

Natural capital is the world's stock of natural resources, which includes geology, soils, air, water, and all living organisms. Some natural capital assets provide people with free goods and services, often called ecosystem services.

'Land' includes "any natural resource used to produce goods and services. This includes not just land, but anything that comes from the land. Land resources are the raw materials in the production process.

These resources can be renewable, such as forests, or nonrenewable such as oil or natural gas

Examples of natural resources

Fossil fuels (petroleum, natural gas, coal)

Minerals (diamonds, gold, copper, silver)

- Natural vegetation, forests, timber.
- Animals (salmon, whales, deer, etc.)
- Air, wind.
- Water, water power, wetlands, watercourses, lakes.
- Sunlight.
- Topsoil

The UK Government have recognised the detrimental impact of planning on the Environment over the last 30 years and have vowed to redress the damage caused by the scale and nature of development. It is therefore important to recognise this commitment in all our Planning/Greenspace development going forward. The Natural Capital Committee have identified a raft of goals that include;

Everyone, especially children, is better connected with their environment. People understand, enjoy and appreciate its benefits and can spend more time in green spaces. Wild species and habitats are thriving, and populations are restored and enhanced to levels that are sustainable into the future despite the challenges from climate change and increasing pressures from built infrastructure. The country makes a net positive contribution to the global environment, including being among the leading nations in terms of contribution to global environmental commitments and where they do not have an adverse effect on people, wildlife and habitats. All development and the use of renewable and non-renewable resources are managed in ways that result in an overall net increase in natural capital.

While the above list covers some of the most critical areas requiring action, there are others where specific and measurable goals should be developed, including but not limited to resource efficiency, waste, chemicals and the use of hazardous substances. These are important as with the goals above the list of potential investments below is recommended to the Government for more detailed consideration.

The list is not comprehensive but a starting point to achieve the goals.

1. Increase woodland by at least 250,000ha by 2040.
2. Restore peatland systems, particularly in upland areas, to favourable condition.
3. Restore natural hydrological processes including better habitat management, wetland creation, wildlife passages, channel restoration and natural flood management approaches as appropriate in river catchments.
4. Develop and implement a national network of conservation areas to provide bigger, better and more joined up habitats, including more nature reserves.
5. Significantly expand green spaces and outdoor recreation areas; especially in and around urban and well populated areas, and particularly within disadvantaged and under provided places.
6. Designate new national parks to protect and enhance natural capital and cultural heritage.
7. Use available information and approaches (such as natural capital decision support tools and markets) to target and allocate public funding for the environment so that it delivers better value for money.



8. Enable a more strategic natural capital investment approach to be taken at an area level. Developer (housing, business and industry) contributions are pooled and invested in priority natural capital improvements.

In addition, the Committee also advises government to include measures in the Plan to:

- Strengthen the nature conservation and land use management responsibilities of National Parks and Areas of Outstanding Natural Beauty;
- Develop a major programme to enhance the capacity of public, private and voluntary bodies to incentivise citizen action to protect and improve their local environment;
- Secure a natural capital net gain principle within the spatial planning regime for housing and infrastructure.

In reality some of these measures are already carried out as part of planning processes but collectively they are not joined up and the report is saying that they should be and it is likely that the Government will introduce targets to ensure that this is the case.

## Section 3.0

### IMPLEMENTATION

In securing the long-term sustainable development of the tree and woodland resource in the District, implementation aims to ensure that the right tree in the right place philosophy is widely understood and adopted, there is a transparent synergy with local, regional and national policy and the available resources are used where they can have greatest impact and benefit.

This strategy will co-ordinate, in a transparent and consistent approach to achieve the aim and objectives.

Key to implementing this strategy will be resources. Achieving the aim will require local interpretation and prioritisation via the updating of the Site Management Plans, and from continued investment and resources from Cannock Chase District Council. Where there is not a specific site management plan, trees will be treated like any other Council asset.

Decision making will be based upon assessment of local need, available resources and whole landscape consideration.

The Urban Forestry Officer, along with the grounds maintenance and countryside service will be the primary officers for ensuring delivery. They will provide the expertise to manage and advise on trees and woodlands and the main issues which affect them, as well as managing the available resources to achieve the Council's aims and objectives.

However, many different departments and agencies have an interest in the benefits of this strategy and can affect its delivery. The Council will liaise with others and where benefits are likely to assist them in their own priorities.

The policies will assist the Council in making strategic and sustainable decisions on development and growth, economic planning, developing sustainable communities and direct asset management. Increasing the inclusiveness of local communities in these issues will be important, both for decision making, and for active participation in management. Private owners and managers should be encouraged and advised of the wider importance of their trees and woodlands and be involved in partnerships, though this is currently restricted due to a lack of resources.

### Measures of Success

Implementing this strategy will lead to greater activity in tree and woodland management. Equally it will increase appreciation and understanding of the importance of trees and woodlands.

To evaluate the impact of the strategy and decide how to act and revise the priorities a range of indicators of the present state, and trends over time are needed. These indicators should include trees: extent, condition, management, monetary value, use, and their contribution to quality of life.

As far as possible *outcome* indicators, relevant to the strategic objectives will be used (e.g. reducing the cost of insurance claims year on year or reducing emergency call outs to damaged and failed trees),

though trend-based inputs (e.g. levels of investment) and outputs (number of trees planted or pruned) will have their place in monitoring.

Some of the measures will be quantitative, i.e. counting the numbers of service request or trees pruned or planted, however, experience has found that qualitative measures tend to provide richer data explaining why there is or is not service satisfaction and what actions have been positively received.

## **Strategy Review**

This strategy is an evolution of the 2013 to 2018 Urban Forestry Strategy and the previous 2003- 2008 Urban Forestry Strategy. It updates both strategies and reflects the Council's key responsibilities to manage its own tree stock; to protect trees of amenity value; and to secure new tree and woodland planting as the District grows.

There should be annual reviews of progress to facilitate budgeting and allocation of resources and more detailed reviews at five-year intervals where aim and objectives, and policies could be changed or adjusted.

## **Section 4.0**

### **POLICIES FOR COUNCIL TREES AND WOODLANDS**

This part of the strategy sets out the Council's approach to the management of trees for which it is directly responsible. This work is largely confined to the urban area of the District, although these policies and priorities apply to all trees and woodlands owned and managed by the Council.

#### **The Resource**

Cannock Chase District Council manages around 22,157 individual trees and over 400 groups of trees, along with an estimated 80 hectares of woodlands. This brings people into close proximity to trees in the urban area on a regular basis, so there is a need to ensure that the environment is managed appropriately and sustainably.

Tree management encompasses the co-ordination of all maintenance operations to existing trees as well as new tree planting. The existing tree population is a valuable resource that requires more than just maintenance if it is to continue to provide the range of benefits that we expect. Management must include a long-term view of the tree resource, providing for the future as well as for today.

The aim for amenity tree management (Arboriculture) is 'sustainable amenity' for the benefit of the residents of the District and its visitors. This ideal can be achieved by the development of a tree population that has a wide diversity of species and a wide range of tree ages. These two points are fundamental in avoiding devastation by threats such as disease, climatic extremes or the slow decline of the population over time due to it being over-mature.

The intention is to inform the enquirer with what action is planned and when work is due to be carried out. Often a compromise will need to be sought where the tree in question causes inconvenience to someone whilst being of value in the surrounding area. Each individual case will be assessed on its merits.

## **New and Replacement Planting**

Trees as a living organism have a finite life expectancy. Whilst relatively long-lived, the stress and strain of the urban environment significantly shortens their lifespan. Tree surveys and inspections in the District have frequently revealed large numbers, which are not suitable for their location in the medium to long term.

Whilst the present strategy requires that each tree, which is removed, shall be replaced, the constraints on resources mean this only happens at the higher profile locations. Currently year on year there is a net reduction in the number of trees.

Many of the problems encountered during the daily management of trees can be directly attributed to the inappropriate choice of species at the time of planting. Greatest long-term economic savings in tree management can be achieved by ensuring the philosophy:

### **“Right Tree in the Right Place”**

This is followed every time a new or replacement tree is selected and planted. A tree requires space in which to grow, thrive and provide its many positive benefits. To do this any proposed site should provide adequate space for the tree in the long-term. Species selection must be with consideration to the trees likely ultimate size.

The constraints of the urban environment can make the enlargement of woodland and other habitats impractical. With planning and management of open space and gardens that border these sites effective buffers and extensions must be created.

This needs to be used appropriately, and to greatest sustainable benefit. The application of “Right Tree in the Right Place” framework will ensure new planting and natural regeneration are appropriately located and designed, and that woodland expansion is not to the detriment of protecting and restoring existing woodlands. The framework for tree and location selection is set out briefly in Annex 4 “Right Tree in the Right Place Framework”.

Maintaining and enhancing the existing trees and woodlands is a priority, but opportunities to increase the size and distribution of the resource is an essential part of sustainable growth. Not only does the planting of trees enhance existing open space, and streets but also new developments. New planting should endeavour to create green in the network of green spaces.

Tree planting is the principal area where community groups and residents can take active involvement in tree management. Such involvement at all stages should be encouraged as it significantly increases tree survival rates and provides greater sense of ownership. It is therefore also seen as an opportunity for assistance with the costs of planting through the potential sponsorship of trees.

## **Section 5.0**

### **COMMITMENTS FOR ALL TREES AND WOODLANDS**

The Council will adhere to the commitments listed above through the implementation of the Urban Forestry Strategy.

However, effective this is, there will be a significant need for the wider public to also acknowledge the need for trees and the benefits that they bring. Through doing this we all can enhance the area in which we live, work and promote the tourism of the Cannock Chase District

Many of the existing individual trees in the District are found in private gardens. Many landowners take a positive view of their influence over the quality of the landscape in the urban areas and countryside, taking advantage of grant aid schemes and sources of advice to implement positive landscape management and enhancement schemes. Unfortunately, there are some that for a number of reasons do not or cannot undertake such positive action.

There is great potential for further planting, schemes promoting tree planting in private gardens and streets that will improve the environment of the District.

As the Local Planning Authority, the Council has a statutory duty to take steps to protect trees that it believes make an important contribution to the amenity of the District. This section sets out the Council's approach to the protection of privately-owned trees.

### **The Resource**

The Council has powers to make and enforce Tree Preservation Orders (TPO's) and designate Conservation Areas within which all established trees are protected, and only in cases of potential threat that it will seek to legally protect trees by the use of a TPO. Resources rarely allow the proactive use of orders or the required updating and re-surveying.

The implementation of such statutory restrictions on the rights of a landowner is always a potential source of conflict and difficulty. However, many of our finest trees and woodlands would not be part of our landscape today if such protection had not been used.

Protection has not only been achieved through the statutory process. A substantial number of trees have been saved from inappropriate pruning or premature felling by the offer of expert advice from the Council's officers. Advice is offered to the owners of protected trees and other tree owners; this advice is offered free and is seen as a valuable part of tree protection. The quality of private tree care is very variable and ranges from owners who are completely indifferent, through motivated but poorly advised owners, to those who take great pride in their trees and are anxious to seek the best advice and engage quality contractors to carry out required work.

The Council are responsible for maintaining over 700 TPO's and 8 Conservation Areas. The pressure for development necessitates the pro-active use of TPO's, despite the limited resources. TPO's therefore tend to be used reactively when a threat to the condition or retention of a tree is known.

Use should be made of planning conditions and Section 106 CIL Agreements to ensure that funds are identified for enhancement and tree management. This should require that long-term management plans are produced, with an indication of the committed source and level of resources for that management.

One of the most frequent threats to trees, and the commonest reason for making a TPO, is proposed development of land upon which trees are growing. Plans are often submitted showing trees retained which are totally unsuitable for the proposal or in such poor condition that their retention is not appropriate.

Developers often assume that all trees on a site will have to be retained and consequently view trees as a hindrance rather than an asset. It is still common for planning applicants to fail to provide sufficient information to enable proper consideration of trees on a proposed development, which can mean more officer time is spent making detailed assessments of trees and other factors, at the public's expense.

The Council gives pre-application advice and supplementary planning guidance for developers, builders, architects, etc. Schemes are frequently amended to ensure that significant trees are properly retained often through a process of working with the applicant to reach mutually acceptable solutions to the conflicts that can arise. The Planning Department will ensure such advice is given and adhered to throughout the development phase

It is common for tree protection constraints on development sites to be under estimated. In order to ensure a tree will be successfully retained, it is vital that the tree's root system is properly protected from direct and indirect damage such as ground compaction or contamination by reference to and the application of British Standard 5837: 2012 "Trees in relation to design, demolition and construction".



## **Cannock Chase District Councils policies**

These Policies are will set out how we will work on behalf of the Council although we will always look to ensure there is an equal balance between the benefits of trees and the local residents.

In many cases, residents request tree removal or pruning for minor seasonal issues. Although at the time these can be of an inconvenience to people the overall benefit of the trees being in place, out weigh the annual clearance of leaves and fruit from garden areas. As such it is recognised nationally that the removal of trees would not be appropriate in such cases.

The Council will, however, prune back trees from buildings and structures to allow a clearance distance of 2 meters. As this is seen as a nuisance to people and can have a direct impact on people's lives/properties and would be acceptable.

### **Policies for Council owned trees – Summary**

- **Public Safety** – Public safety is of paramount to Cannock Chase District Council, when making decisions about the safety of trees throughout the District.
- **Arboricultural Standards** – The Council will ensure that all tree maintenance carried out upon its trees is to the very best standards and in accordance with British Standards (Currently British Standards BS 3998: 2010, British Standard Recommendations for Tree Work).
- **Minor and Seasonal** – The Council will not carry out pruning works due to minor or seasonal nuisances such as sap dropping from tree(s), birds nesting or roosting in tree(s), leaf-falling and the dropping of fruit and flowers. However, it is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.
- **Television interference** – It is the Council's practice to suggest more careful siting of television receivers and will not prune or reduce the size of the tree(s) specifically to improve satellite television reception. However, it is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.
- **Light Obstruction** – The Council will not in carry out crown thinning or crown reduction work to trees in relation to obstruction of light. However, it is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.
- **View Obstruction** – The Council will not carry out maintenance work or tree removal to reinstate scenic views. However, it is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.
- **Tree size and amenity** – Wherever there is space to allow a tree to grow to full size the Council will seek to plant the largest tree possible, notwithstanding the need to select trees for reasons of character, design, local importance, shape and wildlife importance, the Council will adhere to the need for the right tree to the right site.

**Further details on what will be considered, and the action taken is addressed an annex 3.**

### **Policies 1**

**The Council will ensure that the tree and woodland populations are protected, developed and, where appropriate expanded, where not contradictory to Nature Conservation aims.**

- Provide and maintain a computerised system of asset management that enables accurate analysis of the tree and woodland population; facilitates the management of resources and so enabling their prioritisation.
- Provide plans for the long-term management and development of the tree population as an essential component of the landscape.
- Supplement the Council's spending by seeking additional funding.
- Ensure that S106 CIL funding is appropriate to manage and maintain trees and woods handed over to the Council for the full term (currently 20 years).
- Realise any economic potential of trees and woodlands where this does not conflict with the other policies and priorities of the Strategy.
- Ensure that maintenance works make best use of resources by efficient work planning and the recycling of by-product material wherever possible.
- Work in accordance with current best practice.
- Preserve, protect and enhance community distinctiveness.

### **Policies 2**

**The Council will maintain its trees and woodlands in accordance with its obligations, with particular attention for the safety of people and property.**

- Clearly establish and maintain management plans for its tree and woodland population.
- Continue to survey all Council owned trees and woodlands, incorporating risk management on appropriate cycles.
- Undertake maintenance and remedial works, which fulfil the Council's obligations.
- Establish a process to review, improve and adapt these as needed.

### **Policies 3**

**The removal of trees and woodlands shall be resisted, unless there are sound arboricultural reasons or in accordance with approved management plans.**

- There will be a presumption against the removal of trees, which are healthy, but subject to complaint, unless the basis of the complaint has an overriding justification and no alternative management practice can be implemented.
- Replace all trees which are removed, where possible

### **Policies 4**

**The Council will plant new and replacement trees and woodlands, using appropriate tree species where compatible with the conservation of other important habitats.**

- Develop a tree-planting plan that sustains the tree and woodland tree population, with particular emphasis on the long-term replacement of mature and over mature trees.
- Expand the urban tree and woodland population, particularly where new planting will help to improve value for people and wildlife.
- Identify a specific planting budget so that the essential tree and woodland maintenance budget is not used up on planting, particularly where current funding does not allow tree planting due to a need to use special construction and surfacing.
- There will be a presumption, that year on year that there is an increase in the urban tree and woodland population.
- Incorporate the principle of rotational tree removal in all park development plans.

### **Policies 5**

**The Council will encourage and enable greater awareness and better understanding of tree and woodland management, in order that community consultation and involvement is encouraged.**

- Develop a robust and practical consultancy protocol, supported by sufficient resources to ensure successful implementation.
- □Identify trees and woodlands of particular interest to local residents and ensure a method of consultation when major work is undertaken.
- Develop a protocol for communicating work need and to be a good neighbour ensuring work is undertaken in a manner sensitive to the wishes and aspirations of residents.
- Encourage public appreciation, recreational use and enjoyment, and community involvement in tree and woods management.
- Establish and support a voluntary urban tree warden scheme to work with officers in encouraging and enabling community involvement in tree plantings and management.

### **Policies 6**

**The Council will manage its woodlands in a fully sustainable manner, in accordance with the objectives and guidance set out in Woodland Management Plans.**

- Develop woodland management plans for existing woodlands and plantations.
- □Manage the woodlands on a fully sustainable basis.
- □Maintain continuous tree cover.
- Identify potential new sites for woodlands and encourage their creation adjoining existing woodlands and where appropriate making full use of natural regeneration.
- Maintain and expand decaying woodland habitats, where safe to do so, essential for the functioning of woods ecosystems

### **Policies 7**

**The Council will ensure that the tree and woodland populations are protected enhanced and where appropriate expanded.**

- To utilise and enforce planning powers to retain and protect trees and woodlands.
- To comment and advise on strategy and other initiatives which affect trees and woodlands.
- The Council will require the standard of information relating to the trees and woodlands on development sites, together with the appropriate protection measures, as set out in detail in Supplementary Planning Guidance, to be submitted with planning applications. Planning Applications with insufficient/inadequate Arboricultural Impact Assessments/plotting/root protection measures will not be registered
- The removal of trees and woodlands shall be resisted, unless there are sound arboricultural or other reasons to indicate otherwise.

## **Policies 8**

**The Council will make Tree Preservation Orders in order to secure the retention of existing trees of amenity value on proposed development sites and other situations as a precautionary measure.**

- The Council will continue to protect significant trees.
- Consent for works will be provided if the Council is satisfied that (1) the long term health and appearance of the tree is not impaired; (2) the works do not unjustifiably inhibit or prevent the full and natural development of the tree; (3) the work is necessary for the continued retention of the tree; (4) the work is consistent with good arboricultural practice; (5) in the case of woodland the work is consistent with sound woodland management.
- To maintain records of TPO's and complete the appraisal of older TPO's, where necessary revoke old ones and serve new orders.
- To develop and implement an Internet based system for inspection of and application for TPO's.
- Consider TPO's for all appropriate trees and woodlands on land no longer the responsibility of the Council.

## **Policies 9**

**The Council will consider and respond to tree work and planning applications in a manner, which ensures a sustainable, and high-quality tree and woodland population is retained.**

- To employ best practice and codes of practice which ensure effective and consistent approach to considering and deciding upon planning applications.
- To consider prosecution when breaches of conditions, TPO's and Conservation Area regulation has occurred, if it could not first be resolved by positive action.
- Trees and Woodlands shall be a material consideration for planning applications; requiring the submission of an Arboricultural Impact Assessment, including plans locating the trees and woodlands, as part of the planning application.
- When granting planning permission set conditions for the retention, protection, planting and care of trees and woodlands.
- Utilise commuted sums and Section 106 Agreements (Town and Country Planning Act 1990) to ensure the appropriate long-term care of trees and woodlands.
- Utilise and enforce planning powers to retain and protect trees on development sites, and where extensions and changes are permitted on existing properties.
- There will be a presumption against the cutting down, topping, lopping or uprooting of any protected tree. The Council will not give consent to fell a protected tree or woodland unless it is satisfied that this is necessary and justified. Any such consent will be conditional upon appropriate replacement of the tree.

## **Policies 10**

**The Council will encourage new and replacement tree and woodland planting, using appropriate tree species where compatible with the conservation of other important habitats**

- To promote tree and woodland planting where it is considered this will lead to amenity benefit.
- To encourage and support actions which will increase woodland cover in the District.
- The Council will expect all new site developments to contribute to the overall tree population, either through on-site planting schemes or through a pre-determined planning contribution of funds dedicated to planting, by the Council, in the locality.

**Policies 11**

**The Council will resist development, which it considers makes inadequate provision for the retention of trees and woodlands.**

- To utilise and enforce planning powers to retain and protect trees and woodlands on development sites, and where extensions and changes are permitted on existing properties.
- To monitor and enforce planning powers and conditions where necessary.

**Policies 12**

**The Council will encourage and enable greater awareness and better understanding of tree and woodland management, in order that community consultation and involvement is encouraged.**

- Will promote good standards of tree and woodland care.
- Will encourage major tree owners, and those who own trees worthy of protection, to adopt best practices in their care of trees and woodlands.
- To encourage and involve members of the community, through tree warden and similar schemes and volunteering, to disseminate information and to take an active involvement in tree and woodland care.
- The Council will follow a standard published procedure for the evaluation and making of Tree Preservation Orders.
- As part of its Conservation Area assessment the Council will identify and record all those privately-owned trees of high amenity value.

## SECTION 6.0

## ANNEXES

## Annex 1: Targets 2019 to 2024

## Action Plan 2019-2024

Action	Policy	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
To purchase ICT system for Tree Management, including CRM, tree recording, risk assessment and contract management	1,2			✓		
To develop Annual tree planting programme to ensure tree replacement policy is achieved	2,3	✓	✓	✓	✓	✓
To increase community involvement by development of the Tree Warden Scheme	1-6		✓			
To protect trees and woodlands as per statutory framework	1,2,3	✓	✓	✓	✓	✓
To consult on revised Urban Forestry Strategy	1,5	✓				
To undertake annual tree risk assessment of all high-risk zone trees	1,2	✓	✓	✓	✓	✓
To undertake tree risk assessment of all low-medium risk Zone trees every 3-5 years respectively	1,2			✓		✓



**Annex 2: Risk Management Framework.**

The current system was introduced in 2004, based upon the prioritisation of the target and the likelihood, or otherwise, of part or whole of the tree failing. To achieve this in a consistent manner the Council adopted a risk assessment system developed in the USA, which has been applied across the world.

Targets, that is, people and property, which are likely to be harmed or damaged by trees, are ranked into four zones, according to their frequency of use and value. Each zone is attributed a rating of one to four (four being the highest risk). High risk targets are those with constant use, by many people, such as roads or homes. Lower risk targets are parts of open space infrequently visited, such as meadows or woodlands, away from boundaries or paths. This is called “Zonal Target Assessment”.

The target ratings are:

- 4** (constant use or permanently occupied structure)
- 3** (Frequent use)
- 2** (Intermittent use)
- 1** (Occasional use)

These form the three target zones:

- Red** Target ratings of 3 and 4
- Amber** Target rating 2
- Green** Target rating 1

Each tree is individually assessed for its condition and likelihood to fail by a suitably qualified and experienced tree inspector. The assessment of the defective part is rated according to its size:

- 4** (Greater than 75cm diameter)
- 3** (46 to 75cm diameter)
- 2** (16 to 45cm diameter)
- 1** (Up to 15cm diameter)

Its failure potential is similarly ranked:

- 4 (severe)
- 3 (High)
- 2 (Medium)
- 1 (Low)

The sum of the three scores is then calculated giving the risk rating for each tree. Those with the highest risk ratings receive remedial action to lessen the risk to acceptable levels. All trees rated at 9 or higher shall receive remedial works, which may require the removal of the tree, or more commonly pruning.

The survey is undertaken by visually assessing the tree from ground level. Arrangements can be made for even more detailed assessment by ultra-sonic testing or a climbing inspection. The data is collected on handheld computers, plotting the trees position on the Council's electronic mapping and basic database. Integral to the system, is the re-inspection of trees on an appropriate cycle; this is based upon the target zones:

- Red** Annually
- Amber** Every three years
- Green** Every five years

Similarly, the Council is expected to constantly review, and if necessary, revise the system to account for the risk posed, legislative requirements and to ensure the Council's approach accords with good practice, such as British Standards.

As part of this review the Council is mindful of the guidance from the National Tree Safety Group produced in December 2011. This clarified the risk of a fatality as a result of a falling tree as 1 in 10,000,000.

As a result of this research two changes will be made to the risk assessment process.

**Change 1: The Introduction of Groups.**

Until the amendment was made every tree meeting the criteria of the process was individually logged and inspected. This has proven to be difficult to undertake and recommend remediation work by the inspectors where trees are in close proximity to one another, as the action is likely to have an impact on the group. The adoption of groups for appropriate trees also enables the Council to link its tree and woodland husbandry plans to the risk survey, making the two processes more closely aligned, as well as introducing efficiencies in both the surveying and work scheduling stages.

**Change 2: Fluid Risk Zones.**

Initially risk zones were developed based upon the distance a tree was from a target. As the survey has progressed it has become clear that some trees beyond this distance could potentially threaten the target.

To make the survey more robust, trees will be assessed based upon their size and position as to whether they could impact on the target. In reality this means some trees in a low risk zone will be rated at higher risk, whilst others closer to a target, due to their small size rated a lower risk.

**Proposed Change 1**

Rating and Ranking of Targets.

Closely linked to change 2, above, the rating of targets needs to be re-assessed. This will greatly assist the surveyors and ensure that potential targets are given the weighting they deserve and ensure resources can be directed to where they will have greatest benefit.

**Proposed Change 2**

Upgrading of Management Software.

The Council introduced a temporary tree database, which it stated would be replaced within 12 months of introduction (by 2005). The system does not have the flexibility needed to undertake the survey, review and scrutinise the data, provide a full history of the tree or schedule maintenance efficiently. An integrated ICT Management system is therefore still required to manage the Councils asset and the risk associated with them.

### **Annex 3: Policy for Service Requests.**

#### **This Section sets out the circumstances where the Council will and will not prune trees.**

##### **Safety.**

Where there is a clear and foreseeable threat to personal safety of residents, visitors or property, directly related to the condition of a tree action will be taken to minimise that risk. Risks that are an indirect consequence of the tree (e.g. slippery leaves on pavement in autumn) will only be dealt with in extraordinary circumstances and when other options are not available. The unfounded fear of a tree **will not** result in action to prune.

##### **Obstructing the Highway, road signs and streetlights.**

Staffordshire County Council is responsible for trees on the highway pavements and verge; and ensuring private garden trees do not form an obstruction to roads and paths. They can be contacted on 0300 111 8000.

Where trees in parks and on other Cannock Chase Council land may affect the highway, we will ensure that adequate clearance is maintained, based upon the class of road and types of vehicle which regularly use it.

Similarly, the Council will endeavour to ensure its trees do not obscure road signs, signals and lighting. The purpose of street lighting is to illuminate the carriageway and paths. The Council will not normally take action to improve illumination of private property.

##### **Television, Satellite, Radio and other Broadcasting and Receiving equipment.**

A TV licence is a permit for an individual to operate a receiver; it is not a guarantee of getting reception, let alone good reception. Providers of terrestrial and satellite equipment both broadcasting and receiving cannot expect the Council to prune trees to improve or gain reception. In many cases it is possible to resolve issues of poor reception involving trees by finding an engineering solution. The Council will only consider requests to prune trees to improve reception where all the following criteria are met:

- Efforts to find an engineering solution to the problem have been exhausted and unsuccessful.
- The work required is consistent with good arboricultural practice and will not unduly affect the amenity or health of the tree
- The work required can be executed within current financial constraints

##### **Loss of Daylight and affecting views.**

Action will normally only be considered where the separation between the tree trunk and the window of the nearest habitable room (dining room, lounge, kitchen, study or bedroom but specifically excludes WCs, bathrooms, utility rooms, landings and hallways) is less than 6 metres for trees with a height of over 12 metres, or less than half the height of the tree for smaller trees, or where the separation between the edge of the canopy and window is less than 2 metres.

Where a situation falls within these guidelines cases will be prioritised according to proximity and account will also be taken of the orientation of the affected window(s). The results of any consultation exercise may modify decisions if it appears that any work would be by and large unpopular with the rest of the community.

Whilst the occupant of a property may wish to have a more expansive view across neighbouring land, there is no legal right to a view, and it should be remembered that trees and other vegetation are frequently planted as a screen, to obscure nearby properties, so increasing privacy and providing a more naturalistic environment. The Council will not normally take action to create or maintain a view.

**Petals, Leaves, Seeds, Twigs and Fruit.**

Seasonal change affects trees and with it they shed petals, leaves, seeds, twigs and fruit. These are often carried freely on the wind and are largely outside the control of the Council. Clearing of leaves from gutters and pathways and weeding of self- set seedlings are normal routine seasonal maintenance which property owners shall be expected to carry out.

It is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.

**Birds and other Wildlife.**

Trees form a habitat for many animals and other plants, as a source of food, or providing shelter to nest or roost. If bird-droppings are an issue pruning is not a solution, as the birds will continue to roost or sit on the remaining tree branches.

It is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.

**Honeydew.**

Honeydew or sticky deposits are the excretions of aphids and other plant sucking insects. It is an almost pure sugar solution, like the plant sap from which it is derived. As with leaves, honeydew is not readily controllable by pruning and cleaning of affected surfaces can be considered to be routine maintenance.

It is sometimes possible to improve the situation through general maintenance or planned maintenance. If it has been identified that this could be of benefit, then this work will be carried out at the appropriate time.

**Root Damage and Subsidence.**

Cases of direct root damage will be considered on an individual basis. A balance will be struck between the nuisance experienced by individuals and the benefits offered by the tree to the wider community.

**Drain Blockage by Tree Roots.**

Trees do not have the capacity to break into a sound drain, but they will exploit any existing fault. The removal of one tree will not prevent another tree or other vegetation from exploiting the same opportunity. The appropriate way to deal with tree root blockage of drains is to ensure that the drains are watertight.

Accordingly, the Council will not normally act in response to complaints that Council managed trees are blocking drains unless the removal of the tree is necessary to affect a safe repair i.e. trenching so close to the tree will cause the tree to become unstable or liable to wind blow.

**Subsidence**

Tree related subsidence damage is a complex issue and each case will need to be considered on an individual basis, although such cases in this District are very rare due to the absence of shrinkable soils. Where damage has occurred, the Council will require that adequate assessment and monitoring is undertaken to demonstrate that the tree is involved and that such evidence be submitted in support of any request for action.

Requests for action based on an un-quantified possibility of damage occurring at an unspecified point in the future will not be considered.

**Reducing the Height of Trees.**

This work is not recommended or considered appropriate for trees, except in exceptional circumstances. It is a destructive form of pruning, which can seriously weaken the tree, as the cuts seldom heal, leaving the tree exposed to disease and decay, which in turn creates a hazard. New growth is weakly attached, and prone to breaking, so far from eliminating a danger the heavily pruned tree it is more likely to become one. The new growth tends to be denser, and the tree quickly reaches and regains the original height, forming an ugly and disfigured tree.

**Solar Panels**

The inclusion of solar panels on building is increasing within the District and across the UK as a whole. CCDC recognises the importance of solar panels and the green energy that they supply. This cost benefit to the local area must be weighted up against the environmental and health benefit which trees also bring to the local community. For this reason, the design of solar panels must consider the location and growth of existing trees. CCDC will not carry out works to reduce or remove established trees for solar panels. In return we will assess all new planting areas and will design planting around existing solar panels as to not cause a concern.

**Commenting on Officers decisions**

The Council takes every enquiry on its own merits and will look at the age, condition and suitability of the tree in every case. This will then be judged against any possible works and inline with current industry standards and within CCDC policies. In essence the Council will ensure that the tree stock is kept in a healthy condition and any works carried out, will help to benefit the health of the tree, and ensure continued retention of the tree.

In some cases, the works requested, will be against industry standards and can have a dramatic effect on the health of the tree, or where there will be continued future maintenance. The Council will therefore carryout any alternative works to the tree, this may be minor works and may not completely address all aspects of the original enquiry.

**Complaints procedure for Council owned trees**

The Council will look at each case on its own merits and will decide on the best course of action in-line with the Councils' policies, budget requirements, best practice and future on-going maintenance costs. If it is decided that the Council will not carryout works to a tree, then there is a set complaints procedure that residents can follow. This will include in the first instance a case review by the relevant Manager/Head of Service to see if the decision was made following the correct policies. If the resident is still not happy with the outcome, a further complaint can be made to the appeals and complaints panel. The elected members will look at both the case and the reasons surrounding the case. They will then make an impartial decision based on the facts presented to them.





**Annex 4: Right Tree in the Right Place Framework.**

**Landscape Impact**

- Consider the existing use of the space and would the presence of trees be positive.
- Establish the landscape type and what constraints this will place on species selection.
- Establish existing habitats and ensure that tree and woodlands would be complimentary to or adding value.
- Establish the history of tree cover and whether new trees or woodland would be appropriate.
- Establish if the area is subject to alternative management plan e.g. Heathland, Wetland.

**Site Constraint**

- Maintain local distinctiveness.
- Consider the presence of underground and overhead services.
- Meet the statutory safety requirements of access for pedestrians and vehicles.
- Assess impact on adjoining properties to ensure future potential problems can be minimised, particularly subsidence.
- Prioritise sites where there will be the greatest public benefit.

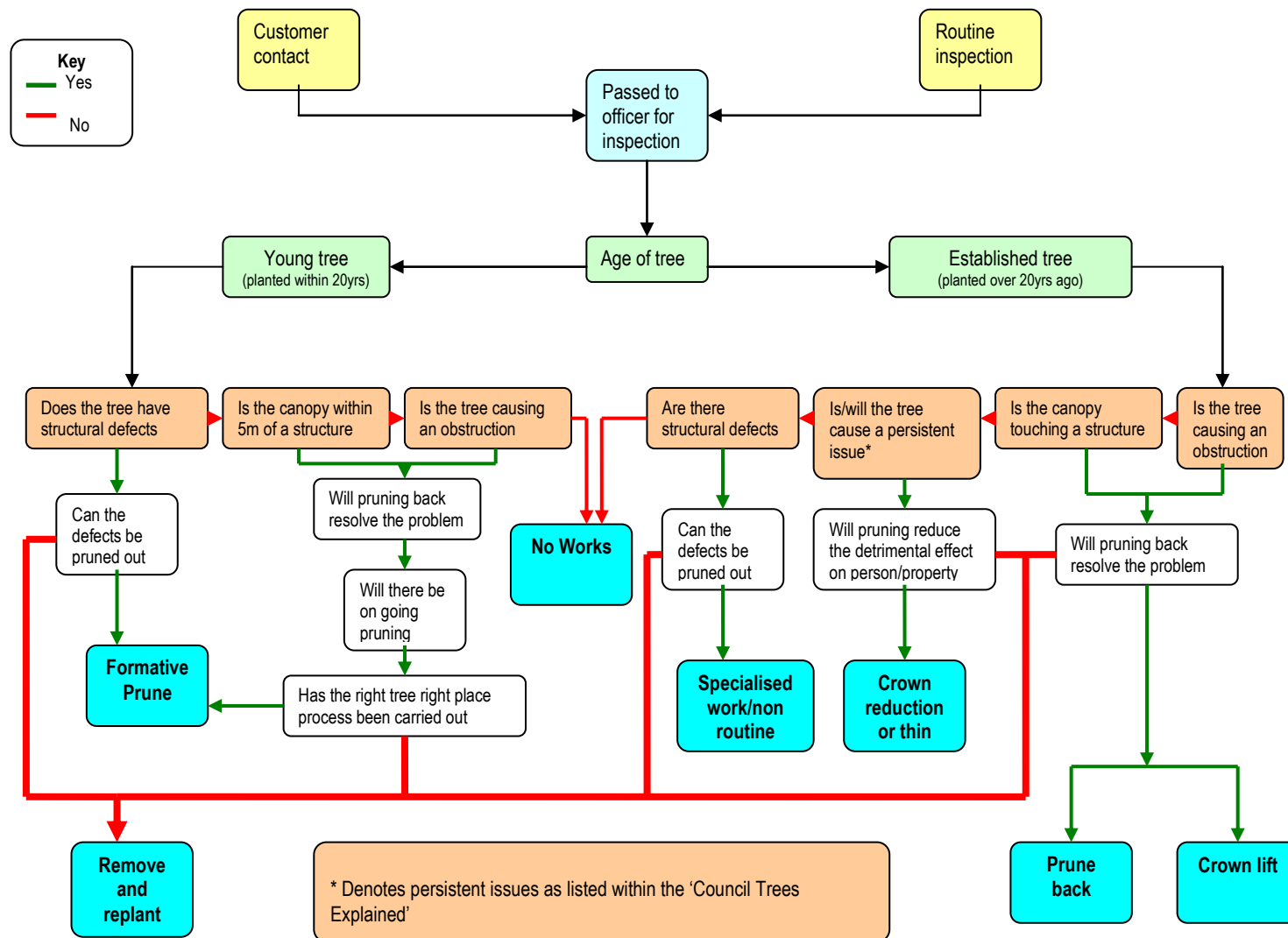
**Species Consideration**

- Select species known to thrive on the soil, particularly its type, compaction, nutrients and available water.
- Sufficient space for the tree at its ultimate size, unless, the tree is intended for controlling management such as coppicing or pollarding.
- Consider use of natural regeneration where appropriate.
- Where appropriate use native species.
- Ensure a diverse tree and woodland population is sustained.
- Consider the species tolerance to disease, and wind damage
- Consider species known to be drought tolerant.

**Community Consideration**

- Consider potential impact on neighbours.
- Consult with local community when introducing new large-scale planting.

Annex 5: Tree Pruning Practice.



**Annex 6 Results of Consultation**

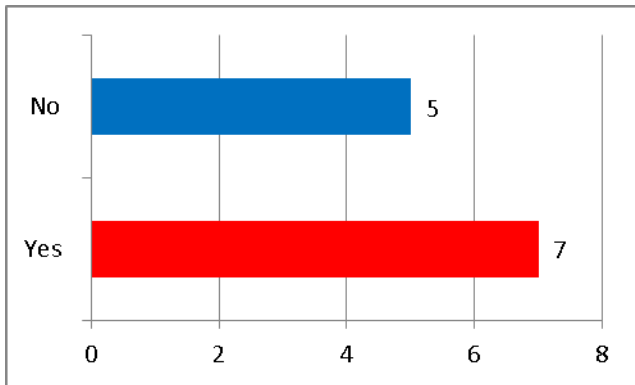
**Urban Forestry Strategy Consultation Results**

The consultation ran for 6 weeks from Monday 18 June to Friday 27 July 2018. 12 responses were received to the survey and 3 emailed written responses were received from: Cannock Chase Council Planning department, Cannock Chase AONB Partnership, and an elected Member.

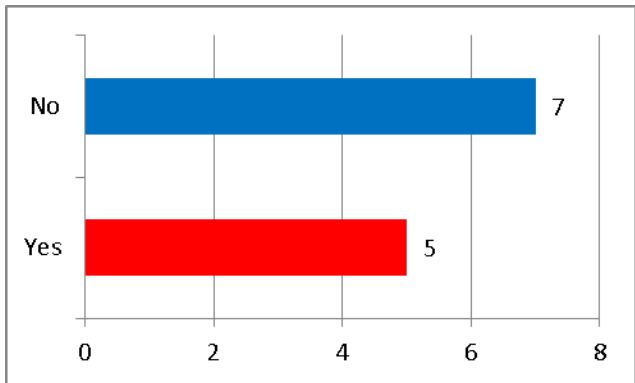
The results of the survey are below:

**Tree strategy and policies**

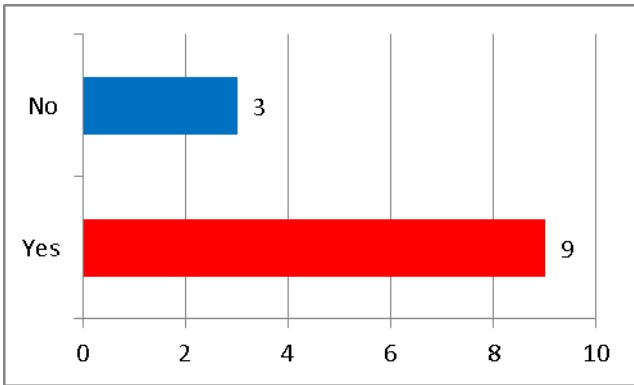
**Q1 The Council is responsible for the care and management of its own trees, did you know that the council has nearly 30,000 individual trees and several woods?**



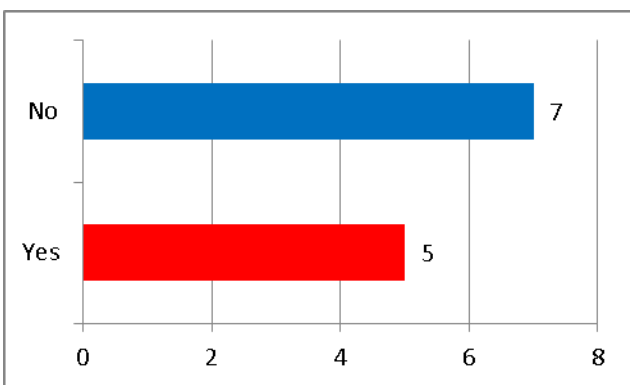
**Q2. Do you know that the Council has previously adopted an urban forestry strategy in order to maintain its own tree stock, and how local residents should look after their trees?**



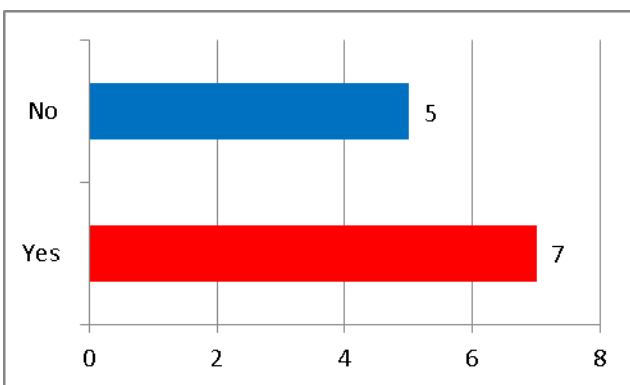
**Q3. Do you know that the Council adheres to a set of policies, which outlines what the Council will and will not do?**



**Q4. Do you think the Council should prune and remove more trees?**



**Q5. Do you think the Council should only carry out works to trees, where they have a defect or pose a risk to persons?**



**Q6. Do you have any further comments on the above section?**

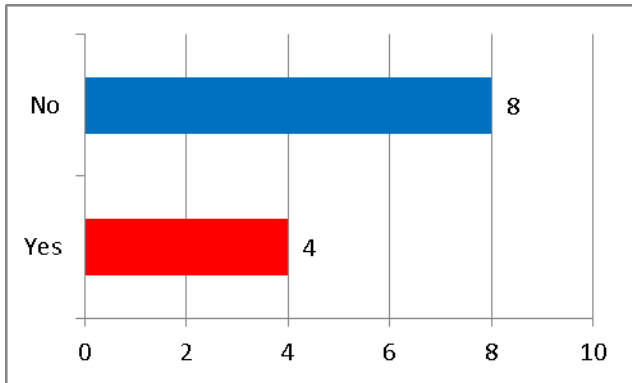
3 comments were received on this question:

- Further effort should be made, like posting out leaflets informing constituents about these matters. Trees should be encouraged not removed.
- Care and preservation of our resident trees is crucial policy and as a region we have a responsibility to protect our natural resources

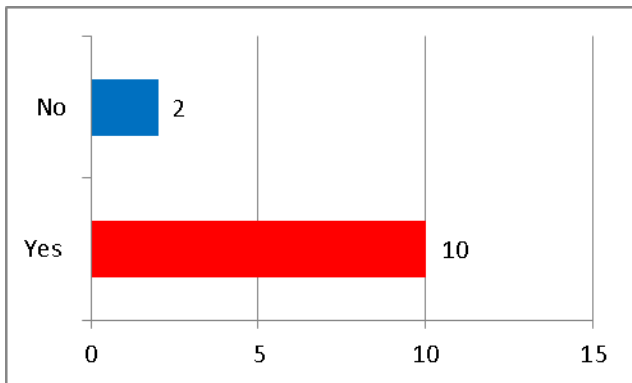
- The council should look at cases of tree nuisance whereby the tree is affected their quality of life (light/reception/leaf drop) where the council has planted trees in the past without any resident consultation.

**Trees in parks and open spaces**

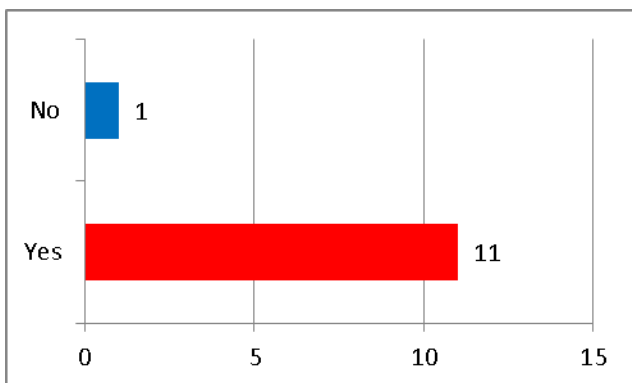
**Q7. Do you think the parks have enough trees?**



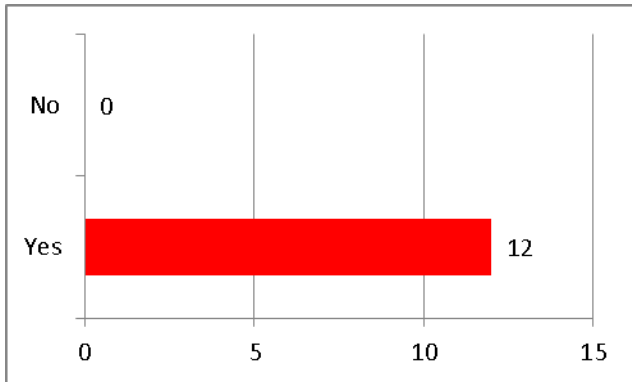
**Q8. Do you think we should be planting more trees in the parks?**



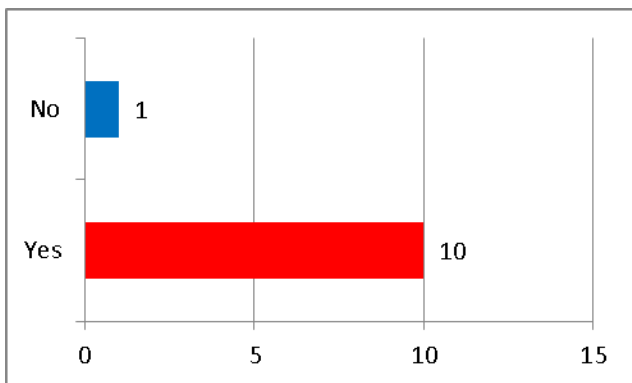
**Q9. Do you think we should be creating new woodlands, and more natural tree planting in the parks and open spaces?**



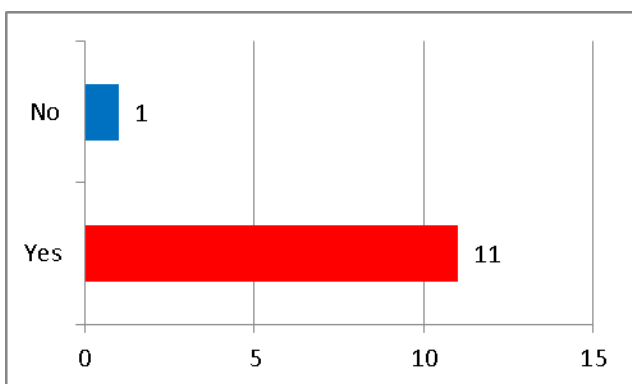
**Q10. The Council has several informal open spaces and small woodlands around the District, have you visited them?**



**Q11. The Council has several nature reserves, have you visited them?** 1 person did not respond to this question



**Q12. Do you think the council should increase the tree population for local wildlife and climate needs?**



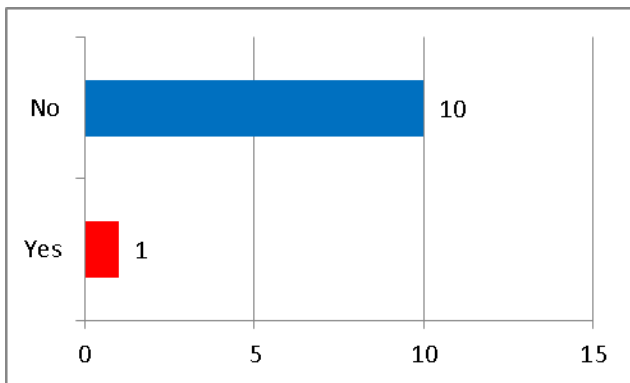
**Q13. Do you have any further comments on the above section?**



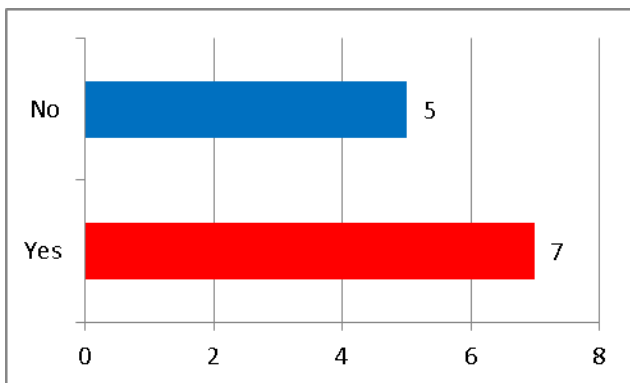
- I notice the council has sanctioned the loss of many trees for the new designer outlet. I am appalled that the rather large Oak trees which border my property in Heath Hayes have not been pruned or cut back in the twenty years we have lived here. We are very concerned as the large branches overhang our property and worry when there is a storm and fear for our house and possible damage. I would not wish to fell these trees but think once in a while some maintenance by the council would be greatly appreciated.

**Council Properties**

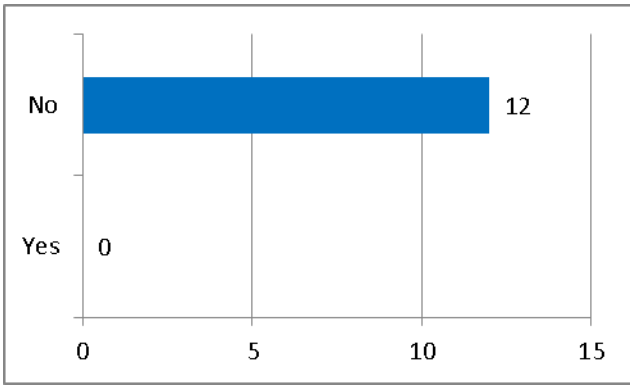
**Q14. Are you a Council tenant?**



**Q15. The Council also manages trees in council houses, do you think we should include new planting to the front and rear gardens?**

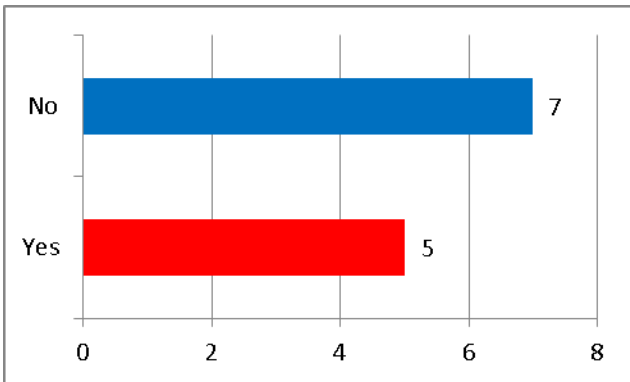


**Q16. Do you think we should remove all trees in council houses when new tenants move in?**

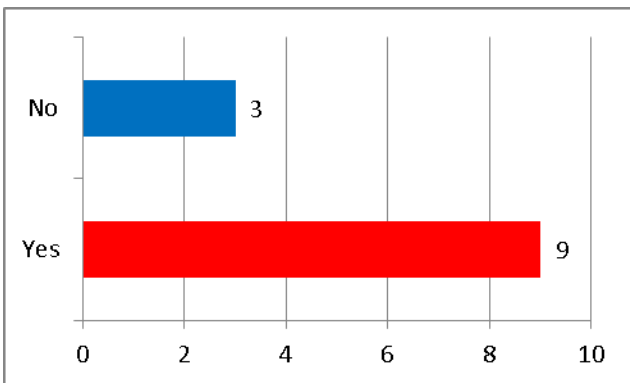


There was a 100% response that we should not remove the trees from council houses when new tenants move in.

**Q17. Do you think we should allow tenants to decide how best to look after the trees, and allow the removal if they wish?**



**Q18. Do you think we should enhance housing estates by planting more trees?**



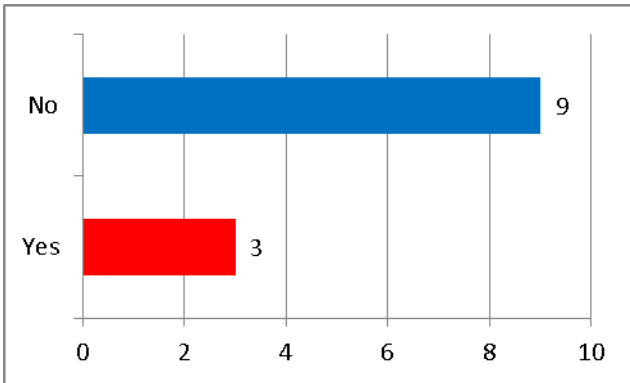
**Q19. Do you have any further comments on the above?**

- Trees which are maintained enhance an area and attract wildlife but must be planned carefully.
- I think the council should respect that trees aren't always of benefit, but can also be a nuisance.

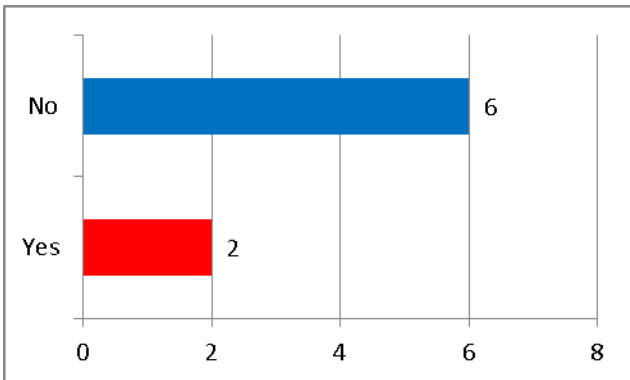
- I have put no because most people don't want trees in their garden as they don't want to be bothered looking after them. As for planting trees on estates – they only get vandalised which is such a shame.

**The Urban Forestry Section**

**Q20. Have you ever needed to contact the Urban Forestry Section?**

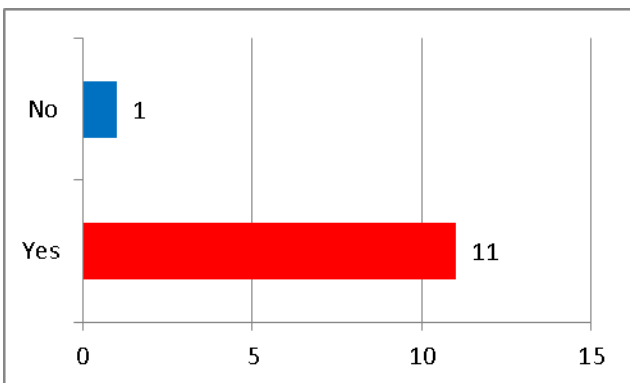


**Q21. If so, have you found the information given useful?**

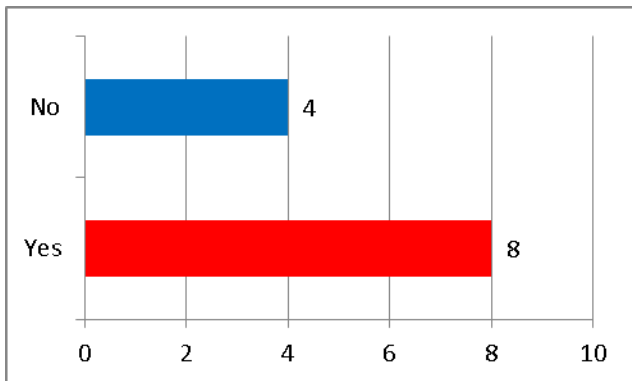


Only three people said they have contacted the Urban Forestry Section, however, six said they did not find the information given to be useful.

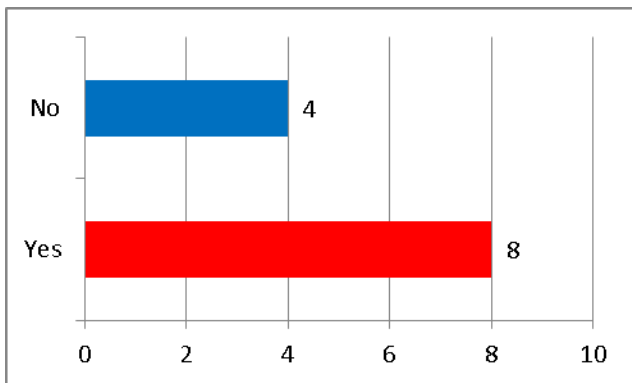
**Q22. Do you think the Council should be promoting new planting of trees within the District?**



**Q23. Do you think the Council should be promoting new planting of trees within private gardens?**



**Q24. Should the Council do more to promote the need for trees in private gardens?**



**Q25. Do you have any further comments on the above?**

- More trees and plants can help reduce the impact pollution has on the atmosphere. They will continue to do that and enrich our air for free. If we have a tip, we have more trees too.
- Promotion of planting trees in gardens should focus on smaller, more manageable trees.
- If people wanted a tree they will go out and buy them – and buy what they want.

**Other Comments received and incorporated into the Policies**

The general approach to tree management and protection has been second to none by council officers. Cannock Chase, in my opinion can be proud of the tree-dominated landscape right across the district. However, I do believe that there has to be a recognition and acceptance that in some cases that trees can be a nuisance or a problem for residents. To that end I would like to recommend that in areas where there has been communal planting in the past (with no input or consultation with residents) more weight is given to the impact on light levels, leaf litter and reception. One example is with an elderly residents' bungalow estate where the leaf drop resulted in several inches of leaf litter on gardens and public footpaths caused a safety issue and caused a drop in light levels to several properties. I believe in these instances more sympathy should be given on the side of the complainant. To compensate I believe that at least 2 or more trees are planted to compensate, should trees be felled as a result.

On the other hand with new tenants on council properties the existence of a tree or trees in a front or rear garden should be acknowledged upon agreeing the tenancy.

In all cases where trees are planned to be planted on council land in residential areas all residents should be consulted on the future impact of those trees.

**Summary of AONB comments on the Draft CCC Urban Forestry Strategy**

Agree with overall principles and the approach, but the focus is more on management of trees on Council land (which is both important and necessary), consequently could a little more emphasis also be placed on the importance of securing appropriate planting (and aftercare) in new developments. Need to ensure partnership working with like minded organisations but otherwise all of the objectives are supported.

**Summary of Planning Comments**

Objective 3 sustainability and natural environment. This refers to the 1997 Local Plan, which was superseded by the adopted Local plan Part 1 in 2014. One of the district-wide objectives in the adopted Local Plan Part 1 is 'providing well managed and appreciated environments' supported by policies CP (design), CP (social inclusion & healthy living), CP (biodiversity and geodiversity), CP13 (Cannock Chase SAC), CP14 (landscape character and Cannock Chase AONB) and CP15 (Historic environment). The NPPF paragraphs 109 – 125 also apply (the updated NPPF is due to be launched imminently so this may change and will need to be considered accordingly). The adopted Design SPD Trees and Landscape chapter also needs to be referenced.

Should include the Government's 25 year Plan and refer to Natural Capital.

Make better links with Corporate Priorities.

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<b>Report of:</b>	<b>Head of Housing and Partnerships</b>
<b>Contact Officer:</b>	<b>Belinda Wildey</b>
<b>Telephone No:</b>	<b>01543 464 443</b>
<b>Portfolio Leader:</b>	<b>Housing</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/03/19</b>

**CABINET**  
**14 MARCH 2019**  
**TENANCY FRAUD POLICY**

**1 Purpose of Report**

- 1.1 To agree and approve the Council's Tenancy Fraud Policy.

**2 Recommendation(s)**

- 2.1 That the Council's Tenancy Fraud Policy, attached as Appendix 1 to the report, be agreed and approved.
- 2.2 That the Head of Housing and Partnerships, in consultation with the Housing Portfolio Leader, reviews the Tenancy Fraud Policy every three years or in the event of changes in legislation.

**3 Key Issues and Reasons for Recommendations**

Reasons for Recommendations

- 3.1 The Tenancy Fraud Policy is approved in order to detect and deter tenancy fraud across the District.
- 3.2 To encourage people to report tenancy fraud and understand the impact of tenancy fraud on the public purse and on social housing.

**4 Relationship to Corporate Priorities**

- 4.1 This report supports the Council's Corporate Priorities by ensuring existing homes are allocated fairly to those most in need:
- (i) Promoting Prosperity – Increase housing choices and make best use of housing stock.

- (ii) Improving Community Wellbeing: Environment, Partnerships and Community Safety – Supporting Vulnerable People, Sustaining Tenancies and building positive relationships.

**5 Report Detail**

- 5.1 Nationally, it is estimated that there are 98,000 cases of social housing tenancy fraud each year. The Council participates with the National Fraud Information Team in relation to data matching and, as a result of this work, a potential case of tenancy fraud is investigated.
- 5.2 Tenancy Fraud continues to be a key fraud risk area; investigations are carried out across all aspects of housing, from initial housing applications to the investigation of tenancy breaches and right to buy concerns.
- 5.3 In relation to the Council’s housing stock, the results of the investigations are:

<b>Financial Year 2017 / 2018:</b>		
<b>Type of Fraud</b>	<b>Number of Investigations</b>	<b>Outcomes</b>
Non Occupation	12	4 Properties Recovered
Sublet Property	3	2 Properties Recovered
Obtaining Housing by Deception	0	0
Fraudulent Right to Buy Application	3	2 – 1 RTB Withdrawn & 1 property recovered
<b>Financial Year 2018 / 2019:</b>		
<b>Type of Fraud</b>	<b>Number of Investigations</b>	<b>Outcomes</b>
Non Occupation	11 (4 on going)	1 Property Recovered
Unlawful Subletting	1	0
Obtaining Housing by Deception	1	1 Property recovered
False Right to Buy Application	1	1 RTB withdrawn & property recovered

- 5.4 The most common types of social housing / tenancy fraud are:
- Non-Occupation and Keys Selling – the tenant doesn’t occupy the property as their only or principal home;
  - Unlawful Subletting – a tenant lets out the whole of their property to someone else, often they will be charging rent higher than the Council;



- Obtaining housing by Deception – the person gets allocated a Council home by giving false, inaccurate or misleading information on their housing application; and
  - False Right to Buy – a tenant or resident makes a right to buy application and gives false information on their application.
- 5.5 Tenancy Fraud is detected following the receipt of information from neighbours, other Council departments, other agencies (such as Police and Social Services), by new Tenancy Visits and Tenancy Audit Visits undertaken by Officers within the Neighbourhood Services Team.
- 5.6 Following receipt of the information, a detailed and robust investigation is carried out to provide evidence of the suspected fraud, which may entail confirming ownership of the property, non-occupation through data matching and credit reference checks with agencies.
- 5.7 On receipt of sufficient evidence, a ‘Notice of Possession Proceedings’ may be issued to recover the property. In a significant number of cases, a tenant will relinquish their tenancy when presented with the evidence. Where the tenant fails to do so, possession proceedings are issued through the County Court.
- 5.8 The Tenancy Fraud Policy will ensure that tenants understand the process and what actions are to be taken where evidence of fraud has been detected. However, early intervention and prevention is the priority, and it is hoped that a clear policy will deter prospective and existing tenants from committing tenancy fraud.

## **6 Implications**

### **6.1 Financial**

None.

### **6.2 Legal**

A local authority has powers under the Prevention of Social Housing Fraud Act 2013 to prosecute tenants who sub-let their properties. If convicted, they can receive an unlimited fine and/or be imprisoned for up to two years.

### **6.3 Human Resources**

None.

### **6.4 Section 17 (Crime Prevention)**

None.

### **6.5 Human Rights Act**

#### Article 6 :Right to a Fair Trial

These rights are not absolute rights, but qualified rights. Any action to recover a property from a tenant is subject to possession proceedings at County Court.

Article 8: Right to respect for private life, family life and the home

These rights are not absolute rights, but qualified rights. The Council must take care to ensure that the human rights of all tenants are protected when considering individual cases. However, the Council has to balance the human rights of individuals against the human rights of other applicants for housing.

**6.6 Data Protection**

None.

**6.7 Risk Management**

None.

**6.8 Equality & Diversity**

This Policy has been subject to an Equality Impact Assessment. No negative implications have been identified.

**6.9 Best Value**

To deliver, economical, efficient and effective services and use benchmarking services to monitor the cost and service outcomes.

**7 Appendices to the Report**

Appendix 1: Tenancy Fraud Policy

**Previous Consideration**

None.

**Background Papers**

None.

# Tenancy Fraud Policy

## Housing Services



# Tenancy Fraud Policy

## Purpose of the Policy

This policy applies to all Cannock Chase Council properties excluding leasehold properties.

To ensure the fair allocation of Cannock Chase Council Housing stock to those customers in the greatest housing need.

To maximise the appropriate use of that limited housing stock by seeking possession where there are council properties unlawfully occupied.

To protect and make the best use of council stock and by ensuring that properties are only sold to tenants who legally qualify under the Right to Buy Scheme to make such purchases.

## Consultation

Ward Members  
Housing Tenancy Services  
Housing Options  
Housing Property Services  
Housing Benefit & Local Taxation  
Legal Services

## Reference Documents

Tenancy Fraud Guidance Notes for Staff

## Approval and Review

Approval:  
**Head of Housing & Partnerships**

Review:  
**Initial annual review of this policy document -  
subject to every 3 years thereafter unless there  
are any legislative changes**

Main contacts:  
**Belinda Wildey & Dave Willmore**

The Council seeks to detect and tackle tenancy fraud through an annual programme of tenancy audits, which currently targets 5% of the housing stock (270 audits per annum). These are undertaken in respect of any tenancies where concerns have been raised together with a randomly selected programme of other properties. Verification of a tenants identity is sought through signed photo identification whilst residence is established by viewing bank statement or utility.

Nationally it is estimated that there are **98,000** cases of social housing tenancy fraud with approximately **2%** of tenancies being fraudulent.



## 1 Introduction

This policy provides the framework for Cannock Chase Council to prevent, identify and address tenancy fraud within our housing stock.

## 2 Definitions

Tenancy fraud can present itself in various forms and can occur at any stage of a tenancy. The following list is not exhaustive but includes the main types of tenancy fraud:-

- Unauthorised subletting
- Non occupation by the tenant(s) as their main and principal home.
- Wrongly claimed succession - retention of a tenancy following the death or vacation of the tenant (s).
- Unauthorised assignment of the tenancy - mutual exchange or transfer of tenancy without permission.
- Right to Buy fraud - application by a person who is not the tenant or the tenant does not legally qualify for the scheme.
- Fraudulently obtaining a tenancy by misrepresentation of identity or circumstances.

## 3 Why tackle tenancy fraud?

Nationally it is estimated that there are 98,000 cases of social housing tenancy fraud with approximately 2% of tenancies being fraudulent. It is important to address the issue due to:

- The high demand on the waiting list for properties
- The impact that tenancy fraud can have on the community
- Releasing properties for the purposes of rehousing is significantly cheaper than development.
- The cost of tenancy fraud to the public purse, particularly the cost of housing families in temporary accommodation.



## **4 Prevention**

In an attempt to prevent tenancy fraud, we will endeavour to;

At the allocation stage, thoroughly check a potential tenant's housing application form to ensure that all questions have been answered and that the required housing history has been provided. Credit reference checks may also be undertaken if an application appears to be fraudulent.

At tenancy sign up, explain subletting and the consequences of breaching tenancy conditions in respect of this clause and in respect of using the property as their only or principal home.

Take a copy of photo I.D that will be stored in accordance with GPDR (General Data Protection Regulations) in order to cross reference identity of the occupant in the future.

Undertake a new tenancy visit in line with current procedure after the tenancy commencement date, in order to check that the tenant has taken up residency and is using the property as their main and principal home.

Conduct tenancy audits on a percentage of households each year to verify that the residents are the intended occupants, the tenancy audits are recorded as monthly local performance indicators.

On acceptance of a Right To Buy form, a home visit will be carried out to the named tenant as per the Right to Buy procedure.

Use a range of publicity methods to raise awareness of tenancy fraud amongst customers, the public and partner agencies and undertake periodic publicity campaigns.

Advertise how tenancy fraud can be reported confidentially on our website by calling a free phone fraud reporting number or using the Corporate online 'Report It' form.



Publicise cases where we have successfully gained possession of a property or prosecuted persons for tenancy fraud.

All officers dealing with Housing Fraud are trained in line with Policy and Procedures and on any statutory changes. Joint training is also provided in conjunction with partner agencies.





## **5 Allegations and Investigations**

Following an allegation of tenancy fraud that is yet unfounded, the Housing Department will carry out preliminary checks. At this stage it is important to gain knowledge from all available sources where information sharing protocols exist.

All allegations of tenancy fraud shall be recorded, investigated and outcomes monitored. Where these checks indicate that a full investigation is justified, the case will be referred for further investigation to the Local Taxation and Benefits Section.

## **6 Enforcement**

Legal advice shall be sought prior to taking criminal or civil action we will review and apply the relevant tests to evidence collated and considers whether an allegation of tenancy fraud can be substantiated, taking legal advice if necessary.

Without prejudice to any criminal action we consider taking, the relevant notice may be served to terminate the tenancy if it is considered that, on the balance of probabilities, tenancy fraud has occurred.

We will not refer matters to the Civil courts where the relevant property and all keys are surrendered. If cases are referred to court then we will seek to recover the relevant court costs. Even if the property is surrendered, we may still pursue criminal prosecution in certain circumstances.





- 7** Cannock Chase Council shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions by meeting the needs of those people who are vulnerable.

Tenancy fraud is also covered within:

Housing Act 1985  
Housing Act 1988  
Prevention of Social housing Fraud Act 2013

### **8 Monitoring and Reporting**

Any allegations will be recorded, investigated and actioned in accordance with Cannock Chase Council Tenancy Fraud Policy and Procedures. The quarterly performance reviews are undertaken and end of case investigation reports are signed off by Housing Services in accordance with the Service Level Agreement.

### **9 Review of Policy**

This policy will be reviewed after 12 months then every 3 years thereafter by the Head of Housing and Partnerships or following any new or revised legislation.



### **10 Responsibilities**

Responsibility for this policy sits with the Strategic Housing & Tenancy Services Manager

### **11 Equality and Diversity**

This Policy will be carried out in conjunction with Cannock Chase Council's Equality & Diversity Strategy and has been subject to an Equality Impact Assessment. We will ensure that no person or group of persons will be treated less favourably than another person or group of persons on account of any diversity strand. We will also ensure that residents have fair access to our tenancy service and provide translation services for community languages when required.

We will give due regard to our Public Sector Equality Duty when deciding whether to take formal criminal or civil action against an individual.





## Keep in touch...

→  Search for 'Cannock Chase Life'

→  @CannockChaseDC

→  [www.youtube.com/CannockChaseDC](http://www.youtube.com/CannockChaseDC)

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