

Please ask for: Steve Partridge **Your Ref:**
Extension No: 4588 **My Ref:**
E-Mail: stevepartridge@cannockchasedc.gov.uk

6 June, 2018

Dear Councillor,

CABINET

4:00 PM ON THURSDAY, 14 JUNE, 2018
ESPERANCE ROOM, CIVIC CENTRE, CANNOCK

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

Yours sincerely,





T. McGovern,
Managing Director

To: Councillors:

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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A G E N D A

PART 1

1. Apologies

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

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

3. Updates from Portfolio Leaders

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

4. Minutes

To approve the Minutes of the meeting held on 19 April, 2018 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: June to August 2018 (Item 5.1 – 5.3).

6. Representatives on Outside Bodies 2018/19

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

7. End of Year Performance Report 2017/18

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.44).

8. Corporate Priority Delivery Plan and Peer Review Update

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.11).

9. Strategic Risk Register

Report of the Head of Governance and Corporate Services (Item 9.1 – 9.16).

10. Annual Performance Review of 2017/18 of Inspiring Healthy Lifestyles

Report of the Head of Environment and Healthy Lifestyles (Item 10.1 – 10.66).

11. Review of Leisure Concessions to Serving Members of the Armed Forces 2018/19

Report of the Head of Environment and Healthy Lifestyles (Item 11.1 – 11.6).

12. Private Sector Housing – Financial Penalties and Rent Repayment Orders

Report of the Head of Environment and Healthy Lifestyles (Item 12.1 – 12.13).

13. Public Space Protection Order (Dog Control) Declaration

Report of the Head of Environment and Healthy Lifestyles (Item 13.1 – 13.30).

14. Local Plan Review (Issues and Scope) Consultation

Report of the Interim Head of Economic Development (Item 14.1 – 14.124).

15. Statement of Community Involvement

Report of the Interim Head of Economic Development (Item 15.1 – 15.32).

16. Former Grove Colliery Office Building, 137 Lime Lane, Little Wyrley

Report of the Head of Housing and Partnerships (Item 16.1 – 16.4).

17. Land to the North of 385 Norton Road, Heath Hayes

Report of the Head of Housing and Partnerships (Item 17.1 – 17.4).

18. Land to the North West of St. Peters C of E Primary School, Reservoir Road, Hednesford

Report of the Head of Housing and Partnerships (Item 18.1 – 18.5).

19. Policy in Respect of Applications for Rent Subsidy for Community / Voluntary Organisations

Report of the Head of Housing and Partnerships (Item 19.1 – 19.9).

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CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 19 APRIL 2018 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
Davis, Mrs. M.A.	Health and Wellbeing Portfolio Leader
Allen, F.W.C.	Housing Portfolio Leader
Todd, Mrs. D.M.	Town Centre Regeneration Portfolio Leader

94. Apologies

None.

95. 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.

96. Updates from Portfolio Leaders

None.

Following a recent announcement by the Government that child funerals costs would now be met by local authorities, the Crime & Partnerships Portfolio Leader queried whether the Council had yet received any details about this change. The Head of Environment and Healthy Lifestyles advised that no information had been provided so far, but Members would be updated accordingly.

97. Minutes of Cabinet Meeting of 8 March 2018

RESOLVED:

That the Minutes of the meeting held on 8 March, 2018, be approved as a correct record and signed.

98. Forward Plan

The Forward Plan of Decisions for the period April to June, 2018 (Item 5.1 – 5.3 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period April to June, 2018 be noted.

99. Recommendations Referred from Scrutiny Committees

Consideration was given to the following recommendation of the Customers & Corporate Scrutiny Committee made at its meeting held on 12 March, 2018:

Minutes of Previous Meeting held on 14/11/17 (Scrutiny Review of the Financial Recovery Plan) (Draft Minute No. 15).

“That Cabinet be requested to write to the Government seeking compensation for loss of income should development of the former Rugeley Power Station site be delayed due to works related to the HS2 scheme.”

Consideration was given to the following recommendation of the Economic Development and Town Centres Scrutiny Committee made at its meeting held on 4 April, 2018:

Briefing Note: Transport Working Group (Draft Minute No. 15).

“That Cabinet be recommended to write to Arriva to show support for the inclusion of Rugeley within the Cannock and Stafford Arriva ‘saver zones’ area and the Scrutiny Committee be advised of any reply received.”

RESOLVED:

That the respective recommendations of the Customers & Corporate Scrutiny Committee and the Economic Development and Town Centres Scrutiny Committee be agreed.

100. Corporate Plan and Priority Delivery Plans

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 7.1 – 7.43 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Council, at its Annual Meeting to be held on 23 May, 2018, adopt and approve for publication the Corporate Plan 2018-23, together with the Priority Delivery Plans for the 2018-19 financial year, as set out in Appendices 1, 2 and 3 of the Report.
- (B) Officers review the role, scope and responsibilities of the existing Scrutiny Committees to align them with the new priorities and objectives as set out in the proposed Corporate Plan 2018-23.
- (C) Council, at its Annual Meeting to be held on 23 May, 2018, be recommended to retain the existing structure of four Scrutiny Committees and agree revised terms of reference for each Committee following the outcome of decision (B), above.

Reason for Decisions

The Corporate Plan 2018-23 superseded the Council's previous Corporate Plan 2015-18 and set out the priorities and strategic objectives for the District for the next five years.

There were three notable differences for the new Corporate Plan:

- The Plan was for the District as a whole and not just for the Council;
- The five current priorities had been refocussed into two new priorities; and
- The Plan was for five years rather than three.

The reasons for these changes were set out in section 5 of the Report.

The supporting Priority Delivery Plans (PDPs) were the annual documents which set out how the Council would achieve progress against its strategic objectives. These plans established the actions, performance measures and timetables for delivery which were the basis of the Council's quarterly and annual performance monitoring framework.

The requested review of the Scrutiny Committees' structure was intended to align the existing structure with the revised Council priorities and objectives as set out in the new Corporate Plan and ensure clear scrutiny arrangements were in place for each Cabinet Member Portfolio.

101. Data Protection Policy

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 8.1 – 8.15 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Data Protection Policy be formally approved and adopted.
- (B) The Head of Governance and Corporate Services, as the Senior Information Risk Owner, be given delegated authority to make amendments to the Data Protection Policy to reflect any changes in legislation.

Reasons for Decisions

With the implementation of the General Data Protection Regulations (GDPR) on 25 May, 2018, it was necessary to update the Council's current Data Protection Policy to ensure compliance.

The policy laid out how the Council would collect, store, handle and use any personal information it needed to carry out its work.

The policy applied to all employees, elected Members, contractors, partners and any others working with personal information controlled by the Council. It was essential that the policy was complied with to ensure that the public had confidence in the Council and its handling of personal information. Failure to follow the policy and ensure that the Council abided by Data Protection legislation could result in the imposition of penalties upon the Council.

102. Adoption of Collections Development Policy 2018-23: Museum of Cannock Chase

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 9.1 – 9.15 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The adoption of the Collections Development Policy for the Museum of Cannock Chase 2018-23, as detailed in Appendix 1 of the Report, be endorsed.
- (B) The Head of Environment and Healthy Lifestyles be authorised, in consultation with the Culture and Sport Portfolio Leader, to approve where considered appropriate, acquisitions and disposals.

Reasons for Decisions

The Museum of Cannock Chase must have a current Collections Development Policy to meet the Arts Council England accreditation standard (formerly Museum, Libraries and Archives (MLA)). In 2011 the standard was changed and any new policy needed to reflect the current recommended practice and requirements for accreditation.

Inspiring Healthy Lifestyles (IHL) was responsible for the management of the Council's museum collections. However, under these arrangements, the Council retained ownership of the collections. Consequently, a policy about the acquisition and disposal of museum objects must be a Council policy.

The policy must be formally approved by the Museum's governing body (the Council) in the form of a dated and duly authorised committee minute.

The policy sat outside the Council's Financial Regulations and Procurement Regulations with regard to procurement and asset disposal.

Adopting the principles set out in the policy document would provide the Council and IHL with a framework and clear procedure for acquiring and disposing of museum artefacts. Clarifying these processes would assist in ensuring good practice and protecting the future of the collections.

103. Replacement of Specialist Streetscene and Grounds Maintenance Machinery and Vehicles

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 10.1 – 10.4 of the Official Minutes of the Council).

RESOLVED:

That scheme approval and permission to spend in relation to the purchase of specialist streetscene and grounds maintenance machinery as set out in Appendix 1 of the Report be agreed.

Reasons for Decision

It was necessary to procure replacement machinery and vehicles to deliver the Council's grounds maintenance, bereavement, countryside and streetscene services.

The existing machinery and vehicles asset list had been assessed and 13 items were identified as having reached the end of their useful life and needed to be replaced ideally before the start of the next financial year. Given that the lead in time for such items of specialist machinery was typically around 16 weeks it was necessary to commence the procurement process promptly in order to expedite delivery for the early part of 2018-19.

The purchase of this specialist machinery would ensure an uninterrupted service, reduce maintenance time and help to lower the impact of the fleet on the environment.

A purchasing option had been considered and it was therefore proposed to purchase the 13 items early in 2018 through a Framework Agreement and the Crown Commercial Services.

As Council had already established the required capital programme budget of £597,000 on 7 February, 2018, permission to spend was sought in relation to the purchase of the 13 identified items of machinery.

104. Safeguarding Children and Adults at Risk of Abuse or Neglect – Policy and Procedure

Consideration was given to the Report of the Head of Housing and Partnerships (Item 11.1 – 11.54 of the Official Minutes of the Council).

RESOLVED:

That Council, at its annual meeting to be held on 23 May, 2018, be recommended to adopt the Safeguarding Children and Adults at Risk of Abuse or Neglect Policy as detailed in Appendix 1 to the Report.

Reasons for Decision

The Council's existing policy had been reviewed and revised to ensure that it was in line with current legislation, statutory guidance and inter-agency procedures.

The review was undertaken with other district councils across Staffordshire as part of the Staffordshire Safeguarding Children's Board – District Council's Sub-Group, which consisted of the eight borough/district councils in Staffordshire. The result of the review was a revised joint policy aimed to provide local synergy and improved clarity for practitioners.

Where appropriate the policy had been amended to include the Council's policies and procedures.

105. 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 Paragraph 3, 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 19 APRIL 2018 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 2

106. Disposal of Land at Wharf Road, Rugeley

Consideration was given to the Not for Publication Report of the Head of Housing and Partnerships (Item 13.1 –13.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Minute No. 131(A) of the 12 March, 2015 Cabinet meeting, which approved an open market disposal of the freehold interest in land at Wharf Road, Rugeley, as part of a Joint Venture Agreement with Staffordshire County Council, be rescinded.
- (B) Disposal of the Council's freehold interest in land at Wharf Road, Rugeley, direct to Jessup Brothers Ltd. as part of a Joint Venture Agreement with Staffordshire County Council, be authorised.
- (C) Delegated authority be granted to the Head of Housing and Partnerships to agree terms and conditions and all other actions required to implement decision (B), above.

Reasons for Decisions

At its meeting held on 12 March, 2015, Cabinet authorised the Head of Economic Development to enter into a Joint Venture Agreement (JVA) with Staffordshire County Council (SCC) for the joint disposal of the Wharf Road and former Pear Tree School sites as a combined site on terms to be agreed by the Head of Economic Development. That authority was however based on an open market disposal of the land.

In May 2015 the two parties to the JVA obtained outlined planning permission for the development of the combined site with 72 dwellings (CH/15/0084 refers). Kier Housing was also commissioned by the parties to carry out a valuation of the sites at Pear Tree and Wharf Road with a view to the two authorities entering into a joint sale agreement and the site being developed under the Penda partnership. The Kier valuation report stated that the combined sites had a value in the region of £1.9 million. A draft joint sale agreement was drawn up dividing the proceeds of sale 58% to the County Council and 42% to the District Council.

Unfortunately, Kier withdrew its interest in the site some two years later. The authorities were then however approached by the Wrekin Housing Trust and

Jessup Brothers Ltd. Their initial offer of £740,000 was rejected as it was considered to be far below the market value of the land. Their offer was then increased to £1.8 million which was in line with the valuation previously carried out by Kier.

The two authorities commissioned an independent valuation of the site from the District Valuation Service (DVS), property specialists for the public sector. A Registered Valuer determined the following valuations based on:

- £1,140,000 based on 14% affordable housing;
- £610,000 based on 20% affordable housing.

Jessup Brothers Ltd. confirmed that their offer of £1.8 million assumed that they would have to provide at least 20% affordable housing on the site and therefore it was far in excess of the valuation of £610,000 assessed by the District Valuer.

In addition, disposal of the combined site to Jessup Brothers Ltd. would result in the District Council receiving the £500,000 owed to it by the County Council under the terms of the lease of Rugeley Leisure Centre dated 26 August, 2011. This sum would be paid to the District Council by the County Council from its share of the net proceeds of sale.

The meeting closed at 4:15 p.m.

LEADER

FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: JUNE 2018 – AUGUST 2018

A key decision is defined as an Executive decision which is likely to:

- Result in the Council incurring expenditure or making savings which are significant having regard to the Council’s budget for the service or function to which the decision relates; or
- Be significant in terms of its effects on communities living or working in an area compromising two or more Wards in the Council’s area.

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.

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
Representatives on Outside Bodies 2018/19	Managing Director / Leader of the Council	14/06/18	No	No		
End of Year Performance Report 2017/18	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/06/18	No	No		
Corporate Priority Delivery Plan and Peer Review Update	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/06/18	No	No		
Strategic Risk Register	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/06/18	No	No		
Annual Performance Review 2017/18 of Inspiring Healthy Lifestyles	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	14/06/18	No	No		
Review of Leisure Concessions to Serving Members of the Armed Forces 2018/19	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	14/06/18	Yes	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Private Sector Housing – Financial Penalties and Rent Repayment Orders	Head of Environment & Healthy Lifestyles / Environment Portfolio Leader	14/06/18	No	No		
Public Space Protection Order (Dog Control) Declaration	Head of Environment and Healthy Lifestyles / Crime & Partnerships Portfolio Leader and Environment Portfolio Leader	14/06/18	Yes	No		
Local Plan Review (Issues and Scope) Consultation	Head of Economic Development / Economic Development and Planning Portfolio Leader	14/06/18	Yes	No		
Statement of Community Involvement	Head of Economic Development / Economic Development and Planning Portfolio Leader	14/06/18	Yes	No		
Former Grove Colliery Office Building, 137 Lime Lane, Little Wyrley	Head of Housing and Partnerships / Housing Portfolio Leader	14/06/18	No	No		
Land to the North of 385 Norton Road, Heath Hayes	Head of Housing and Partnerships / Housing Portfolio Leader	14/06/18	No	No		
Land to the North of St. Peters C of E Primary School, Reservoir Road, Hednesford	Head of Housing and Partnerships / Housing Portfolio Leader	14/06/18	No	No		
Policy in Respect of Applications for Rent Subsidy from Community / Voluntary Organisations	Head of Housing and Partnerships / Housing Portfolio Leader	14/06/18	No	No		
Approval of Memorandum of Understanding Relating to the Cannock Chase Innovation & Skills Hub	Managing Director / Economic Development and Planning Portfolio Leader	12/07/18	No	No		
District Needs Analysis 2018	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	12/07/18	No	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Permission to Spend – CCTV	Head of Housing and Partnerships / Crime and Partnerships Portfolio Leader	12/07/18	No	No		
20/24 Anson Street, Rugeley	Head of Housing and Partnerships / Housing Portfolio Leader	12/07/18	No	No		
Disposal of Stile Cop Cemetery Lodge, Stile Cop Road, Rugeley	Head of Housing and Partnerships / Housing Portfolio Leader	12/07/18	No	No		
Cannock Town Centre	Managing Director / Economic Development Manager/ Town Centre Regeneration Portfolio Leader / Economic Development and Planning Portfolio Leader / Housing Portfolio Leader	12/07/18	No	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	
Annual Report 2017/18	Managing Director / Leader of the Council	23/08/18	No	No		
Quarter 1 Performance Report 2018/19	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	23/08/18	No	No		

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Report of:	Managing Director
Contact Officer:	Steve Partridge
Telephone No:	01543 464588
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
REPRESENTATIVES ON OUTSIDE BODIES 2018-19

1 Purpose of Report

- 1.1 To consider the appointment of representatives to outside bodies for 2018-19 as set out in the schedule attached at Appendix 1.
- 1.2 To confirm the Managing Director's authority, in consultation with the Leader of the Council, to make appointments to any additional outside bodies throughout the Municipal year.

2 Recommendations

- 2.1 That Cabinet determine the appointment of representatives to outside bodies for 2018-19.
- 2.2 That the Managing Director, in consultation with the Leader of the Council, be authorised to make additional appointments and amendments to any new or existing outside bodies, as necessary, throughout the municipal year that would otherwise be determined by Cabinet.

3 Key Issues and Reasons for Recommendation

- 3.1 Each year Cabinet is required to appoint representatives to a number of outside bodies as detailed in the schedule at Appendix 1. This is normally done at the first Cabinet meeting following the Annual Council meeting.
- 3.2 For practical purposes, Cabinet is also requested to confirm the Managing Director's authority, in consultation with the Leader of the Council, to make additional appointments or amendments to any new or existing outside bodies, as necessary, throughout the municipal year.

4 Relationship to Corporate Priorities

- 4.1 Cabinet, through its democratic process, contributes to the Council's Corporate Priorities and promotes community engagement through the appointment of representatives to outside bodies.

5 Report Detail

- 5.1 Determination of appointments to representatives on certain outside bodies as detailed in Appendix 1 to this report is a matter for Cabinet in the first instance. This is normally done at the first Cabinet meeting following the Annual Council meeting.
- 5.2 The Managing Director will consult with the Leader to make any appointments or amendments to any new or existing outside bodies as may be required, subject to 2.2 being agreed.

6 Implications**6.1 Financial**

There are no direct financial implications arising from this report. Any costs which arise from appointments determined as an approved duty, and thereby subject to travel and subsistence claims, will have to be met from existing Members' budgets.

6.2 Legal

Unless otherwise specified by statute, Section 101 of the Local Government Act 1972 empowers the Council to arrange for the discharge of any of its functions by an officer of the Council.

The Local Government Act 1972, Section 101(1) provides that:

subject to any express provision contained in this act or any act passed after this Act, a local authority may arrange for the discharge of any of their functions –

(a) by a committee, a sub-committee or an officer of the authority..."

Council can therefore delegate the appointment of representatives on outside bodies to the Managing Director.

Should the appointment relate to executive functions, then the power to delegate the making of such appointments to the Managing Director rests with Cabinet in accordance with Section 14 of the Local Government Act, 2000.

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	Schedule of proposed	Cabinet	outside	bodies
	appointments for 2018/19.			

Previous Consideration

N/A

Background Papers

N/A

ITEM NO. 6.

Appendix 1

CANNOCK CHASE COUNCIL
REPRESENTATIVES ON OUTSIDE BODIES 2018-19
APPOINTMENTS BY CABINET

Name of Body	No. of Seats	Current Representative(s)	Date of Retirement	Proposed Representatives	Term of Appointment
Cannock Chase AONB Joint Management Committee	1	<i>Environment Leader (Substitute – Councillor Mrs. D.M. Todd)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (Substitute – Cllr Mrs. D.M. Todd)	1 Year
Cannock Park Golf Club Committee	1	<i>Culture & Sport Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Culture & Sport Leader (or nominee)	1 Year
Greater Birmingham & Solihull LEP Board	1	Leader of the Council (or nominee)	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year
Greater Birmingham & Solihull LEP Supervisory Board	1	Leader of the Council (Leader is also the Council appointed representative) (or nominee)	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year
Greater Birmingham & Solihull LEP – ESIF Committee	1	<i>Economic Development and Planning Leader</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader	1 Year
Historic England – Heritage Champion	1	<i>Economic Development and Planning Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader (or nominee)	1 Year
Local Government Association General Assembly	1	<i>Leader of the Council (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year

Name of Body	No. of Seats	Current Representative(s)	Date of Retirement	Proposed Representatives	Term of Appointment
Local Strategic Partnership (Chase Community Partnership)	5	<i>Leader of the Council Deputy Leader Culture and Sport Portfolio Leader Health and Wellbeing Portfolio Leader Leader of the Opposition (or nominees)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council Deputy Leader Culture and Sport Portfolio Leader Health and Wellbeing Portfolio Leader Leader of the Opposition (or nominees)	1 Year
Norton Canes Community Partnership	1	<i>Economic Development and Planning Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader	1 Year
PATROL (Parking and Traffic Regulations Outside London) Joint Committee	1	<i>Environment Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (or nominee)	1 Year
Poplars Landfill Site Liaison Committee	1	<i>Environment Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (or nominee)	1 Year
Staffordshire County Council Pensions Services Joint Scheme (Must be Councillor)	1	<i>Leader of the Council (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year
Staffordshire Destination Management Partnership	1	<i>Economic Development and Planning Leader (or Head of Economic Development as nominee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader (or Head of Economic Development as nominee)	1 Year
Staffordshire Police & Crime Panel	1	<i>Crime & Partnerships Portfolio Leader (Substitute – Cllr. A. Pearson)</i>	Post Annual Council Cabinet Meeting each year	Crime & Partnerships Portfolio Leader (Substitute – Cllr. A. Pearson)	1 Year

Name of Body	No. of Seats	Current Representative(s)	Date of Retirement	Proposed Representatives	Term of Appointment
Staffordshire and Stoke-on-Trent Planning Forum	2	<i>Economic Development and Planning Leader (Substitute – Cllr. P. Snape) (Second appointee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader (Substitute – Cllr. M. Sutherland) (Second appointee – Cllr. P.A. Snape)	1 Year
Staffordshire and Stoke-on-Trent Joint Waste Management Board	1	<i>Environment Leader (Substitute – Cllr. J. Kraujalis)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (or nominee) (Substitute – Cllr. J. Kraujalis)	1 Year
Staffordshire Playing Fields Association	1	<i>Culture and Sport Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Culture and Sport Leader (or nominee)	1 Year
Staffordshire Strategic Partnership	2	<i>Leader of the Council and Managing Director (or nominees)</i>	Post Annual Council Cabinet Meeting each year Managing Director in own right	Leader of the Council and Managing Director (or nominees)	1 Year
Stoke-On-Trent & Staffordshire LEP – ESIF Committee	1	<i>Economic Development and Planning Leader</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader	1 Year
West Midlands Employers	1	<i>Leader of the Council (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or named sub)	1 Year

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Report of:	Head of Governance and Corporate Services
Contact Officer:	A Marklew
Telephone No:	01543 464666
Portfolio Leader	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
END OF YEAR PERFORMANCE REPORT 2017/18

1 Purpose of Report

- 1.1 To advise Members on the position at the end of Quarter 4 for 2017/18, in respect of the Priority Outcomes as set out in the Corporate Plan 2015-18 and the supporting Priority Delivery Plans (PDPs) for 2017/18.

2 Recommendations

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

3 Key Issues and Reasons for Recommendation

- 3.1 Information for performance actions and indicators for Quarter 4 2017/18 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 83% of actions/projects have been achieved or are on target to be achieved. Since 2015/16 33.3% of indicators have improved.

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 2015-18.




5 Report Detail

- 5.1 The Council's Corporate Plan 2015-18 was approved by Cabinet on 23 June 2015, superseding the previous Corporate Plan for 2011-14 and setting out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the next three 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 PDPs include "Direction of Travel" performance indicators (PIs) and actions outlining the significant projects and initiatives being undertaken by the Council in regard to the strategic objectives.
- 5.4 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 good progress has been made in the delivery of projects/actions with 83% delivered or on target to be achieved. Work is in progress on 17% of actions, albeit they are behind schedule.
- 5.5 The Lead Officers have also provided data for the Direction of Travel Indicators. Some of these indicators are traditional performance indicators, in which case an assessment has been made as to whether the target has been achieved. The other indicators are "measures" and the intention is to use these to assess the Council's direction of travel over the medium to long term.

All of the Direction of Travel Indicators are reported for each of the Corporate Priorities at the front of each of the appendices 1-4. As this is the final year of the Corporate Plan 2015-18, a table is included at section 5.6 illustrating that 33% have improved since over the plan's three year cycle. It has not been possible to compare 41.7% of indicators due to them either not having available data or having not been included in previous PDPs.

5.6

Quarter 4 2017/18 Project/Actions					
					No Rating
	Project completed	Project on target	Project Timeline/scope /target date requires attention	Project aborted/ closed	No rating provided/ action not due
Customers and Corporate	2 28.6%	3 42.8%	2 28.6%	0 0%	0 0%
Economic Development and Town Centres	2 11.1%	11 61.1%	5 27.8%	0 0%	0 0%
Health, Culture and Environment	3 21.4%	11 78.6%	0 0%	0 0%	0 0%
Housing, Crime and Partnerships	1 12.5%	6 75%	1 12.5%	0 0%	0 0%
TOTAL	8 17%	31 66%	8 17%	0 0%	0 0%

Indicators – 2017/18 performance compared to 2016/17				
				
	Performance has improved	Performance has deteriorated	Performance remained the same.	Comparative data not available
All PDPs	8 33.3%	6 25%	0 0%	10 41.7%

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 2015-2018 and the Priority Delivery Plans 2015/16 include targeted actions which will contribute to promoting community engagement and Best Value within the District.

7 Appendices to the Report

- Appendix 1 Performance information for the Customer and Corporate Delivery Plan.
- Appendix 2 Performance information for the Economic Development and Town Centres Delivery Plan.
- Appendix 3 Performance information for the Health, Culture and Environment Delivery Plan.
- Appendix 4 Performance information for the Housing, Crime and Partnerships Delivery Plan.

Previous Consideration

None.

Background Papers

Corporate Plan 2015/18 Report to Cabinet, 23rd June 2015



Priority Delivery Plans 2017/18 Report to Cabinet, 13th April 2017



Performance Reporting Process Equality Impact Assessment, July 2012





ITEM NO. 7.


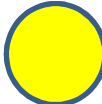
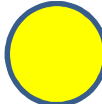


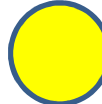






Appendix 1




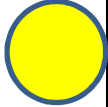

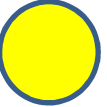
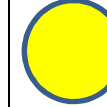
Customers & Corporate PDP 2017/18 End of Year Update



	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend	Performance compared to 2015/16
Customers: Delivering Council services that are customer centred and accessible						
Customer contact data	Total: 24,745 Ans: 23,471 94.9%	Total: 24,470 Ans: 23,247 95.0%	Total: 21,656 Ans: 20,518 94.7%	Total: 25,960 Ans: 23,197 89.4% The slight dip in performance relates to the period of bad weather when there was an increase in calls combined with contact centre staff not being able to get into work	Overall, 93.4% of calls were answered compared with 93% last year.	 2015/16 92.2% answered
Use of Online Forms	App/Online: 485	App/Online: 496	App/Online: 479	App/Online: 587	410	 *System was introduced mid year

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend	Performance compared to 2015/16
E – Payments Transactions – Payments made via the Council’s website 2016/17 – 21,816 Value £2,319,060	Target – 5,000 Actual – 6,140 Value - £674,658	Target – 5,000 Actual – 6,197 Value - £654,168	Target – 5,000 Actual – 6,115 Value - £655,926	Target – 5,000 Actual – 5,288 Value - £596,039	20,000 (5,000 per quarter)	 2015/16 21196 2017/18 23740
Payments made via the Council’s automated telephone payment system 2016/17 – 21,759 Value £2,391,064	Target – 5,000 Actual – 6,466 Value - £715,664	Target – 5,000 Actual – 5,955 Value - £445,086	Target – 5,000 Actual – 5,620 Value - £615,915	Target – 5,000 Actual – 4,817 Value - £582,572	20,000 (5,000 per quarter)	 2015/16 22418 2017/18 22858


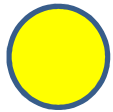


Strategic Objective					
Delivering Council services that are customer centred and accessible					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
Develop and implement a Customer Access Strategy Work on the Customer Access Strategy has been put on hold due to the work that is in progress on the procurement of a new telephony system and planning for a replacement CRM system. Both of these procurements are closely associated with the Customer Access Strategy. Drafting of the Strategy is now planned for 2018-19.	Customers have clarity as to the standards of service that they can expect to receive Increase the ways customers can interact with the Council via digital means				

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Development and delivery of an action plan to take forward the recommendations from the Peer Review</p> <p>An action plan is in place for delivery of the Peer Review recommendations and is being monitored by Leadership Team. Work is nearing completion on the new Corporate Plan which underpins other aspects of the recommendations. Further actions will be included in the PDP for 2018-19.</p>	Improve the resilience and efficiency of the Council				
<p>Prepare outline business cases for sharing the following services:</p> <ul style="list-style-type: none"> • Development Control, Planning Policy and Land Charges; • Environmental Health; and • Information Governance <p>A report on the outcome of the business cases for further shared services was considered by Cabinet in November 2017. The report recommended that:</p> <ul style="list-style-type: none"> • the Information Governance Shared Service should proceed – work has commenced on this. • the scope of Environmental Health review should be widened to Environmental Services and that an independent options appraisal be commissioned jointly with Stafford Borough Council – work has commenced on procuring a consultant to undertake the review. 	FRP option				
<p>Develop proposals for delivery of savings of £94k from the Stafford led shared services, as part of the FRP process, for delivery in 2018/19</p> <p>Savings have been identified by the Stafford led shared services and these have been built into the budget for 2018-19 onwards.</p>	FRP option				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Review of call handling operation between the Contact Centre and the Social Alarm Service</p> <p>Due to the delay in the move of the Social Alarms team it has not been possible to commence the review of call handling. The team successfully completed its move in on 16 January 2018. The review of call handling has been put on hold to allow time for the service to settle and to address service resilience issues. This will now be reviewed in 2018-19.</p>	FRP option	Not Due until Qtr4			
<p>Reduce the opening days/hours for the Revenues & Benefits reception and enquiry service for 2017/18 as follows:</p> <ul style="list-style-type: none"> • Rugeley Area Office – to 2 days per week; and • Hednesford Library – to 1 day per week. <p>Opening hours were changed from 3 April 2017 as planned.</p>	FRP option.				




Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>A strategy is to be developed regarding the Apprenticeship Levy</p> <p>The strategy was presented to Leadership Team on 15th August 2017 and approved.</p>					



Summary of Progress in Delivering Projects/Actions:


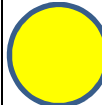
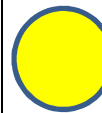


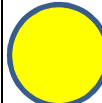
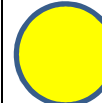
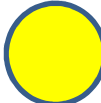
				Not rated
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
2 28.6%	3 42.8%	2 28.6%	0 0%	0 0%

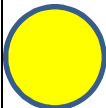
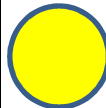


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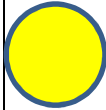


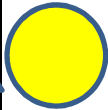
Appendix 2Economic Development and Town Centres PDP 2017/18 End of Year Update









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













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

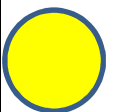
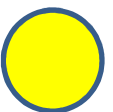
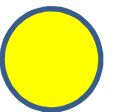

Strategic Objective:					
Supporting a successful business economy					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Cannock Chase Local Plan Part 2 Progress work in key areas to underpin production of the Plan, including:-</p> <ul style="list-style-type: none"> • Responses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

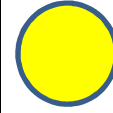
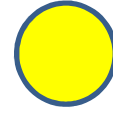
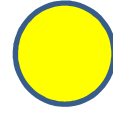

<p>infrastructure and more facilities such as shops. The study is in two stages: Stage 1 is to confirm the projects for outline development. It is anticipated that this stage will result in a shortlist of projects for further development. Stage 2 will develop outline a masterplan for each of the prioritised stations from Stage 1. Site inspections of Cannock, Hednesford and Rugeley Town were carried out in June and initial concept proposals have been produced. WMR have acknowledged that Cannock Station is a priority.</p> <ul style="list-style-type: none"> • Consultation with key stakeholders on the latest Rail Alliance proposals is currently continuing to refine options. A strategy to address funding and deliverability needs to run in parallel to further detailed feasibility work. 					
<p>Action & Progress Update</p>	<p>Outcomes</p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>Co-ordinate the production of a development brief for the former Rugeley ‘B’ Power Station and work with partners to ensure redevelopment of the site.</p> <ul style="list-style-type: none"> • Production of Masterplan/Planning Brief – with the site owners, Engie, and Lichfield DC • Production of Supplementary Planning Document (SPD) (Local Plan Document) • Demolition and clearance of site (Engie) – Contractor to be appointed • First buildings to be demolished (Engie contractor) <p>Cabinet approved the draft Rugeley Power Station SPD for consultation purposes at its June 2017 meeting. The joint consultation with Lichfield District Council ran from 24 July until 3 September 2017. The completed SPD was formally adopted by both Cannock Chase and Lichfield District Councils in early 2018. Engie have appointed demolition contractors and work is expected to start in May 2018.</p>	<p>Local economy in Rugeley protected and new uses, employment, housing and community facilities established on site as soon as possible.</p>				








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


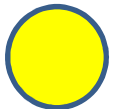
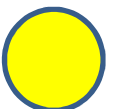













Strategic Objective					
Growing the number of successful businesses					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Support the growth and expansion of local companies through the ‘Let’s Grow’ Programme</p> <p>Successful delivery of the previous programme achieved.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

Strategic Objective					
Supporting attractive and competitive town centres					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To continue the production of an Area Action Plan for Cannock Town Centre to sit alongside Local Plan Part 2 and secure the participation of key stakeholders in developing and delivering plans for the future of the Centre.</p> <p>Responses to the AAP Issues & Options consultation are being reviewed and considered in the context of the emerging work on the Cannock Town Centre Prospectus (see below). The completion of the AAP is now linked to ongoing work on the Cannock Town Centre Prospectus (as below) and will be subject to review.</p>	<p>Development of Cannock Town Centre to meet future needs. Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p>Produce a Cannock Town Centre Prospectus to generate interest in investment opportunities.</p> <p>Specialist advisers have been appointed to undertake Phase 1 and work is progressing to produce the report. Findings are to be shared via a series of workshops with key individuals from April 2018 onwards and will inform the brief required for Phase 2. Work is also underway to secure funding for this stage of work.</p>	<p>Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p>Work with developers to secure a commencement to construction works for the Mill Green Designer Outlet Village and progress measures required to enhance connectivity with Cannock Railway Station and Cannock Town Centre</p> <p>Section 73 planning application was approved on 11 October 2017. Since then, work on discharging planning conditions has commenced. Recruitment for the Town Centre Partnership Officer has also commenced.</p>	<p>Enhanced profile of Cannock Chase as a visitor destination. Improved retail and leisure offer. Construction jobs. Increased access to training opportunities.</p>				


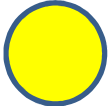


Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Deliver the Town Centre Discretionary Business Rates Scheme to facilitate the reoccupation of previously vacant town centre accommodation</p> <p>No applications in quarter 4 but not actively promoting at present. Potential vacant unit competition to be promoted jointly with Cannock Town Centre shopping centre owners.</p>	<p>More competitive and attractive town centre.</p>				

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

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop a comprehensive Asset Management Plan which includes all maintenance costs and opportunities for income generation etc.</p> <p>Q2 - Due to changes in the Senior Management structure, this area of work is now being picked up by the Head of Housing & Partnerships. An interim Building Surveyor has now been appointed and scoping of requirements has begun</p> <p>Q3 – Work is ongoing and is subject to review of Property Services team and management structure.</p> <p>Q4 - A review of the Property Services Team workload has been undertaken and various Options are being considered by the Leadership Team. A new structure for the team will be agreed in Q1 2018-19 - this will enable work on the Asset Management Plan to commence in 2019-2020.</p>	<p>The effective use of the Council’s land and property assets that meet operational needs and make the greatest return on investment</p>				
<p>Pursue additional external funding to support regeneration projects in the District</p> <p>WMCA employment pilot to take place in Cannock North. Due to start June 2018 and will deliver for 2 years. Bid submitted to GBSLEP to secure phase 2 monies for Cannock Town Centre prospective work. Employment pilot delivery arrangements being confirmed and procured, but decision making process and appraisal of projects still awaited by GBS LEP.</p>	<p>Maximise funding available to the Council</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Bring forward detailed business case for an extended shared service for Building Control Services</p> <p>An outline Business Case and draft budget has been produced and work is currently being undertaken to build this into a more detailed Business Case. This has taken longer than expected.</p>	<p>A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment</p>				
<p>Delivery of improvement works to Cannock Indoor Market Hall, Increase trading days at Cannock Market from 3 days to 4 days and increase fees</p>	<p>FRP option</p>				
<p>Start charging for pre-application advice on major planning applications</p> <p>Charges became effective on 1 April 2018.</p>	<p>FRP option</p>				
<p>Delivery of Civic Centre Car Parking Scheme to create pay & display spaces in support of the Hospital</p> <p>Design tenders received and preferred bidder selected. Design and detailed costings almost complete. Tender process for demolition of the two bungalows has also been awarded.</p>	<p>Improved public car parking for visitors to Cannock Hospital</p>				


Summary of Progress in Delivering Projects/Actions:

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

ITEM NO. 7.




Appendix 3










Health, Culture and Environment PDP 2017/18 End of Year Update







	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend	Performance compared to 2015/16
Increasing access to physically active and healthy lifestyles						
Increase concessionary membership scheme to areas of inactivity/deprived wards	Annual Target	Although an annual target, currently this year concessionary memberships have increased by 3.26%	Although an annual target, currently this year concessionary memberships have increased by 0.43%	Although an annual target, currently this year concessionary memberships have increased by 0.19%	Increase 2016-17 Annual outturn by 1% Target not achieved. Concessionary Memberships have increased by 0.19%	 2015/16 – 10.05%

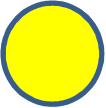

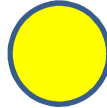
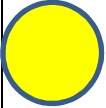


Strategic Objective





Increasing access to physically active and healthy lifestyles





Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To develop and provide a new community multi sport and recreation hub facility at the former stadium site</p> <p>Quarter 1- Contractor to start on site. The Contractor appointed to deliver the remaining elements of Phase 1 (excluding CCTV) commenced on site in May 2017, although site preparation works were carried out in advance during March/April 2017.</p> <p>Quarter 2 and Quarter 3- Construction of Phase 1 elements Construction of the Phase 1 elements including footpaths/cycle way, lighting, car parking, BMX Pump Track - completed, Green Gym Equipment and Community Allotments and building are underway and ongoing.</p>	To provide new and improved sport and recreation facilities in the local community				




<p>Quarter 4 - Construction of Phase 1 elements Construction of the Phase 1 elements including footpaths/cycle way, lighting, car parking, BMX Pump Track and allotments/building - completed. Work on the Green Gym Equipment, Adventure Play Area, CCTV, surfacing and new entrance is continuing. (Delayed slightly by bad weather)</p>					
<p>Action & Progress Update</p>	<p>Outcomes</p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>Achieve a green flag for Hednesford Park</p> <p>Quarter 1- Submit application and undergo inspection. The Green Flag application for Hednesford Park was submitted and a full inspection carried out on 19th May 2017. The result of the inspection will be known during Quarter 2</p> <p>Quarter 2 – Green Flag Decision Hednesford Park achieved Green Flag status in July 2017 taking the Council’s total to 6 Green Flag Awards for the District</p>					
<p>“Inspiring Health Lifestyles” (IHL) Capital Investment proposal to deliver £50,000 additional revenue by 2019/20 at Chase Leisure Centre</p> <p>There are no specific actions identified in Quarter 1 although IHL are working on developing outline proposals for possible capital investment options during Quarter 2.</p> <p>Quarter 2 – Develop Outline Proposals IHL have developed and are working upon a number of potential options for capital investment in order to deliver revenue savings by 2019-20.</p> <p>Quarter 3 – IHL have developed 4 possible options and reviewed those options identifying 1 preferred one which is on track to be reported to Cabinet in Quarter 4.</p> <p>Quarter 4 – Preferred Option reported to Cabinet as scheduled.</p>	<p>FRP option</p>				


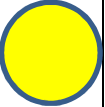
Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To promote concessionary membership scheme to areas of inactivity/deprived wards etc</p> <p>During Quarter 1 an apprentice has been appointed to help with the promotions including concessionary memberships and the Wellbeing teams and Leisure Centre staff supported the Armed Forces day and promoted the concessionary scheme.</p> <p>During Quarter 2.3 & 4 A range of targeted activities continue to introduce inactive people and those from the areas of highest deprivation to the leisure centre environment including Chase Active Fridays. Further outreach promotional work was undertaken at Hednesford Summer Festival and discussions commenced for the piloting of the Help A Squaddie initiative at the two leisure centres.</p>	<p>Making services more accessible to those on low incomes and those aged over 65</p>				
<p>Childrens Art expo working with schools from the most deprived communities to highlight the importance of healthy lifestyles</p> <p>During Quarter 1 the arrangements have been established through the Cultural Education Partnership to work with as many schools and community groups as possible to develop art work, such as WW1 reminiscent postcards, for inclusion in an exhibition that will tour the District. The partnership includes members from both primary and secondary schools from across the District and will continue during 2017-18.</p> <p>Quarter 2 The project is continuing as planned during this period.</p>					



<p>Quarter 3 During Q3 discussion with the Head Teacher forum, the Art Expo and digital resources will be on show in November 2018, to be in line with the centenary commemoration.</p> <p>Quarter 4 During this quarter discussions have been held with teachers and local community groups for the art works to continue in 2018-19 and link closely with the World war One centenary celebrations. Funding has been sourced from the Armed Forces Covenant Fund to support the Art Expo.</p>					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Disability enterprise support – Inspiring Catherine Care and Hednesford Valley social enterprise arms to develop saleable craft products as part of the their skills development for clients / students learning to fund raise for healthy lifestyle activities.</p> <p>During Quarter 1 engagement with stakeholders has commenced and appropriate artists to work with have been identified. Throughout the life of the project the aim is to provide professional craft and arts worker support to upskill participants and sell products produced to increase sustainability.</p> <p>Quarter 2 The project is continuing as planned during this period.</p> <p>Quarter 3 and Quarter 4 Funding streams are currently researched which suit the aims of the project. The service met with Birmingham based ‘Craftspace’ who specialise in supplying high end craft production and creative industries. They have also expressed an interest as a key partner,, which will add regional interest to the project. The project aims to contribute to local economic prosperity through developing resilience for organisations by upskilling staff and being enterprising.</p>					






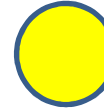


Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>“Our Parks” (Sportivate)</p> <p>Quarter 1- Initiative to start in Quarter 1 Free outdoor exercise classes for all levels of fitness with qualified instructors commenced in Hednesford park during the first quarter of 2017-18. During this period 66 individuals have participated recording 346 attendances. The aim is to engage with people who might experience barriers in accessing traditional leisure centre provision</p> <p>Quarter 2 – Initiative ongoing. A container has been installed at Hednesford Park and the programme continues to progress with plans in place to continue the programme during the wetter winter months. During Quarter 2 166 individuals have participated recording 955 attendances.</p> <p>Quarter 3 – Initiative Ongoing A report has been produced highlighting the project’s success in engaging with previously inactive participants. 47 of the participants were inactive prior to joining the programme. During Q3 223 individuals have participated recording 506 attendances.</p> <p>Quarter 4 £2,000 has been awarded to Our Parks to support projects to reduce anti-social behaviour and a reduction of 66% has been recorded in local ASB during the delivery of this project. In total 447 participants with 654 attendances have been recorded.</p>					



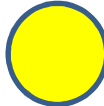

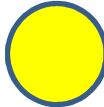

<p>“Start Peddling” – Cycle sessions will be provided in Hednesford Park, including inclusive cycling.</p> <p>Quarter 1 During the first quarter of this year 2017-18 the container pod for storing the bikes has been installed in Hednesford Park and the bikes ordered for commencement of the initiative in Quarter 2. The initiative which has previously been held in Cannock Park will offer everyone the opportunity to cycle through a programme of instructor led sessions.</p> <p>Quarter 2 A Saturday afternoon session starting from the pod has been launched with an average weekly attendance of 15 people of varying ages and abilities. The Chase Fit Cycling Network has been created which is linking cycling provision throughout southern Staffordshire to create a stronger infrastructure to support more people to access cycling. The Chase Fit Big Cycling Weekend took place on 30th September – 1st October. This saw a range of partners, IHL, CCDC, SCC, Forestry Commission, SASSOT, Cycling 2000, South Staffs Cycling Scheme and Swinnerton Cycles, come together to provide a weekend full of cycling activities. Three regular rides will be introduced on the back of the work undertaken on the Big Cycling Weekend.</p> <p>Quarter 3 5 volunteers have been bike leader trained and 2 further volunteers have received mountain bike training. Attendance to both the “intro to Mountain Biking” and Back to Biking sessions have been affected by weather this quarter.</p> <p>Quarter 4 Regular Saturday ‘Back to Biking’ sessions have been running throughout the winter months, averaging 10 people per ride. All feedback from the rides has been positive, 6 bicycles are regularly booked out to support non-cycle owners to be active through cycling. Women’s-only off-road rides have been planned and are starting in May 2018, after consultation with the community</p>	<p>Increased participation. 251 participants and 273 attendances.</p>				
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Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Festival of Sport and Culture (Link to healthy lifestyle message) to be run at Rugeley Leisure Centre – aimed at local primary schools.</p> <p>Quarter 1 – Hold Festival of Sport The annual Festival of Sport and Culture was held at Rugeley Leisure Centre on 30th June 2017. 457 participants attended from 16 local primary schools</p>					
<p>Tesco Gardening Project</p> <p>Quarter 1 Following a successful award of £12,000 from the Tesco’s Bags of Help campaign, Inspiring healthy lifestyles and Cannock Chase District Council are well underway with the project to transform the land at St Luke’s Church into a sensory garden that reflects the local outstanding natural. of Cannock Chase in an urban setting.</p> <p>The area, which has been a hub for anti-social behaviour has been transformed with new paths and raised beds and later this year Community Groups will commence planting.</p> <p>Quarter 2 The gates to the garden are now always open and a volunteer day was held during this period. The Church and its users have reported a significant reduction in anti-social behaviour on the premises since the introduction of the garden and the contractor has donated 200 sensory plants to be planted during Quarter 3.</p>					


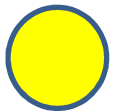


<p>Quarter 3 10 volunteers for the Prince's Trust have been working over 500 hours on the project. Feedback for the volunteers has been extremely positive and in some cases has inspired students to carry on gardening. A film about the project has also been completed. Work will recommence in the spring when it is anticipated that the community will donate and assist in the final completion of the project.</p> <p>Quarter 4 - Significant work was undertaken in the autumn however adverse weather impacted upon winter activities. Planning for the spring/summer developing gardening activities days are in place which will include staff from Marks & Spencer attending the site in June as part of a community gardening day. Work has been carried out on the community memorial art feature and the first leaves have been attached to the raised beds.</p>					
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	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target-Achieved/ Trend	Performance compared to 2015/16
Cleaner and safer environments: Striving for cleaner, greener and attractive public environments across the District						
Percentage of household waste recycled	47.5% Confirmed - Waste Dataflow Figure	51.8% Confirmed - Waste Dataflow Figure	38.6% Confirmed - Waste Dataflow Figure	36.5% NB: Figure based on estimated SCC residual and Material Recycling Facility output tonnages	Target - 50% Actual – 44.1%	 2015/16 –51.49%
Residual household waste collected	5,666.55 Tonnes Confirmed - SCC residual tonnage	4,946.59 Tonnes Confirmed - SCC residual tonnage	5,633.65 Tonnes Confirmed - SCC residual tonnage	4,953.50 Tonnes NB: Figure based on estimated SCC residual tonnages	<20,000 Tonnes – 2017.18 - 21,200 Tonnes	 2015/16 -18,752
Number of fly tipping incidents	123	121	81	100	No target - this is a measure only 2017.18 – 425 2016.17 - 484	Not reported in 2015/16

Strategic Objective					
Striving for cleaner, greener and attractive public environments across the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Explore delivery options for a new cemetery site</p> <p>There are no actions due in the first quarter of this year. The action to determine core operational requirements for the proposed new cemetery has been specifically included in the work programme for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 2 Core requirements have been drafted for the new cemetery and are on track for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 3 Core requirements and future approach were considered and agreed by Health Culture and Environment Scrutiny Committee on 6th November 2017 with the aim of soft market testing during Quarter 4.</p> <p>Quarter 4 Soft market testing undertaken in February 2018 and outcomes reported to Health, Culture and Environment Scrutiny Committee in March 2018</p>					
<p>Declare Air Quality Management Area (AQMA) no. 3 Five Ways Island, Heath Hayes.</p> <p>Quarter 1 – AQMA to be declared and operational</p> <p>Quarters 2, 3 and 4 - There are no specific actions identified in these quarters.</p>					




Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To relocate the CAB in to the Council offices so that their direct costs can be reduced to deliver savings.</p> <p>CAB has agreed to be located on the ground floor of the Civic Centre. Detailed discussions in progress re: timetable and moving issues</p> <p>On Target – CAB due to move into the Civic Centre on 15/3/2018</p>	FRP option				
<p>Deliver the staffed parks service in-house</p> <p>There are no actions due in the first quarter of this year. The action to review operational proposals for the parks service has been specifically included in the work programme for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 2 Core operational proposals and current options are being reviewed.</p> <p>Quarter 3 Implementation of proposal to bring service back in-house is on track to start during Quarter 4</p> <p>Quarter 4 Transfer of service back in house mobilised and arrangements in place to bring the service back in-house from 2nd April</p>	FRP option				


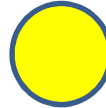
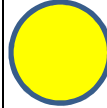

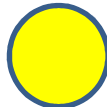
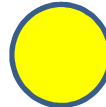
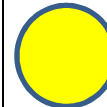

Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
<p>3 21.4%</p>	<p>11 78.6%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>

Appendix 3

Housing, Crime and Partnerships PDP 2017/18 End of Year Update

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

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

Strategic Objective

Improving the Council’s social housing stock and raising standards in the private rented sector

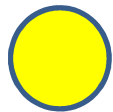
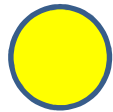
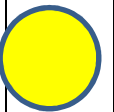

Action & Progress Update **Outcomes** **Q1 Rating** **Q2 Rating** **Q3 Rating** **Q4 Rating**

Implement a range of improvements works as provided for in the 2017-18 HRA Capital Programme.

Most programmes met or exceeded the target for the year. The kitchen and double glazing programmes were just short due to tenant refusals, these properties will be picked up on void. The bathroom upgrade programme was just short too due to more interest in the higher valued Shower or Level Access Shower options compared to the option of a Bath.

Programme	Annual Target	Total at Q4
No. of properties having gas heating replaced	275	308
No. of properties benefitting from external envelope work	635	635
No. of properties benefitting from electrical upgrading works	600	636
No. of properties benefitting from kitchen replacement	60	57
No. of properties benefitting from bathroom upgrade	260	241
No. of properties benefitting from double glazing works	525	516

- Meet the needs and aspirations of the Council’s tenants.
- Maintain the Council’s housing stock to the Decent Homes standard.
- Reduce the need for responsive repairs
- Improve the energy efficiency of the Council’s housing stock
- Enhance the appearance of the Councils housing estates.





			
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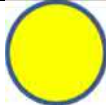
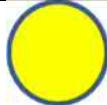
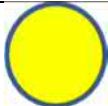
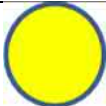
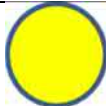
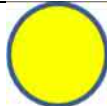
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend	Performance compared to 2015/16
Cleaner and safer environments: Working with partners to foster safer and stronger communities								
Satisfaction with local area (Feeling the Difference Survey)								
Committed Crime Over Time (Variation) All crime groupings – Acquisitive crime, Violence against the person, Sexual Offences, Police generated crime and oth	Q1 (24.07.17) Previous 12 months = 5,673 Last 12 months = 6,506 Change Over 12 Months = 15% increase (833) For information only, data provided by Staffs Police.	Q2 (10.10.17) Previous 12 months = 5,828 Last 12 months = 6,730 Change Over 12 Months = 15% increase (902) For information only, data provided by Staffs Police.	Q3 (19.01.18) Previous 12 months = 5,967 Last 12 months = 6,782 Change Over 12 Months = 14% increase (815) For information only, data provided by Staffs Police.	Q4 (17.04.18) Previous 12 months = 6,318 Last 12 months = 6,577 Change Over 12 Months = 4% increase (259) For information only, data provided by Staffs Police.			These are all measures only and will be reported quarterly.	Measure has changed





	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend	Performance compared to 2015/16
ASB Incidents Over Time (Variation) – Police data	Q1 (24.07.17) Previous 12 months = 3,235	Q2 (10.10.17) Previous 12 months = 3,108	Q3 (19.01.18) Previous 12 months = 2,957	Q4 (17.04.18) Previous 12 months = 2,808				
	Last 12 months = 2,914	Last 12 months = 3,062	Last 12 months = 3,179	Last 12 months = 3,132				
	Change over 12 Months = -10% reduction (-321)	Change over 12 Months = -1% reduction (-46)	Change over 12 Months = 8% (222)	Change over 12 Months = 12% (324)				
ASB – Number of referrals to ASB Champion – Victim Support data	Q1 - 15 on going cases, 6 closed cases 2 x Council referrals 4 x Police referrals 6 x Self referrals 3 x Other agencies 19 victims and vulnerabilities identified 1 x case declined due to out of area	Q2 – 13 on going cases, 13 closed cases 6 x Council referrals 1 x Police referrals 5 x Self referrals 0 x Other agencies 19 victims and vulnerabilities identified 2 x case declined due to out of area	Q3 – on going cases 4, 18 closed cases 5 x Council Referrals 0 x Police referrals 3 x Self Referrals 1 x Other 13 victims and vulnerabilities identified 1 x case declined	Q4 – 16 on going cases, 4 closed cases 12 x Council Referrals 0 x Police referrals 3 x Self Referrals 1 x Other (Adult Social Care)				Measure has changed





	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend	Performance compared to 2015/16
Hate Crime Incidents Over Time (Variation) – Police data	Q1 (24.07.17) Previous 12 months = 89 Last 12 months = 100 Change over 12 Months = 12%	Q2 (10.10.17) Previous 12 months = 88 Last 12 months = 116 Change over 12 Months = 32%	Q3 (19.01.18) Previous 12 months = 90 Last 12 months = 123 Change over 12 Months = 33%	Q4 (19.04.18) Previous 12 months = 93 Last 12 months = 114 Change over 12 Months = 23%				Measure has changed
Hate Crime – Number of self referrals to CACH – CACH data agreements	Q1 24 Individuals from Cannock Chase District reported approx. 120 incidents, The motivation behind these incidents were thought to be: 1 Religion 2 Sexual Orientation 2 Disability – Physical 3 Disability – Learning 17 Race	Q2 33 Individuals from Cannock Chase District reported approx. 150 incidents, The motivation behind these incidents were thought to be: 3 Religion 2 Sexual Orientation 2 Disability – Physical 1 Disability – Learning 24 Race 3 Gender Identity	Q3 29 Individuals from Cannock Chase District reported approx. 110 incidents, The motivation behind these incidents were thought to be: Race 20 Sexual Orientation 4 Disability Learning 2 Disability Physical 2 Religion 1 Gender ID 1	Q4 Individuals: 27 Incidents: c.160 Motivation: Race 17 Sexual Orientation 1 Disability Learning 3 Disability Physical 1 Religion 2 Gender ID 5 (1 person felt they were targeted for reasons on their religion and race)				

	(1 individual thought they were targeted for reasons of race and religion)	1 Mental Health (2 individuals felt that they were targeted for more than 1 reason).	(1 person felt they were targeted for reasons on their sexual orientation and race)					
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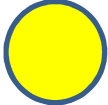


Strategic Objective					
Working with partners to foster safer and stronger communities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Explore the feasibility of introducing charges for CCTV evidence requested by Staffordshire Police and insurance companies</p> <p>Q1 – This action has not been progressed due to focusing on the procurement of the new CCTV Control Room. During Q2 the level of information requested from the police will be collated to enable us to calculate the cost to inform discussions regarding the feasibility of charges.</p> <p>Q2 - The level of information requested from the police has been collated, work is underway to calculate the cost to inform discussions regarding the feasibility of charges. There has been a delay due to capacity. A meeting with Staffs Police (Digital Services Manager) scheduled to discuss Technology, Systems and Partnerships 201.10.17</p> <p>Q3 - CCTV Police Reviews data is being collected July 2017 - 32 August 2017 - 39 September 2017 - 38 October 2017 – 34</p>	FRP option				

<p>November 2017 – 37 December 2017 – 27 Due to the relocation of the CCTV Control Room progress on identifying the cost of these reviews has been delayed.</p> <p>Q4 – Staffordshire Police are going through a period of transformation which is now delaying this.</p>					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Explore offer from West Midlands CA (Transport for WM) re CCTV provision</p> <p>Q1 – This action is on hold until the procurement of the new CCTV Control Room has been completed.</p> <p>Q2 - This action is on hold until the procurement of the new CCTV Control Room has been completed.</p> <p>Q3 - This action is on hold until the procurement of the new CCTV Control Room has been completed.</p> <p>Q4 – This action is on hold until capacity has been found to carry forward this action.</p>	FRP option				
<p>Lead and roll-out the “Let’s Work Together” project across the District</p> <p>Q1 - A Let’s Work Together Event took place on Monday 3rd July 2017 in the Ballroom at Cannock Chase Council. The theme of the event was children and young people, highlighting one of the priorities of the Chase Community Partnership.</p> <p>38 partners attended the event, many of which promoted their organisations in the marketplace.</p>	The programme will be designed to deliver against the Cannock Chase LSP priorities.				

<p>Q2 – A review of the resources used in Let’s Work Together to ensure the services and agencies signposted to are still in existence, as there has been many commissioning changes across the county.</p> <p>The plan moving forward is to look at common trends emerging from the Community Safety Hub to ensure we are focusing on the local need and challenges that are posed in our District.</p> <p>Q3 - Let’s Work Together resources have been reviewed and updated.</p> <p>Reviewed information will be circulated to all partners which include warning signs and contact / signposting information.</p> <p>Q4 – This action is on hold until capacity within the partnership team has been found to pick this up.</p>					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop a District Wide Anti Social Behaviour & Hate Crime Policy</p> <p>Q1 – It was agreed at the Housing, Crime and Partnerships Scrutiny Committee that an ASB Working Group would be set up to progress the development of a corporate ASB Policy.</p> <p>Nominated elected members are: Cllr Paul Snape, Cllr Mike Hoare, Cllr Zaphne Stretton, Cllr Alan Pearson and Cllr Alan Dean.</p> <p>Partners will also be invited to be part of this sub group.</p> <p>Q2 - The first meeting of the ASB sub group met Monday 9th October from 16.00.</p> <p>The Partnership Team are currently looking at both Tamworth and Lichfield’s policy which are held up as best practice across Staffordshire for the corporate ASB policy.</p>	<ul style="list-style-type: none"> • Consistent approach to handling reports of anti social behaviour • Managing Partner expectations • Number of ASB Victims and witnesses supported • Increased reassurance • Number of referrals and from where 				

<p>One of the elements of the policy will include collective serving of Community Protection Notice Warning (CPNW) Letters & Community Protection Notices (CPNs) on partnership headed paper. The notice or letter will be deemed to be served by all partners and it is their collective responsibility to collect any evidence of breach. The onus on serving the paperwork would still sit with Police, Housing, Env Health but the response to issues being addressed under the Community Safety Hubs authority.</p> <p>The corporate policy will demonstrate good partnership working and multi-agency opinions would hopefully ensure that the terms of any notices were proportionate and practical.</p> <p>Additionally, it would solve our ongoing issues re: accurate monitoring of who has received such notices, whilst also raising greater awareness amongst partners to assist with evidencing breaches.</p> <p>Q3 – A draft ASB Policy has been circulated to key partners both internally and externally. We are awaiting feedback, comments and amends from all parties.</p> <p>Q4 – Feedback and comments have been received from WMT however this policy is now on hold due to the need for further discussions at a senior level.</p>					
<p>Action & Progress Update</p>	<p>Outcomes</p>	<p>Q1 Rating</p>	<p>Q2 Rating</p>	<p>Q3 Rating</p>	<p>Q4 Rating</p>
<p>Raise awareness of the Community Trigger by providing workshops for staff, members and partners.</p> <p>Q1 – Identified training provider, training to be schedule Q3. Q2 - Identified training provider, training to be schedule Q3. Q3 - There has been a delay due to capacity Q4 – There has been a delay due to capacity</p>	<p>Increased awareness and use of the Community Trigger.</p>				

Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
<p>1</p> <p>12.5%</p>	<p>6</p> <p>75%</p>	<p>1</p> <p>12.5%</p>	<p>0</p> <p>0%</p>	<p>0</p> <p>0%</p>

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Report of:	Head of Governance & Corporate Services
Contact Officer:	Judith Aupers
Telephone No:	x4411
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
CORPORATE PRIORITY DELIVERY PLAN AND PEER REVIEW UPDATE

1 Purpose of Report

- 1.1 To obtain Members' approval of the Corporate Priority Delivery Plan for 2018-19.
- 1.2 To update Members on the progress made in addressing the Peer Review recommendations.

2 Recommendations

Cabinet is asked to:

- 2.1 Recommend to Council that the Corporate Priority Delivery Plan for 2018-19 be approved.
- 2.2 Note the progress made in addressing the Peer Review recommendations.

3 Key Issues and Reasons for Recommendation

- 3.1 Cabinet has already recommended to Council approval of the Corporate Plan for 2018-23 and the supporting Priority Delivery Plans. Although the new Corporate Plan does not contain a corporate priority there are a still a number of corporate issues to be addressed and these have been drawn together into a Corporate Priority Delivery Plan.
- 3.2 It is proposed that the Corporate Priority Delivery Plan will be managed and monitored by Cabinet and the Corporate Scrutiny Committee on a quarterly basis in the same way as the other two Priority Delivery Plans.

- 3.3 As the Corporate Priority Delivery Plan includes a number of the key actions arising from the Peer Review, a more detailed update on progress in implementation the recommendation is also provided for Members information.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Priority Delivery Plan does not directly support the two priorities set out in the new Corporate Plan 2018-23; however it does indirectly contribute to the efficient and effective operation of the Council.

5 Report Detail

Corporate Priority Delivery Plan (PDP)

- 5.1 In May 2018, Council approved the Corporate Plan 2018-19, establishing the vision, priority outcomes and performance management framework for the three year period. The Corporate Plan is supported by a Priority Delivery Plan for each of the 2 key priorities (Promoting Prosperity and Community Wellbeing).
- 5.2 The new Corporate Plan no longer includes a “corporate” priority however there are corporate issues which need to be progressed. These have been drawn together and form the basis of a Corporate Priority Delivery Plan; a copy is attached at Appendix 1.
- 5.3 Progress in delivering the Corporate PDP will be reported on quarterly to Cabinet and the Corporate Scrutiny Committee.

Peer Review

- 5.4 Following the Peer Review in September 2016, a project structure and an outline project plan was produced and reported to Cabinet on 13 April 2017.
- 5.5 Throughout 2017/18 progress has been made in implementing the recommendations from the Peer Review and a progress report is attached at Appendix 2.
- 5.5 The key actions arising from the Peer Review are also included in the Corporate PDP.

6 Implications

6.1 Financial

None.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

None

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1 Corporate PDP 2018-19

Appendix 2 Peer Review Progress Update

Previous Consideration

Local Government Association Peer Challenge	Cabinet	13 April, 2017
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Corporate Plan and Priority Delivery Plans	Cabinet	19 April, 2018
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Background Papers

None.

ITEM NO. 8.

Corporate Priority Delivery Plan 2018-19

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
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						

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		X				
		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					X	
		Draft strategy for approval by Cabinet						X
	Procurement of a customer portal / CRM system	Identify requirements for new customer portal/ CRM system and agree with Leadership Team						X
		Commence Procurement			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		X				
		Undertake Stage 1 of Review (May to July)			X			
		Report to Cabinet and decision on whether to proceed to Stage 2					X	
	Development of an Asset Management Strategy			2019-20				
	Protection of Customers' personal data in accordance with GDPR	Data Protection Policy updated and approved by Cabinet		X				
		Provision of training for employees and Members			X			
		Completion of data audit		X				
		Privacy Notices template agreed and published on website		X				


Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Managing our people, money and assets - continued	Develop workforce development strategy, incorporating gender pay requirement			2019-20			
	Simplify Members' access to committee papers and emails	Draft system to be tested by officers		X			
		System to be piloted with sample of Members			X		
		System to be rolled out to all Members				X	
	Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff	Review of current policies			X		
		Revise policies to Leadership Team for approval				X	

Peer Review Progress Report




Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
Vision	Further develop and widen the 'Customer' priority of the Corporate Plan so as to articulate what the Cannock Chase District Council of the future will look like. .. to provide a forward looking vision and narrative to enable staff and other stakeholders to understand how the organisation will evolve and develop to remain fit for the future.	<ul style="list-style-type: none"> • Visioning • Corporate Plan & PDPs 2018-19 to 2020-21 	New Corporate Plan 2018-23 and PDPs approved by Cabinet and awaiting Council approval in May 2018	
		<ul style="list-style-type: none"> • Type of Council We Want To Be, Values & Culture 	This is generally covered in the new Corporate Plan and the Council's Values. Some additional work is needed to link the two.	
		<ul style="list-style-type: none"> • Alignment of policy & finance priorities 	Two investment funds have been established to support the Prosperity Priority (General and Housing investment funds)	
Financial Strategy	Consider broadening and further diversifying the financial strategy so it becomes multi-stranded and adaptable to increase resilience and reduce risk... Get a better understanding about what is possible in terms of commercialisation, digitalisation and transformation so that the organisation is able to explore and exploit these further	<ul style="list-style-type: none"> • Commercialisation - identify opportunities to become more commercial and generate financial benefit. 	Agreed that the Council will not seek out general commercial opportunities but will consider those that relate to core business. The main opportunity relates to the possibility of building a crematorium. The Environmental Service review will also consider potential for being more commercial.	
		<ul style="list-style-type: none"> • Digitalisation and channel shift: strategy, action plan & pilots 	Customer access strategy to be drafted. This is linked to work on procuring new software for Customer Services. Procurement is underway for telephony system. Work will commence on CRM system in 2019-20.	

Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
		<ul style="list-style-type: none"> Transformation 	The Corporate Plan sets out the direction for the Council in terms of priorities and objectives. In addition transformation is reflected in the other themes within the Peer Review actions e.g Customer access/New CRM System. However there is currently no capacity or plan for specific transformation as such.	
		<ul style="list-style-type: none"> Evaluation & implementation of FRP options 	Delivery of the FRP options is to be reviewed in 2018-19.	
Relationships	Continue to utilise informal and formal relationships to maximise influence and leverage, as part of the Council's 'leadership of place' role. ...in partnerships utilising your strengths, experience and leadership... Be clear on what the Council's offer is as well as what it's 'asks' are and be prepared to maximise resources available to secure deeper partnerships.	Will continue to do this as part of the "day job"	Not applicable	N/A
Decision making	Review the current democratic decision-making arrangements - including Overview & Scrutiny - to better enable councillors to have a timely and proportionate opportunity to inform, influence and challenge decision-making and policy	<ul style="list-style-type: none"> Review of committee structure (number of Committees, purpose and frequency of meetings) 	Scrutiny Committee structure reviewed and number of committees & meetings reduced.	
		<ul style="list-style-type: none"> Training for Scrutiny Committee Members 	Training carried out with Scrutiny Committee Chairs. Training to be arranged for all Scrutiny Committee Members	

Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
	development, enable the balance between policy development, holding to account and the increasingly important community roles of councillors. In doing this, engage councillors and draw on recent national research.	<ul style="list-style-type: none"> • Training for Members as Community Leaders 	Training to be arranged with LGA	
		<ul style="list-style-type: none"> • Move to Paperless Meetings 	Work underway on move to paperless meetings	
Governance	Move at pace to finish the work started on governance, assurance and corporate policies. There are several plans and protocols scheduled for updating that will help underpin good governance and a corporate culture, ... These need to be progressed and implementation supported by briefings and training activity so that new protocols are embedded into day-to-day management practice.	<ul style="list-style-type: none"> • Code of Governance 	Code of Governance completed	
		<ul style="list-style-type: none"> • Code of Conduct for Employees 	Review to be undertaken in 2018-19	
		<ul style="list-style-type: none"> • Financial Regulations 	The Financial Regulations have been revised and will be submitted to Council for approval in 2018-19.	
Skills & Resources –	Consider how the corporate leadership, organisational capacity and capabilities need to develop further to ensure that the Council has the skills and resources aligned to deliver future priorities. Ensure that the Leadership Team works as a corporate team supporting the strategic development of both organisations with equal commitment and enthusiasm.	<ul style="list-style-type: none"> • Review of Leadership Team & WMT 	The review of Leadership Team is ongoing to build upon strategic development. A different model of Leadership Team meetings has been trialled but recently reverted back to previous model with some modifications. A review of the role of WMT and Leadership Team is to be undertaken to ensure that the skills/strengths and resources within the organisation are best utilised in relation to strategic development and the delivery of priorities.	

Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
		<ul style="list-style-type: none"> Develop workforce strategy 	Planned for 2019-20	
Learning & development	Draw on the learning from both within the organisation and wider local government sector to support continued improvement and development.	<ul style="list-style-type: none"> Develop & maintain links with LGA Sharing of Information and Lessons Learnt via WMT meetings 	This is not a specific action and is being dealt with as part of day to day work activities including the role of WMT.	N/A

KEY TO STATUS INDICATORS:

STATUS	DESCRIPTION
	The action is making significant progress towards completion or has been completed
	The action is making some progress towards being completed
	Work has not commenced on the action

Report of:	Head of Governance and Corporate Services
Contact Officer:	Stephen Baddeley
Telephone No:	01543 464 415
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 14/06/18 Audit & Gov Cttee: 19/06/18

CABINET
14 JUNE 2018
STRATEGIC RISK REGISTER

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1st April 2018 and Risk Management arrangements for managing the Strategic Risks facing the Council.

2 Recommendations

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

3 Key Issues and Reasons for Recommendation

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

Risk Colour	Number of Risks at 1 Oct 2017	Number of Risks at 1 April 2018
Red	1	1
Amber	5	4
Green	0	0
TOTAL	6	5

4 Relationship to Corporate Priorities

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

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

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

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

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
 - (b) ensures that the financial and operational management of the authority is effective; and
 - (c) includes effective arrangements for the management of risk."
- 5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation and management of strategic risks / opportunities. Strategic risks / opportunities have been identified and prioritised, action plans are in place for their effective management and delivery of the action plans is monitored. A summary of the Council's strategic risk register as at 1st April 2018 is attached at **Appendix 1**.

The risk summary illustrates the risks / opportunities using the "traffic light" method i.e.

RED	risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
AMBER	risk score 5 to 10 (action plan required to reduce risk)
GREEN	risk score below 5 (risk tolerable, no action plan required)

5.4 The number of strategic risks has fallen from 6 to 5 as follows:

- 2 risks have been deleted; and
- 1 new risks have been added.

5.5 The 2 risks that have been deleted are:

- Risk number 20 “Vulnerability of the Council’s Housing Revenue Account due to the new government housing policies
- ” - this has been deleted as the Government Policy on Pay to Stay has been abolished and the HRA Business Plan refreshed to incorporate additional provision to continue with the Council’s housing building & estate regeneration initiatives.
- Risk 24 “Failure to have an attractive and safe environment to encourage businesses and residents into the District.” - this has been deleted but has been replaced by the new risk below.

5.6 The new risk is:




- Risk 25 “There is a reduction in investor confidence in the District”

5.7 All other risks remain unchanged.

5.8 A progress update for those actions due up to the end of March 2018 is included in the full strategic risk register attached at **Appendix 2**.

5.9 Additional information for red and amber risks can be found in the Strategic Risk Register (**Appendix 2**) in the form of an ‘Overall Progress Summary’ this is accompanied by a symbol to indicate whether progress is on target or otherwise.

The table below outlines the overall progress made in reducing risks since 1st October 2017:

Progress Indicator		Current position
	No progress made in reducing the risk	0 Risks
	Some progress made in managing the risk	4 Risks
	Risk on target to be reduced	0 Risks

The new risk does not have a progress report and is not included in the figures above.

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

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

6.8 Equality & Diversity

None

6.9 Best Value

None

7 Appendices to the Report

Appendix 1 Summary of Strategic Risks 2017-18

Appendix 2 Strategic Risk Register - Detailed

Previous Consideration

N/A

Background Papers

File of papers kept in the Chief Internal Auditor & Risk Manager's office.

Appendix 1**SUMMARY OF STRATEGIC RISKS AS AT 01/04/2018**

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at Oct 2017	Score at Apr 2018	Direction of Travel over period reported
Red Risks						
18	Vulnerability of Cannock Chase Council's financial stability as a result of public expenditure reductions and changes to the Government's funding regime	Head of Finance	April 2014	12	12	↔
Amber Risks						
16	Impact of Welfare Benefit Reform	Heads of Finance and Housing & Partnerships	April 2013	9	9	↔
19	The organisation does not have sufficient Management / Officer capacity to deliver its corporate priorities and statutory duties	Managing Director	April 2015	9	9	↔
23	Failure to repel or recover from Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks	Head of Technology	April 2017	9	9	↔
25	There is a reduction in investor confidence in the District	Head of Economic Prosperity	April 2018	N/A	9	N/A

Key to Direction of Travel

↓ Risk has decreased ↔ Risk level unchanged ↑ Risk has increased


Deleted Risks

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at Oct 2017	Score at Apr 2018	Direction of Travel over period reported
20	Vulnerability of the Council's Housing Revenue Account due to the new government housing policies	Head of Housing & Partnerships	April 2015	8		
24	Failure to have an attractive and safe environment to encourage businesses and resident into he District.	Head of Economic Development	April 2017	9		

Cannock Chase District Council – Strategic Risk Register

Ref No: 16	Risk: Impact of Welfare Benefit Reform (e.g. Introduction of Universal Credit, Single Fraud Investigation Service etc.)		
Risk Owner: Head of Finance / Head of Housing & Partnerships		Portfolio: Corporate Improvement, Health & Wellbeing and Housing.	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> Increased demand for services (additional workload, pressure on service delivery, additional resourcing etc); Increase in arrears on Council Tax; Increase in Rent Arrears; Negative impact on ability to perform “Compliance” functions and adverse effect on income. 			
<p>Links To Priority Delivery Plan: Customers</p> <ul style="list-style-type: none"> Community Wellbeing 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: 12 RED
<p>Controls in Place</p> <ul style="list-style-type: none"> Manage the Council’s housing stock; Monitoring impact of localisation of Council Tax Support; Liaison with DWP on implementation timetable for Universal Credits; Budget workshops for affected residents to better manage their budgets set up 			
Residual/Net Risk Score (ie with controls)	Likelihood: 3	Impact: 3	Total Score: 9 AMBER
Provisional Assessment of Risk – does the residual risk score need to be reduced		YES	

Actions Planned	Timescale/Person Responsible	Progress/Comments
Monitor impact of Benefit Reform to identify areas of concern.	Quarterly Head of Finance	An on-going monitoring routine is in place.
Identifying number of additional people falling into arrears with Council Tax payments	Quarterly Head of Finance / Local Taxation & Benefits Manager	This forms part of the overall monitoring.
Introduction of Tenancy Sustainment Service	Completed	Tenancy Sustainment Officer (TSO) service embedded – completed

<p>Overall Progress Summary: The full impact of benefit reform cannot be determined until the phased introduction of Universal Credits. The impact of existing reforms continues to be monitored.</p> <p>The emphasis has been shifted to look more holistically at pursuing rent recovery in line with the roll out of Universal Credit and impact of welfare reforms.</p> <p>The Tenancy sustainment service is now embedded in housing.</p>	<p style="text-align: center;">AMBER</p> <div style="text-align: center;">  </div>
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Ref No: 18	Risk: Vulnerability of Cannock Chase Council's financial stability as a result of public expenditure reductions and changes to the Government's funding regime		
Risk Owner: Head of Finance		Portfolio: This risk cuts across all Portfolio's	
Consequences Of Risk: <ul style="list-style-type: none"> • Council size becomes too small to sustain a viable organisation; • Unable to provide desired levels of service 			
Links To Priority Delivery Plan: Corporate			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Controls in Place <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium Term Financial Strategy in place • The Revenue Budget is balanced for 2018-19 but requires support from balances • Reliance on New Homes Bonus is reduced on an annual basis. • Corporate Budget Monitoring • Evaluation of consultation on changes to government funding regimes 			
Residual/Net Risk Score (ie with controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Provisional Assessment of Risk – does the residual risk score need to be reduced	YES*		

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Responding to Government proposed legislation in relation to key funding regimes	On-going Head of Financial Management	Work streams of DCLG/LGA and CIPFA in relation to 75% Business Rates Schemes and pilot areas to be monitored Detailed responses to be submitted in relation to self -sufficient local government, 75% business rates retention and fair funding review as more technical detail becomes available

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Review criteria for 2019/20 Business Rates Pilot and subject to approval of partners submit application	On going	In Progress
Determine impact of Government proposals for key funding regime	On-going	In Progress
Production and refresh of medium term financial plan	On-going	In Progress
Mill Green DOV Development Project Board Established	On-going	In Progress
Refresh Budget Strategy to ensure external funding sources maximised and efficient and effective use of all resources	On-going	In Progress
Council looking to maximise all funding opportunities for economic growth, transport, infrastructure, additional jobs and better skills for residents	Head of Economic Development	

Overall Progress Summary: The Approved Budget and Plan currently provides an ongoing balanced budget with the use of balances required in 2019/20 pending the opening of Mill Green DOV in 2020/21.


The Balanced Budget in 2020/21 in addition is based upon the current Local government Finance Regime, however fundamental changes, to Government Funding, details still to be determined, are set to take place in 2020/21 (implementation of 75% Business Rates Retention; Fair Funding and Business Rates Reset) combined with the ongoing uncertainty in relation to the longevity of the New Homes Bonus grant scheme creates a key strategic risk for the financial stability of this and all other councils. Details are unlikely to become clear before the Autumn of 2019 and hence Budget strategies need to be developed reflecting the various scenarios and efficiency savings implemented as soon as practically possible.



Ref No: 19	Risk: The organisation does not have sufficient Management / Officer capacity to deliver its corporate priorities (e.g. Corporate Plan & PDP's) and statutory duties.		
Risk Owner: Managing Director		Portfolio: This risk cuts across all portfolio's	
Consequences Of Risk: <ul style="list-style-type: none"> The Council's priorities are not fully delivered with impact on residents / the public. 			
Links To Priority Delivery Plan: Corporate			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: 12 RED
Controls in Place <ul style="list-style-type: none"> Scoping of management capacity for delivery of PDP's by Heads of Service (Assessments of Management Capacity) Management capacity issues are monitored by Leadership Team; Adherence to Sickness Management Policy 			
Residual Risk/Net Score (ie with controls)	Likelihood: 3	Impact: 3	Total Score: 9 AMBER
Provisional Assessment of Risk – does the residual risk score need to be reduced	YES*		

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Ensuring that all priorities in the PDP's are resourced appropriately	Ongoing All Heads of Service	The majority of PDP priorities are on target but there are a small number of Yellow 'not on target' areas in part due to management capacity.
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Ongoing Managing Director / Leadership Team	PDP Priorities not on target are being reviewed by Leadership Team and resource implications are being re-considered.

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Leadership Team maintaining an overview of performance through “managing the business” performance indicators	Ongoing Managing Director / Leadership Team	Quarterly Performance Indicator reports agreed for 2017/18
Requests for additional projects may be refused or deferred until subsequent year(s)	Ongoing Managing Director	A number of requests for new projects in year have had to be refused in order to protect delivery of the Council’s agreed Corporate Priorities.
The Property Services Manager post will be re-established	Managing Director / December 2018	

<p>Overall Progress Summary:</p> <p>The Councils management capacity will be monitored closely and action has already been taken by not accepting new project requests in year in order to protect capacity to deliver the agreed PDP priorities.</p> <p>Leadership Team have recently started to review delivery of the Council's General Fund and S106 Capital Programme and will be considering in further detail the need for additional project and programme management capacity</p>	AMBER
	

Ref No: 23	Risk: Failure to Repel or Recover from Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks		
Risk Owner: Head of Technology		Portfolio:	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 			
Links To Priority Delivery Plan - Corporate			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, LT engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/ Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants. • Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information • Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies 			

Residual/Net Risk Score (ie with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 -AMBER
Provisional Assessment of Risk - does the residual risk score need to be reduced			YES*

Actions Planned	Timescale/Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review. Some elements will be dealt these will be reviewed
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Procurement in progress for the Annual Healthcheck
Application Security Assessment and Remediation action taken	Annually Head of Technology	The healthcheck will produce an action plan to feed into this. Other work will also be carried out to address
Security Compliance Assessment included in the survey	Annually of Technology	As above
Threat intelligence, Vulnerability management, Operational management, via internal and external monitoring.	December 2018 Head of Technology	Will review the webfilter and internet filter to replace the current
Exploring options to improve security for sharing information with external partners	Dec 2018 Head of Technology	New action

<p>Overall Progress Summary: Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing and attacks are becoming more sophisticated.</p>	<p>Amber</p> 
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Ref No: 25	Risk: There is a reduction in investor confidence in the District		
Risk Owner: Head of Economic Prosperity	Portfolio: All		
Consequences Of Risk: <ul style="list-style-type: none"> • Business Growth in the District reduces • Employment Opportunities decline • NNDR / Council Tax Income does not grow • Schemes in the District get abandoned 			
Links To Priority Delivery Plan: This fully links in with the Economic Prosperity PDP			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact:5	Total Score: 20
Controls in Place <ul style="list-style-type: none"> • The Local Plan Framework to identify development opportunities • Proactive work with GBSLEP/West Midlands Combined Authority • Business Relationships work/promoting the District via Economic Development function 			
Residual Risk/Net Score (i.e. with controls)	Likelihood: 3	Impact: 3	Total Score: 9
Provisional Assessment of Risk – does the residual risk score need to be reduced	YES		

Actions Planned	Timescale/Person Responsible	Progress/Comments
Economic Prosperity Strategy to be developed	Head of Economic Prosperity / March 2019	N/A
Continue to dedicate resources to the GBSLEP/Combined Authority	Head of Economic Prosperity/ Ongoing	N/A
Revised Local Plan to be produced and delivered	Head of Economic Prosperity / Plan to be adopted by September 2021	N/A
Reestablishment of a Further Education offer in the District (Retail Skills Academy/Engineering Academy)	Head of Economic Prosperity/ March 2019	N/A

In accordance with the Risk Management Strategy, the green risks below are deemed to be tolerable (with existing controls in place) and will be monitored but require no further action at this time.

GREEN RISKS			
<i>Risk No:</i>	<i>Risk Owner</i>	<i>Risk:</i>	<i>Score:</i>
	NONE		

KEY TO PROGRESS SYMBOLS

Progress Indicator	
	No progress made in reducing the risk
	Some progress made in managing the risk
	Risk on target to be reduced

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	Ext 4416
Portfolio Leader:	Culture and Sport
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
ANNUAL PERFORMANCE REVIEW OF INSPIRING HEALTHY LIFESTYLES
2017-18

1 Purpose of Report

- 1.1 The report considers the annual performance of Inspiring Healthy Lifestyles (IHL) in providing Culture and Leisure Services on behalf of the Council for the period 1st April 2017 to 31st March 2018.

2 Recommendations

- 2.1 That Cabinet considers Inspiring Healthy Lifestyles' performance in delivering the Culture and Leisure Services for the period 1st April 2017 to 31st March 2018.

3 Key Issues and Reasons for Recommendation

- 3.1 This annual performance review is an integral part of the Council's contract monitoring arrangements with IHL, enabling the Council to review the Trust's performance and commitments set out in the contract and method statements.
- 3.2 Appendix 1 attached to this report provides a detailed breakdown of IHL's performance against performance targets for the year 1st April 2017 to 31st March 2018.
- 3.3 This is the sixth year of the 10 year contract and a strong relationship has been formed between the Council and IHL with both partners adopting a cooperative approach to performance monitoring and a mutual commitment to meeting challenges (known and evolving), business requirements and adapting to changing circumstances.

3.4 During 2014-15 IHL re-branded and now operate under the new title of “Inspiring Healthy Lifestyles”. This full transition will happen over time with regard to new signage but Members and customers should notice changes to promotional material at all sites across the district.

3.5 There have been a number of key achievements during 2017-18:-

- A total of 42 performance measures and targets were monitored and a number of other measures used for which there was no comparator or baseline data available. IHL have met or exceeded performance in 25 (60%) of its targets and not met target in 17 (40%), albeit that 8 (19%) are within the 5% tolerance threshold. The other 9 (21%) are considered red.
- The Council’s culture and leisure facilities and services continue to be used extensively, with annual attendances and visits in excess of 952,800, over 8,700 visits above last year’s performance.
- 790,125 visits were made to the two leisure centres this year, a marginal increase on last year. (up 585 visits)
- The total number of junior visits 314,949 across all facilities and services has increased by 29,218 visits when compared to last year. An increase of over 10%.
- Chase Active Friday was successful at the SASSOT awards for Community Impact.
- Swimming lesson usage has increased for the sixth consecutive year since the contract first commenced in 2012. This year has seen a further significant increase of over 9% (9,025 visits) compared to last year.
- Concessionary card holders have increased marginally from 4,099 to 4,107.
- Cannock Park Golf Course has enjoyed another consistent year with over 21,000 rounds being played and the Foot golf continues to increase with over 1,340 visits being recorded in 2017-18, an increase of 640 visits on last year.
- The Prince of Wales Theatre has had another record breaking year with 68,928 visits. (Up by over 7% - 64,121 visits last year). Attendances at shows of 61,792 were up 7.5% when compared to last year and a number of sell out shows included Russell Watson, the Definitive Elvis, and Les McKewon’s Bay City Rollers. Sales and financial performance continues to be strong.
- The Museum of Cannock Chase enjoyed another successful year attracting over 40,200 visits, an increase of over 5% on last year. Holiday programmes including Wonder World of Words, Horrible Histories, Superheroes and Dinosaur/Prehistoric Adventure days proved

exceptionally successful as did workshops such as Experimental Archaeology and Natural Dyeing. The Museum also exceeded its targets for the number of junior visits up by over 10%. In addition, targeted interventions aimed at dementia sufferers continued to be delivered including a range of traditional craft activities as part of a broad range of Dementia Friendly projects whilst the Museum was cited nationally as an example of best practice in this field.

- Over 450 individuals attended the summer Chase It Holiday programme and the Activity Referral Scheme and Macmillan Active after Cancer programme exceeded target with over 500 participants, of which 60% reported that they were still active after 12 weeks and 67% had increased activity levels 12 months later.
- Continuation of free leisure memberships for the armed forces personnel living in the district is still proving popular with 155 current members. IHL have also confirmed their support at nil cost to the Council for 2018-19 financial year.
- The opening of the new facility at Bradbury Lane has been a great success with all Sport England's targets for the first year of operation being exceeded, with the exception of the number of disabled participants.
- IHL to delivered significant savings for the Council in 2017-18 by reducing its Management Fee by £91,200.

3.6 There have been no default notices issued and the contract has been delivered within budget.

3.7 However, the aim of the report is also to present a balanced picture of achievements and performance against the targets set, including where performance needs to be improved.

- There are 40% of targets (17) that have not been met and where improvement will be required next year.
- Of the 17 targets that have not been met:-
 - 5 are at Chase Leisure Centre and relate to the total number of dry side and wet side attendances, health and fitness visits, club and education usage. Although the numbers of dry and wet side attendances are below target, performance in both is up on 2016-17. Further benchmarking work is being undertaken by IHL in respect of health and fitness and education usage. Club usage this year was impacted by the adverse weather conditions and bookings for 2018-19 indicate a more positive outturn for 2018-19.
 - 7 are at Rugeley Leisure Centre and relate to the total number of visits, dry side attendances, junior visits, health and fitness visits, ATP usage, education usage and health based activity. Performance during

2017/18 has continued to be impacted by the changing nature of PE and school sport provision at the Hart School (formerly the Academies) which now sees most delivery undertaken within the school site. Consequently education and junior visits were adversely impacted and demonstrated a further decline compared to 2016/17 performance with associated further impact upon dry side and total visits. Artificial pitch usage also showed a decline with some bookings relocating to the newly-opened 5s Pavilion whilst health-based usage fell below target owing to difficulties in accessing the data from the health professionals.

- 2 are reported at the Golf Course and relate to the total number of visits and the number of Footgolf rounds. Visits in respect of the golf course were in line to exceed target until the adverse weather conditions experienced in the last quarter of the year had a negative impact. Although represents an increase on 2016-17.
- 2 are at the Prince of Wales Theatre. One relates to the number of junior visits which is very much influenced by the nature of the performances and typically varies from year to year. This year this was impacted by a number of cancelled bookings. The second relates to the percentage occupancy which fell marginally below the target for the year at 78.5%.
- 1 is at the Museum of Cannock Chase and relates to the number of school visits which fell below the target due to weather enforced cancellations.

3.8 In addition and more for monitoring in 2018-19 is the drop in Memberships at Chase and Rugeley Leisure Centre. The number of reported Memberships has dropped from 8,561 at the end of March 2017 to 6,613 at the end of March 2018. IHL have reported that the decline in Direct Debit memberships is as a consequence of a data cleansing exercise they have conducted during this year with their database and that of their Direct Debit collection agency. The overall intention was to ensure close compatibility between their database and their Collection Agency to ensure greater levels of accuracy and timeliness of reporting in future. This has resulted in:-

- Identification of lapsed or cancelled members who had cancelled directly with our collection agency but not subsequently been cancelled off IHL's database. This has contributed the largest proportion however it should be borne in mind that this discrepancy didn't impact on IHL's financial position / income reporting.
- Identification of duplicate or joint memberships, which had previously resulted in the same individual being counted more than once if they had multiple membership packages (eg a trial offer and then a full membership). Following the data cleanse IHL's reporting system now produces a sole record for each member.

- Identification of memberships where one person was paying for more than one membership (eg joint, partner paying for partner, parent paying for child) – this had previously generated duplicate records on IHL’s system however these now show as only one individual.

3.9 In summary, although the number of visits have been impacted by the adverse weather this year, generally performance achieved during the sixth year of the contract is good. Participation rates remain high across all sites and services and this year saw a particular increase in usage of heritage and cultural services at the Museum and Theatre. The opening of 5’s pavilion has proved very successful with usage exceeding Sport England’s targets for the first year of operation.

3.10 As the contract relationship continues to develop IHL will need to ensure that the culture and leisure facilities and services continue to:-

- be in line with the Council’s revised Corporate Plan, Priorities and objectives,
- be evidence driven and aligned to the needs of the community,
- contribute to meeting the health needs of the District,
- influence decision makers and fund holders (LSP, Health and Well Being Boards, CCG’s, Arts Council, Heritage Lottery Fund etc), and
- demonstrate where and how culture and leisure services can make an impact on a range of outcomes (e.g. Preventative – role of physical activity in health prevention).

4 Relationship to Corporate Priorities

4.1 The Council’s mission is “Leading our community to deliver better jobs and skills, more and better housing, cleaner and safer environments and better health outcomes”

The Council recognises that it must co-operate and work in partnership with the public, voluntary and private bodies in pursuit of these corporate priorities.

- (i) **Better health outcomes** - Culture and leisure are key services for the Council. They are high profile customer facing services used by many residents of the district. The services encourage participation in sport, physical activity and recreation as well as encouraging participation and attendance in cultural activities and providing activities for children and young people.

These services operated in partnership with IHL make a significant contribution to the Council’s Priority around better health outcomes by offering opportunities to participate in physical activity and recreation,

by encouraging active and healthy lifestyles, by engaging with the most disadvantaged families, individuals and hard to reach groups and by delivering value for money services.

- (ii) **Cleaner and safer environments** - Culture and leisure are fundamental to our communities offering places for people to come together, find common interests and a sense of shared identity. They provide diversionary activities, improve community safety and make places more pleasant and attractive improving the day to day life of all who live and work in the district.
- (iii) **Better jobs and skills** - Spaces and facilities for sport recreation and culture make a significant contribution to communities, providing opportunities for people to develop new skills and playing a role in contributing to the visitor economy.

.5 Report Detail

5.1 Background

5.1.1 Following an extensive procurement process during 2010-11 Cabinet on 17th November approved Wigan Leisure and Culture Trust (now Inspiring Healthy Lifestyles) as the preferred long term partner for the management contract for the Council's culture and leisure services.

5.1.2 The contract commenced on the 1st April 2012 and is initially for 10 years with the option to extend by 2 five year periods. The option to extend this contract for 10 years was agreed with IHL as part of delivering savings required by the Council in its Financial Recovery Plan for 2017-18.

5.1.3 The scope of the contract includes the management and development of the following culture and leisure facilities and services:

- Chase Leisure Centre and Rugeley Leisure Centre
- Cannock Park Golf Course
- Prince of Wales Theatre
- Museum of Cannock Chase
- Community Wellbeing Teams – Arts, Sport and Play
- Business Development

5.2 Contract and Performance Monitoring

5.2.1 Contract Monitoring

5.2.2 Details of the relationship between IHL and the Council are set out in the contract documentation. Using this, a contract and performance monitoring

guidance document has been developed to monitor the performance and contract compliance of the Council's new Culture and Leisure Services provider, IHL.

- 5.2.3 This guidance establishes a positive contract monitoring process enabling the Council and IHL to work together to address any issues or problems that may arise. It aims to build an effective and productive partnership through creating a collaborative and inclusive relationship rather than an adversarial one.
- 5.2.4 Both parties have placed a heavy emphasis on establishing close working arrangements. Timetabled monthly monitoring meetings are convened to consider and review contract performance, operational issues, to identify solutions, to agree any remedial actions required and to validate monthly payments.
- 5.2.5 These meetings are attended by the Head of Environment and Healthy Lifestyles, and other council officers as appropriate including (Finance, Legal, Parks and Open Spaces etc) and senior personnel from IHL (Managing Director, Head of Service and Performance Manager). The Culture and Sport Portfolio Leader has also attended a number of these meetings.
- 5.2.6 12 monthly contract meetings/conference calls have been held during the year.

5.3 Performance Monitoring.

- 5.3.1 It is important that the monitoring of performance is a positive, evolving and resourceful process. The Council has and will continue to work with IHL to agree and set baselines at levels that accurately reflect the service that is currently being delivered. This is important in order to gauge how well the services are performing compared with previous arrangements.
- 5.3.2 In certain circumstances it has not been appropriate to set new measures immediately but to measure and develop a more focussed set of measures over time. This year's data will be used together with the data from the previous years to provide certain baseline information and benchmarking data for future years.
- 5.3.3 Monitoring of the culture and leisure service comprises a number of indicators/measures, which have been drawn from Service plans, IHL Method statements and performance information and management data collected within the service areas.
- 5.3.4 All relevant performance indicators and actions are reported in detail by exception. For example any indicators and actions that are significantly off target (red status) or slightly off target (amber status) are reported in more detail than those that are green and on target. Appendix 1 to this report provides full detail of IHL's Annual Performance for the year 2017-18. However, it is recognised that there are not the resources available to challenge and investigate all performance data and therefore to some degree performance results are based solely on the information provided by IHL.

5.3.5 This report provides performance information on the culture and leisure management contract in the following areas:-

- Key Performance Highlights
- Participation and attendances
 - Memberships and geographical information
 - Chase Lifestyle Concession visits
 - Health Referrals
- Corporate – Priority Delivery Plans
- Health and Safety
- Programming and events
- Investment
- Quality and Satisfaction
 - Quality measures
 - Complaints
- Finance

5.4. Performance

5.4.1 Key Performance Highlights

5.4.2 A summary of the key performance highlights for the year include the following:

- The Council's culture and leisure facilities and services continue to be used extensively, with annual attendances and visits in excess of 952,800, up by over 8,700 on last year. Performance was particularly strong at the Prince of Wales Theatre and the Museum of Cannock Chase with attendances up by over 7% and 5% respectively. Arts and Sports also performed well up by with combined attendance up by over 7%. However, attendances at Rugeley Leisure Centre have dipped for the second consecutive year (by 1.6%). However, Chase Leisure Centre has increased by 1.5 % this year. Cannock Park Golf Course, despite the bad weather has enjoyed another consistent year with 21,059 rounds being played (Down by 905).
- Over 790,100 visits were made to the two leisure centres this year, representing a slight increase of over 500 visits.
- Both Chase and Rugeley Leisure Centre retained their "Excellent" Quest status during 2017-18.

- Concessionary card holders have decreased by 0.19% from 4,099 to 4,107
- 2017-18 6-17 was a record breaking year for engagement and usage with the Museum Service (Up by 65%). This successful performance is reflected in the total number of personal visits to the Museum which is up by 16% (5,269 visits) when compared to last year, as are the number of junior visits, up by 16% (2,357 visits) and the school visits which have increased by 11% (663 visits).
- Combined Club usage has also increased across the leisure centres during 2017-18. (Up by 5.7%)
- Another successful Festival of Sport and Culture was delivered from Rugeley Leisure Centre. 16 local schools and over 450 young people attended the event.
- Chase Active Friday was successful at the SASSOT awards for Community Impact.
- IHL have continued to support free leisure centre memberships to those in the armed forces and living in the district for this year (155) and have also confirmed their support at nil cost to the Council for 2018-19 financial year.
- Performance represents another record year for the theatre with 68,928 visits. (Up by over 7%).
- IHL have met or exceeded performance in 25 (60%) of its targets and not met target in 17 (40%), albeit that 8 (19%) are within the 5% tolerance threshold. The other 9 (21%) are considered red.

5.4.3 There have been no failures or defaults on the part of IHL in complying with the terms of the contract or services specification during the second year of the contract.

5.5 Participation and attendances

5.6 **Chase and Rugeley Leisure Centres** - The combined total number of visits to the two leisure centres is over 790,100 a slight increase of 0.07% (545 visits) when compared to last year.

5.7 Combined junior participation across both Leisure facilities has increased by over 24,000 visits (+22%) when compared to last year with Chase Leisure Centre recording an increase of 29,473 visits (Up 22%). However, Rugeley Leisure Centre has seen a decline in usage (Down 4.5%) due to school sport provision at the Hart School (formerly the Academies) being mostly undertaken within the school site.

5.8 Health and Fitness usage at both leisure centres totalled over 263,000 visits representing a slight decrease on the last 2 years (Down by 0.5% in 16-17

and by a further 0.4% in 17-18). Rugeley Leisure Centre actually demonstrated a slight increase of 0.7% (911 visits) whereas Chase Leisure Centre dropped by 1.3%. Benchmarking exercises are being undertaken with peer sites to identify if similar trends are being experienced in health and fitness.

- 5.9 Wet side usage improved at both sites this year and totalled over 373,600, representing a slight increase of 0.8% when compared to last year. However, total usage is still below that achieved in 2015-16.
- 5.10 Swimming lesson usage at both centres has improved (up 9.8%) when compared to last year, with Chase recording an increase of 11.5% (up 6,137) and Rugeley 7.5% (up 2,888).
- 5.11 ATP use at Rugeley Leisure Centre has dropped for the second consecutive year. (Down by over 9%) with some users relocating to the facility at 5's Pavilion.
- 5.12 Combined club usage has increased across the leisure centres during 2017-18. (Up by 5.7%)
- 5.13 **Prince of Wales Theatre** – The Prince of Wales Theatre has had another record breaking year with 68,928 visits. (Up by over 7% - 64,121 visits last year). Attendances at shows of 61,792 were up 7.5% when compared to last year and a number of sell out shows included Russell Watson, the Definitive Elvis, and Les McKewon's Bay City Rollers. Sales and financial performance continues to be strong and occupancy levels remain consistently high at 78.5%, although marginally down on last year.
- 5.14 **Museum of Cannock Chase** – 2016-17 was a record breaking year for engagement and usage with the Museum Service (Up by 64%). This successful performance is reflected in the total number of personal visits to the Museum which is up by 5.3% (2,054 visits) when compared to last year, as are the number of junior visits, up by 10% (1,783 visits).
- 5.15 This success is attributed to hosting a varied range of events alongside a refreshed education package which engaged with a significant number of schools and education establishments. The holiday programmes including Wonder World of Words, Horrible Histories, Superheroes and Dinosaur / Prehistoric Adventure days proved exceptionally successful whilst the Museum engaged with a new audience as it hosted the Gen-i youth festival in March 2018 including live music performances and activities. A range of successful workshops and events took place including Experimental Archaeology, Natural Dyeing, Comedy Night, Murder at the Museum and Pottery and Prosecco. In addition, targeted interventions aimed at dementia sufferers continued to be delivered including a range of traditional craft activities as part of a broad range of Dementia Friendly projects whilst the Museum was cited nationally as an example of best practice in this field.
- 5.16 **Cannock Park Golf Course** – 2017/18 saw a continuation of the popular Footgolf offer whilst work was undertaken with Three Hammers Golf Club and

the Wellbeing team to encourage uptake from under-represented groups including junior and female participants, with success being achieved in increasing junior participation (up by 9%). The adverse weather conditions of quarters three and four had a significant impact on indicators with the course being closed for a number of days. The availability to play Footgolf has been increased by an additional 6 hours per week and 1 day midweek on the school holidays during 2017-18 in order to deliver £20,000 of savings to the Council as part of its Financial Recovery Plan. Participation has increased by 640 visits.

- 5.17 **Community Wellbeing (Arts and Sports)** – Combined participation figures associated with activities and events delivered by the Community Well being teams Arts and Sports continue to be strong; up by,4,262 visits (45%). The Wellbeing Team – Participation and Health provides a comprehensive and high-quality service to all our customers. Utilising sport and physical activity as a tool the service engages with local communities to tackle a whole range of issues, from health inequalities to social inclusion. The Wellbeing Team – Community Engagement uses the arts and creativity as a tool to engage its communities to address the priorities of the District. The service provides diverse and accessible opportunities in the heart of the community, working with a wide range of partners from all sectors.

Emphasis is placed on partnership working and a more integrated approach to service delivery. A selection of a number of the key projects that have been delivered is provided below:

- The Grow Up Great programme was successfully sustained and resources were developed and promoted throughout the year at a range of events working with the broad network of partners.
- Another successful Festival of Sport and Culture was delivered from Rugeley Leisure Centre.16 local schools and over 450 young people attended the event.
- Chase Active Friday was successful at the SASSOT awards for Community Impact.
- Over 450 individuals attended the summer Chase It! Holiday programme.
- Attendances at disabled activity sessions exceeded target for the year and representing a 57% increase when compared to last year's performance.
- Work was completed on the St Luke's Sensory Garden with local organisations including Marks & Spencer and U3A proposing to host staff community days working at the site during the summer.
- Start Pedalling continued to prove popular with over 280 participants recorded. Balance Ability programme was launched during the year.

- The Our Parks programme launched and recorded over 440 participants during the year to exceed the programme target. Positive impact on levels of anti-social behaviour have been reported during the times the session is running and further funding has been secured to develop the initiative.
- One of the SportStar participants captained England under-16s hockey team.
- Activity Referral scheme and Macmillan Active After Cancer programme exceeded target with over 500 participants. 60% of participants followed up had reported an increase in activity levels at 12 weeks whilst 67% of those followed up at twelve months had increased activity levels.

- 5.18 **5's Pavilion and Artificial Turf Pitch, Bradbury Lane** – The opening of the new facility at Bradbury Lane has been a great success with all Sport England's targets for the first year of operation being exceeded, with the exception of the number of disabled participants. This level of performance has been achieved despite utilisation levels only being at 56%.
- 5.19 **Memberships** – The number of reported Memberships has dropped from 8,561 at the end of March 2017 to 6,613 at the end of March 2018. IHL have reported that the decline in Direct Debit memberships is as a consequence of a data cleansing exercise they have conducted during this year with their database and that of their Direct Debit collection agency.
- 5.20 **Chase Lifestyle Concessions** – IHL are required to increase the number of residents who are eligible for the concessions scheme. Overall the percentage of concession visits at both leisure centres (under 17, over 60's low income) has increased by 0.19% during the year.
- 5.21 **Geographical Information** – Some detailed geographical information showing the spread of users across the district, by ward is included in IHL's quarterly performance reports.
- 5.22 **Priority Delivery Plans** – The actions and targets relating to IHL and contained in Priority Delivery Plans for 2016-17 have been achieved or exceeded, the only notable failure has been to increase the number of Concessionary Card Holders by 1%. Unfortunately, the number of card holders only increased marginally by 0.19%.
- 5.23 **Health and Safety** – There has been no reportable incidents recorded during this year. A total of 47 (146 last year) accidents and 25 (53 last year) incidents have been recorded across all sites operated by IHL. IHL are required to provide a summary of all accidents and incidents as part of the monthly monitoring meetings and this is included with the report attached as Appendix 1. Full Health and safety audits have been completed for all sites and detailed reports shared with the Council.

- 5.24 **Programming and events** – A number of successful events and activities have been undertaken throughout the year including the Chase It holiday programme which continues to attract significant amount of young people (450). Other events and programmes included the Festival of Sport and Culture event at Rugeley Leisure Centre which attracted 16 local schools and 450 young people, a number of popular exhibitions and activities at the Museum of Cannock Chase including Wonder World of Words, Experimental Archaeology and Horrible Histories. The Prince of Wales Theatre also had a number of sell out shows including Russell Watson, the Definitive Elvis, and Les McKewon's Bay City Rollers.
- 5.25 **Investment** –There is a requirement under the contract for IHL to make investments of circa £369,726 into Council facilities this year, mainly providing new gym equipment at Rugeley Leisure Centre. During 2017-18 some planned maintenance has been carried out at a number of sites including lighting repairs and gutter clearing, together with reupholstering work on the flat floor seating at the Prince of Wales Theatre and lift repairs. However, as with Chase Leisure Centre last year the main investment in new gym equipment at Rugeley has been deferred on the basis that IHL have undertaken a an options appraisal at the centre and also have been required to make savings of £91,200 in 2017-18 and in total £129,200 by 2019-20, via a reduction in the Council's Management Fee.
- 5.26 An option appraisal process for the investment into Chase Leisure Centre has also been carried out, the results of which were presented to Cabinet during 2017-18. The preferred project aims to convert the bowling green into an indoor cycling studio, functional fitness studio and multi-purpose space, alongside the refurbishment of the gym and existing studio to facilitate further growth in the gym membership and participation levels within the group exercise programme. Bowling mats will be provided as part of the project to transfer the bowling activity into the Sports Hall. Detailed plans are now being developed to implement the project with minimal impact on the centre with a target completion date set for autumn 2018.
- 5.27 In total since the contract started IHL have invested £1.8 million (contracted investment) in the Council's Culture and Leisure facilities.
- 5.28 **Quality and Satisfaction** – A key measure of the contract is to maintain and improve on the existing quality of the culture and leisure service through appropriate and current industry recognised accreditation processes such as Quest, Sandford Award, Museum accreditation and Visitor Attraction Quality assurance Service (VAQAS).
- 5.29 The Chase Active Friday programme won the Sports Across Staffordshire award for its success and community impact.
- 5.30 The Council's facilities were also instrumental in IHL obtaining ISO14001 accreditation which is an internationally accepted standard for environmental management processes.

- 5.31 IHL has received a total number of 82 (131 last year) complaints during the year with 100% being dealt with within the agreed timescale. This is a reduction in the number of complaints by 49 when compared to last year.
- 5.32 IHL has not completed satisfaction surveys across all sites and services. Current satisfaction rates are set out below:

Facility/Service	%	Facility/Service	%
Chase Leisure Centre	79	Museum of Cannock Chase	N/A ¹
Rugeley Leisure Centre	83.4	Community Wellbeing - Sports	N/A ²
Cannock Park Golf Course	N/A ³	Community Wellbeing - Arts	N/A ⁴
Prince of Wales Theatre	N/A ⁵		

5.33 Finance

- 5.34 The annual management fee paid to IHL for 2017-18 is £1,615,343 (excluding VAT). Contract payments have been made monthly based on satisfactory performance and in line with the agreed management fee.
- 5.35 IHL has made the appropriate Pension Bond payment of £21,800 for 2017-18, as required by the contract.
- 5.36 The Grounds maintenance charge of £159,478 (excluding VAT) for this year has also been paid by IHL in accordance with the contract.
- 5.37 The service has been delivered within the financial contract budget for 2017-18.
- 5.38 As part of the Council's Financial Recovery Plan, IHL were asked to develop options to deliver savings by a reduction in the Council's Management Fee. A number of proposals were submitted by IHL on the basis that to achieve this level of savings and for IHL to take the risk a longer term perspective was needed in order to provide some contractual certainty to IHL. As such, agreement has been reached to extend the existing contract period, as allowed for in the Contract by two 5 year extension periods. Work is underway to complete the legal variation order but IHL have submitted a revised

¹ A formal customer satisfaction survey will be carried out in 2017-18

² A formal customer satisfaction survey will be carried out in 2017-18

³ A formal customer satisfaction survey will be carried out in 2017-18

⁴ A formal customer satisfaction survey will be carried out in 2017-18

⁵ A formal customer satisfaction survey will be carried out in 2017-18

Management Fee going forward, that delivers the Council's required level of savings.

6 Implications

6.1 Financial

There are no additional financial implications associated with this report. The service has been delivered within the financial contract budget for 2017-18.

6.2 Legal

The legal implications are set out through the report

6.3 Human Resources

There are no identified human resource implications arising from this report.

6.4 Section 17 (Crime Prevention)

There are no identified implications arising from this report.

6.5 Human Rights Act

There are no identified implications in respect of the Human Rights Act 1998 arising from this report.

6.6 Data Protection

There are no identified Data Protection implications arising from this report.

6.7 Risk Management

Many risks involved in contract management relate to the provider being unable to deliver or not to deliver to the right level of quality. A number of key risks have been identified in the contract and performance monitoring guidance referred to in this report and both parties will continue to work together to identify risks, who is responsible, who is best able to control the risk and how it can be minimised or managed should it occur.

6.8 Equality & Diversity

There are no identified implications as result of this report.

6.9 Best Value

The commissioning of IHL to provide and deliver the Council's culture and leisure services achieved significant savings, demonstrating our commitment to providing value for money services.

7 Appendices to the Report

Appendix 1 IHL Annual Performance Review 2017-18

Previous Consideration

None.

Background Papers

Tender Specifications published by Cannock Chase District Council 2011

Contract Documents

Contract and Performance Monitoring Guidance



Cultural and Leisure Services Annual Review 2017/18

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**Inspiring healthy lifestyles in partnership with Cannock Chase District Council
Culture and Leisure Services Annual Review Report**

1.0 Introduction

Inspiring healthy lifestyles [the Trust] work in partnership with Cannock Chase District Council to deliver a range of cultural and leisure services across the District. Services include:

- Chase Leisure Centre
- Rugeley Leisure Centre
- Cannock Park Golf Course
- 5s Pavilion and Sports Ground
- Museum of Cannock Chase,
- Prince of Wales Theatre
- Community Wellbeing: Arts and Sports

Performance is reviewed with Cannock Chase District Council on a monthly and quarterly basis against a set of key performance indicators, providing an in-depth review of the Trust's performance, achievements and the key strategic challenges for the future.

Prior to commencement of the contract in April 2012, the Trust established a clear focus on making a positive impact in Cannock Chase and committed to:

- Increasing participation levels in physical activity
- Increasing participation and attendance in cultural activities
- Improving the long-term health and well-being of the community
- Engaging effectively with the District's most disadvantaged families, individuals and hard to reach groups
- Delivering value for money and excellent services

Inspiring healthy lifestyles are committed to working with the Council to achieve these outcomes with particular focus on providing and promoting sport and physical activity opportunities for everyone in Cannock Chase in line with the Council's key objectives as outlined in the Performance Development Plans.

This review assesses our performance in the context of the priorities and targets identified for 2017/18.

The report also identifies priorities for 2018/19 and provides a context for discussion of key issues for the future.

2.0 Healthy Living

2.1 Chase Leisure Centre

Chase Leisure Centre provides residents and visitors to the District with one of the most modern sports facilities in the country. Following a multi-million pound refurbishment the facility boasts a modern gym, three pools, fully air conditioned fitness and dance studio, modernised changing rooms, ground floor sports hall, a community function room, three new treatment rooms and a sensory room.

Overall number of visits performed above target for the year and represented an increase on 2016/17. Junior usage, swimming lesson and health-based participation performed ahead of target whilst customer satisfaction demonstrated a significant increase. The site achieved 'Excellent' status in their Quest assessment in November 2017. However visits to health and fitness activities, wet and dry side usage, club and education visits fell slightly below target, albeit in some instances showing an increase from the previous year. The site hosted a range of events over the course of the year including swimming galas, gymnastics competitions, roller derby, cat show and the Christmas Fayre. A new group exercise class – Tribe Fit – was successfully launched.



There has been a growth in overall visits and specifically in junior usage and swimming lesson uptake.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018.

Performance data for Chase Leisure Centre show that of the 11 performance indicators with targets, 6 (54%) have met or exceeded target and 5 (46%) have missed target.

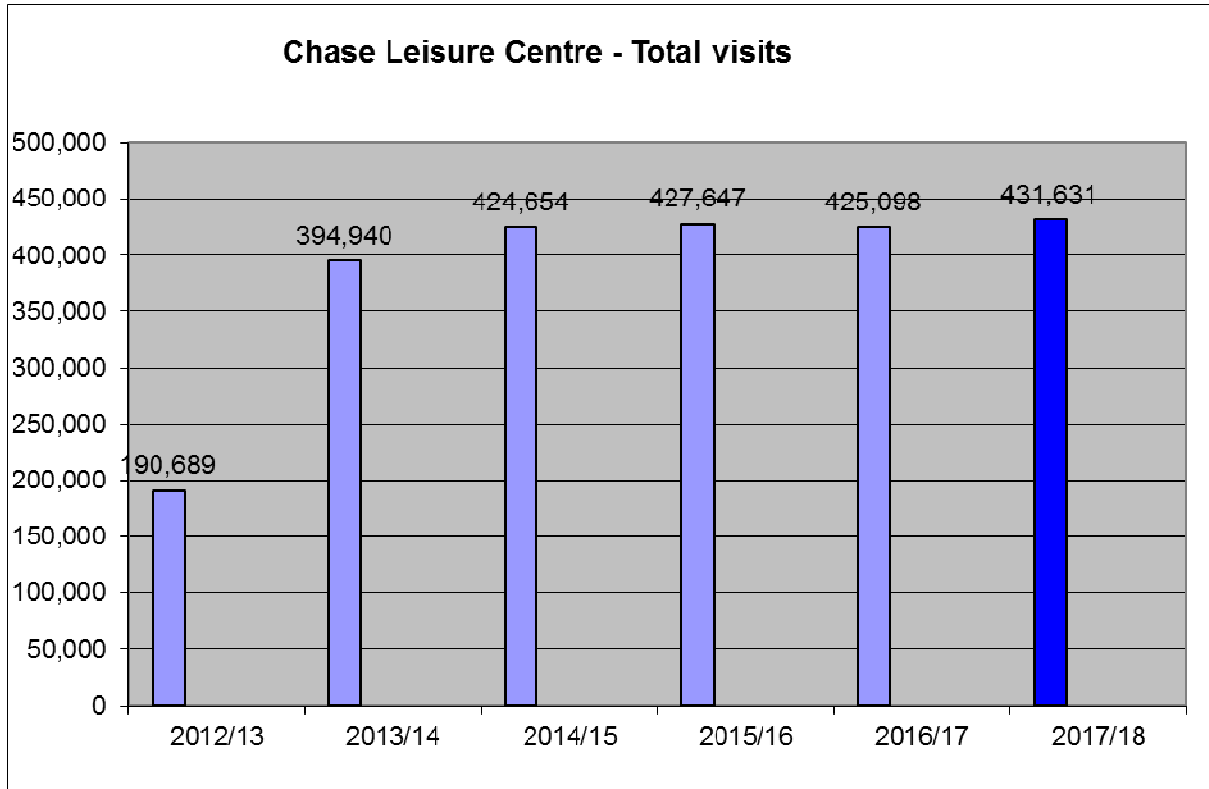
Although inclement weather conditions during quarters three and four had an impact, overall visits performed ahead of target and an upward trend was generally observed across all indicators compared with the previous year. Benchmarking exercises are being undertaken with peer sites to identify trends in health and fitness and school usage. Customer satisfaction showed a significant increase on 2016/17 whilst the centre retained Quest 'Excellent' status following its reassessment.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 109,913 Q2 106,426 Q3 94,688 Q4 120,604	428,899	431,631	★	Performance showed a 1.5% increase on 2016/17 in spite of adverse weather conditions in Q4.	425,098
Total Number of Junior Visits (Monthly)	Q1 42,295 Q2 38,183 Q3 37,859 Q4 44,448	134,646	162,785	★	Junior visits were ahead of target for the year, showing a 22% increase.	133,312
Wet Side Visits (Monthly)	Q1 61,367 Q2 55,343 Q3 48,511 Q4 64,083	236,657	229,304	●	Wet side visits fell below target at year end, albeit up on 2016/17.	228,374

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Dry Side Visits (Monthly)	Q1 48,546 Q2 50,743 Q3 46,517 Q4 56,407	212,595	202,213	●	Dry side visits fell below target at year end, albeit continuing the upward trend from 2016/17.	196,724
Health and Fitness Visits (Monthly)	Q1 37,485 Q2 37,188 Q3 30,488 Q4 40,299	148,918	145,460	●	Health and fitness visits fell below target for the year. Further benchmarking is being undertaken against this indicator.	147,444
Club Usage (Monthly)	Q1 2,773 Q2 3,504 Q3 3,985 Q4 4,146	16,508	14,408	▲	Club usage fell below target and behind 2016/17 actuals for the year overall. Adverse weather did impact upon club usage however returning bookings for 2018/19 will have a positive impact on this indicator.	16,345
Health Based Activity Usage (Monthly)	Q1 1,628 Q2 1,641 Q3 1,372 Q4 1,878	6,175	6,519	★	Health based usage exceeded target for the year. Further engagement and awareness work is being undertaken with local surgeries and health professionals.	6,114
Education Usage (Monthly)	Q1 9,722 Q2 3,706 Q3 7,372 Q4 9,888	31,333	30,688	●	School usage performed slightly below target for the year. Benchmarking is currently being undertaken to review wider context of performance against this indicator.	31,021
Swimming Lesson Usage (Monthly)	Q1 15,525 Q2 14,679 Q3 13,650 Q4 15,335	53,582	59,189	★	Swimming lesson usage was ahead of target for the year and represented an increase on the previous year.	53,052

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Number of Learn to Swim participants moving up a level		-	1,292			-
No of Members (Profiles/gym) (Quarterly)		-	3,182			4,298
No of Concession (Chase Card Holders – CLC only) (Quarterly)		-	2,191			2,414
% of members participating in 12 or more sessions within the quarter (Quarterly)	Q1 45.80% Q2 43.44% Q3 45.47%	-	47.03%			47.22%
Under 16s usage (%) (Quarterly)	Q1 5.54% Q2 7.94% Q3 4.6%	-	5.04%			5.43%
Over 60s usage (%) (Quarterly)	Q1 13.39% Q2 13.39% Q3 15.57%	-	13.40%			12.73%
Gender Ratio (Female / Male) (Quarterly)	Q1 49.3 : 50.7 Q2 49.5 : 50.5 Q3 47.1 : 52.9	-	50.5 : 49.5			50.5 : 49.5
Quest Assessment (Annual)	N/A		Excellent	★	Quest 'Excellent' status was retained in November 2017.	Excellent
Customer Satisfaction (Service & APSE) (Annual)	N/A	78%	79%	★	The latest customer satisfaction information shows an increase compared to the previous year. Qualitative feedback from the survey has been incorporated into site improvement plans.	73.4%

Participation Trend –



Key Priorities 2018/19

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Deliver the Health and Fitness developments planned at Chase LC.	Terry Simms/Stuart Holden	Increased facility usage. Increased memberships and reduced attrition rates
Deliver the investments projects at Chase LC.	TS/SH/Andy Watmough	Increased facility usage
Delivery of the 5 year Health and Fitness Development Plan	TS/JH/Natalie Cadwallader/Steve Griffiths/ Big Wave Media	Increased facility usage Increase in health and fitness visits
Delivery of the 5 year Aquatics Development Plan	TS/Ged Hill /Rebecca Mazey	Increased facility usage Increase in wet side

	Big Wave Media	visits and swimming lesson uptake
Increase gym memberships	TS/ Assistant Managers /NC/ Sarah Taylor	Increase in gym memberships Increase in concessionary memberships Increased participation
Complete monthly Health & Fitness and Aquatic Workbooks	ST/GH/NC/Jenny Hayden	
Investigate membership options to increase usage and members	TS/JH/Simon Davies	Increased usage and membership uptake
Increase events management programme	TS/JH	Increase in events held at site
Implementation of QMS	TS/AMs	Audit scores
Maintain Quest accreditation ISO14001	TS/AMs	Assessment score Audit score
Maintain ISO14001 accreditation	TS/JH	
Service Improvement Plan (SIP)	TS/AMs	
Customer feedback	TS/Carol Foster	Increased customer satisfaction
Customer forums	TS/AMs/NC	
Income & Expenditure including secondary spend	TS/AMs	
Ensure staff are trained, developed and communicated with to deliver a high quality service	TS/AMs/NC/GH	Appraisal Scheme Staff Training - CPD Succession Pool Training Employee Survey
Increase access and opportunities for target audiences including: Under 16s	AMs	Increased participation – under 16s
Increase access and opportunities for target audiences including: residents with disabilities.	TS/AMs	Increased participation – people with a disability
Increase occupancy levels for swimming lessons	TS/GH	Increase in swimming lesson uptake
Develop a range of activities and opportunities for Age Well customers	TS/AMs/NC/GH	Increased participation – over 60s

2.2 Rugeley Leisure Centre

Rugeley Leisure Centre is a dual use facility originally built in 2004 but extended to include a 25 metre pool in 2008 and Toddler Play Area in 2010.

The site has benefited from significant investment since the transfer of management to the Trust. During 2012/13 a replacement Artificial Turf Pitch (ATP) was installed and opened to the public in the summer. In May 2014 a new 70 station gym was launched following extension and refurbishment works.



Performance during 2017/18 continued to be impacted by the changing nature of PE and school sport provision at the Hart School (formerly the Academies) which now sees most delivery undertaken within the school site. Consequently education and junior visits were adversely impacted and demonstrated a further decline compared to 2016/17 performance with associated further impact upon dry side and total visits. Artificial pitch usage also showed a decline with some bookings relocating to the newly-opened 5s Pavilion whilst health-based usage fell below target owing to difficulties in accessing the data from the health professionals. However club usage and wet side visits remained ahead of target whilst customer satisfaction showed a significant increase compared to the previous year. The site achieved 'Excellent' Quest status in May 2017.








A number of new activities and events were delivered at or supported by the site during 2017/18 including Les Mills fitness, women's weights sessions, the Festival of Sport and Culture, the Rugeley Charter Fair, Brereton and Hednesford Carnivals and filming for The Gadget Show.







Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018.

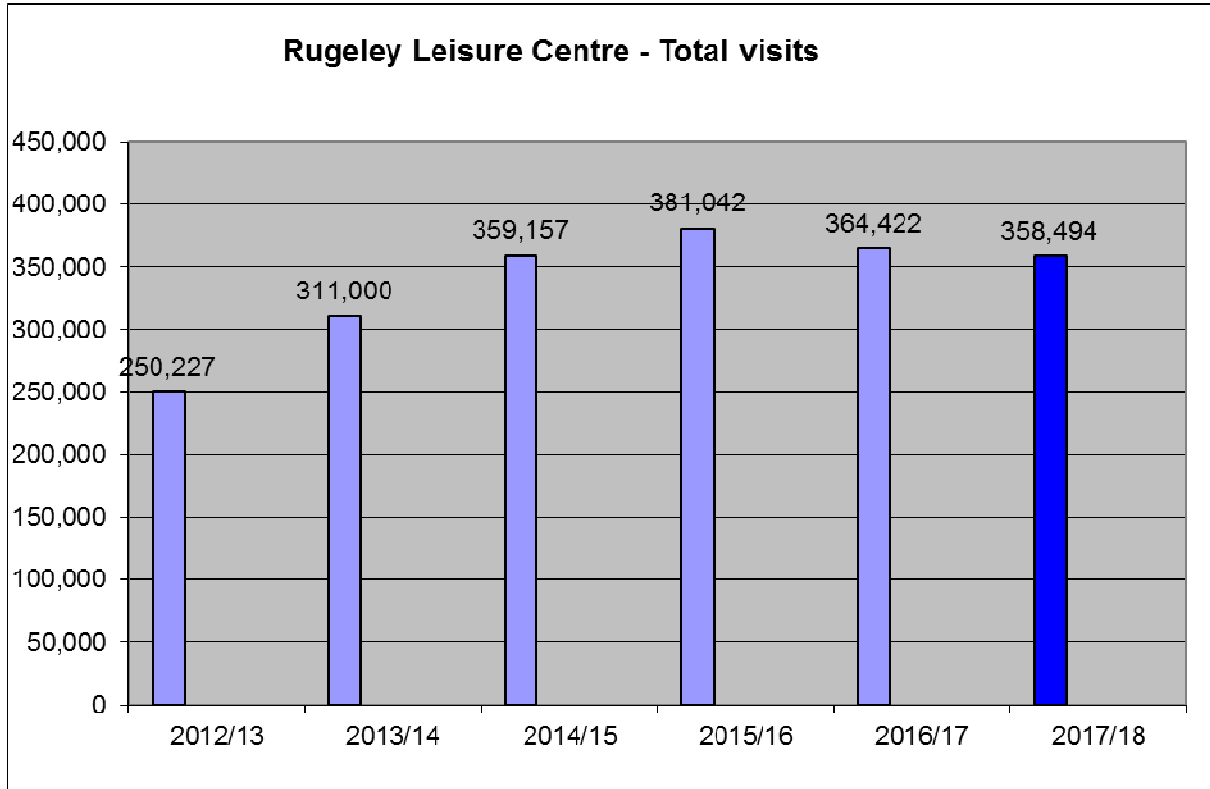
Performance data for Rugeley Leisure Centre shows that of the 12 performance indicators with targets, 5 (41%) have met or exceeded target and 7 (59%) have missed target. The reduction in school usage as outlined above has impacted upon a number of the indicators to fall below target.

Performance Indicator Name & Frequency	Previous Quarter Actuals	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 91,827 Q2 85,200 Q3 81,487 Q4 99,980	366,378	358,494	●	Visits fell below target for the year. The reduction in school usage contributed to this performance.	364,422
Total Number of Junior Visits (Monthly)	Q1 28,236 Q2 23,499 Q3 25,339 Q4 31,010	114,526	108,084	▲	Junior visits fell below target for the year. The reduction in school usage impacted on this indicator.	113,392
Wet Side Visits (Monthly)	Q1 37,964 Q2 35,889 Q3 32,253 Q4 38,288	143,448	144,394	★	Performance showed a continuing upward trend to exceed target.	142,028
Dry Side Visits (Monthly)	Q1 53,863 Q2 49,143 Q3 49,402 Q4 61,620	233,505	214,028	▲	Dry side visits fell below target for the year. The reduction in school usage has impacted upon this indicator. Benchmarking is being undertaken to establish a broader context for performance against this indicator.	222,394

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
ATP Usage (Monthly)	Q1 7,491 Q2 5,401 Q3 7,038 Q4 7,170	30,293	27,100		ATP usage dropped below target for the year with some bookings relocating to 5s Pavilion.	29,994
Swimming Lesson Usage (Monthly)	Q1 10,674 Q2 10,201 Q3 9,390 Q4 10,843	38,602	41,108		Swimming lesson usage continued the upward trend from 2016/17.	38,220
Number of Learn to Swim participants moving up a level			1,061			
Health and Fitness Visits (Monthly)	Q1 30,448 Q2 29,239 Q3 24,953 Q4 32,990	117,884	117,630		Health and fitness visits fell slightly below target for the year as a result of the reduction in health-based usage below.	116,719
Club Usage	Q1 5,312 Q2 5,682 Q3 5,682 Q4 6,582	19,479	23,258		Club usage performed ahead of target during the year, demonstrating a 20% increase on 2016/17.	19,287
Health Based Activity Usage (Monthly)	Q1 1,072 Q2 862 Q3 676 Q4 765	4,654	3,375		Health-based usage fell below target for the year as a whole as a result NHS staff shortages. Staff are working with local surgeries and Clinical Commissioning Group leads to promote the service and encourage greater uptake.	4,608
Education Usage	Q1 8,523 Q2 3,554 Q3 8,246 Q4 10,338	39,442	30,661		School usage fell below target owing to the reduction in usage by The Hart School.	39,051

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Years Actual
		Target	Actual	Status		
No of Members (Profiles/gym) (Quarterly)		-	2,981			3,614
No of Concession (Chase Card Holders – RLC only) (Quarterly)		-	1,691			1,174
% of members participating in 12 or more sessions within the quarter (Quarterly)	Q1 48.39% Q2 45.92% Q3 46.47%	-	49.54%			42.74%
Under 16s usage (%) (Quarterly)	Q1 5.97% Q2 7.2% Q3 5.78%	-	6.01%			7.24%
Over 60s usage (%) (Quarterly)	Q1 15.91% Q2 17.42% Q3 17.51%	-	15.96%			14.96%
Gender Ratio (Female / Male) (Quarterly)	Q1 50.3 : 49.7 Q2 48.5 : 51.5 Q3 48.7 : 51.3	-	49.3 : 50.7			48.4 : 51.6
Quest Assessment (Annual)		Excellent	Excellent	★	Quest 'Excellent' status achieved May 2017.	Excellent
Customer Satisfaction (Service & APSE)		78%	83.4%	★	Customer satisfaction shows a significant increase on the previous year's survey.	75.2%

Participation Trend –



Key Priorities 2018/19

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Ensure delivery of the 5 year Health and Fitness Development plan. Focus on retention, customer experience and a growth in members	Lynn Illidge /Jo Pitt/Ben Boden/Dale Pearce/AMs	Increase memberships and participation Reduced attrition rates Increase swimming lesson participation
Implement QMS and ensure staff trained and developed to deliver high-quality service	LI/GH/AMs	QMS Audit Staff training and CPD
Ensure delivery of budget targets through control of Income and Expenditure	LI	Cash reports Budget setting and forecast

Ensure Delivery of 5 year Aquatics and Health and Fitness plan	LI/GH	Increase memberships and participation Reduced attrition rates Increase swimming lesson participation
Ensure effective dual use partnership working to enhance service delivery	LI	Increase in education and junior usage
Ensure Quality / continuous improvement – Quest, IQL, H&S audit, ISO 14001, IFI, QMS	Management Team	
Develop effective programmes to maximise usage including a collaborative approach to Health and wellbeing.	LI/DP/JP/AMs/George Gaye	Participation from key target groups including under-16s and older adults Concessionary memberships New activities developed
Seek out funding opportunities to increase service offer	Lynn Illidge AMs Wellbeing	New activities developed for key target groups
Maintain and improve customer satisfaction levels	JP	Customer surveys Reduced complaints
Effective environmental management	DP	Reduction in energy consumption DEC score
Effective market research to develop opportunities for growth	LI / Ian Taylor/AMs	Increased membership and participation
Management maintenance and investment in the Leisure Centre	DP	Maintenance schedule

2.3 Cannock Park Golf Course

2017/18 saw a continuation of the popular Footgolf offer whilst work was undertaken with Three Hammers Golf Club and the Wellbeing team to encourage uptake from under-represented groups including junior and female participants, with signal success being achieved in increasing junior participation. The adverse weather conditions of quarters three and four had a significant impact on indicators with the course being closed for a number of days.



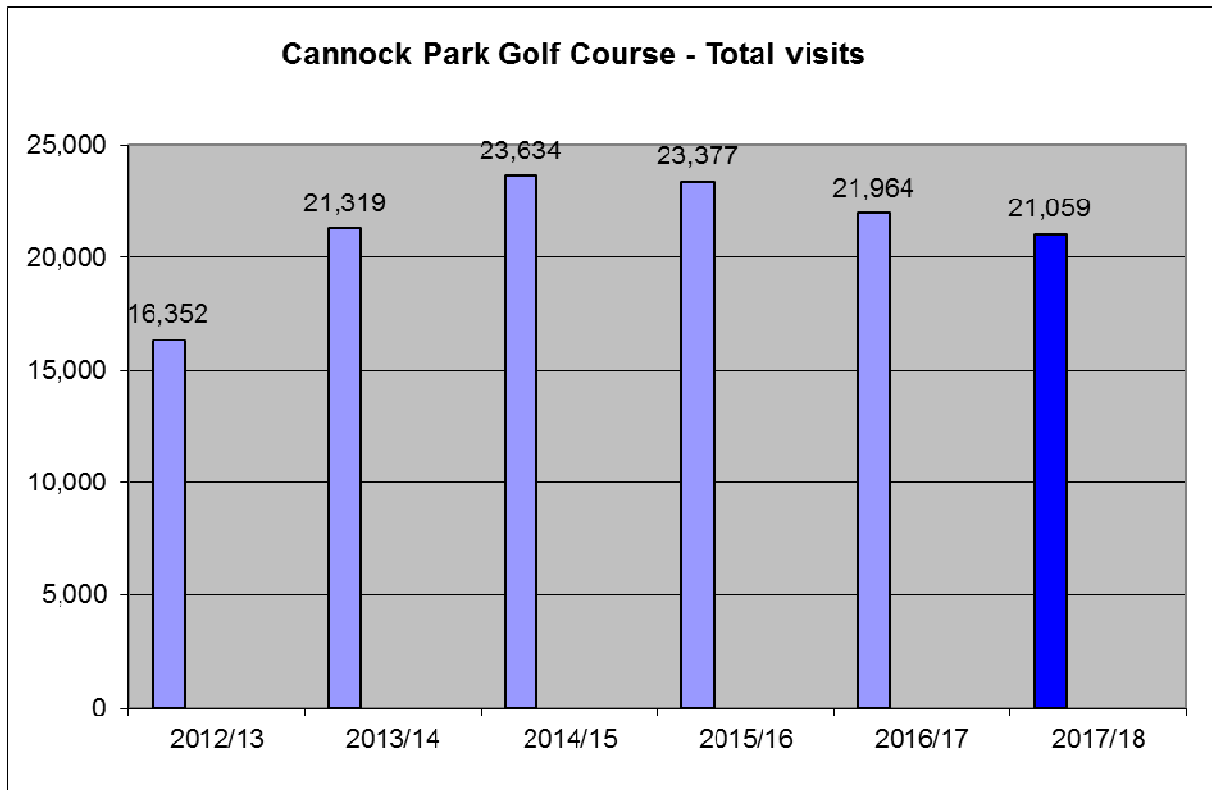
Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018.

Performance data for Cannock Park Golf Course shows that of the 3 performance indicators with targets, 1 (33%) met or exceeded target and 2 (67%) have missed target.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits	Q1 7,452 Q2 7,430 Q3 3,651 Q4 2,526	22,183	21,059	▲	Visits had been in line to exceed target until the adverse weather conditions of quarter four had a negative impact.	21,964
Total Number of Junior Visits	Q1 123 Q2 141 Q3 16 Q4 3	176	283	★	Visits from this age group demonstrated a significant increase on 2016/17 following targeted promotional work and partnership with Three Hammers Golf Club.	174
Total Number of Footgolf Visits	Q1 735 Q2 563 Q3 51 Q4 -	1,500	1,349	▲	Footgolf visits fell slightly below target for the year.	709
Customer Satisfaction (Service) (Annual)		-	-		Customer satisfaction survey to be completed in Q1 2018/19.	-

Participation Trends –



Key Priorities 2018/19

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Maintain participation levels and achieve a growth in membership numbers including concessionary card holders.	TS	Increased participation Increased memberships
Achieve increases in Junior engagement	TS	Increase junior membership
Continue to develop partnership approach with CCDC Grounds Maintenance team	TS / Tom Walsh	Increase in participation Reduction in the number of complaints about the course quality Further reduction in course closures

2.4 5s Pavilion and Sports Ground

In March 2017 the 5s Pavilion and Sports Ground on Bradbury Lane was opened. The site provides a floodlit full-sized 3G synthetic pitch suitable for five-a-side and eleven-a-side football. The pavilion incorporates changing facilities, function room and licensed bar.



Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018.

Performance data 5s Pavilion shows that the site missed its target for the single performance indicator. Work is ongoing to encourage uptake from under-represented groups including female participants. Performance over the course of the year exceeded the targets established by Sport England.

Performance Indicator Name & Frequency	Previous Quarter Actual	Year to Date Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Capacity utilisation	-	70%	56%	▲	Utilisation fell below target for the year.	-

Key Priorities 2018/19

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Engagement with local community	TS / Ryan Tait / Wellbeing	The site will focus on engaging with female participants during 2018/19 including the launch of a Wildcats programme for girls aged 8-11 during April Girls' Football Week and proposals to develop mums' football.

2.5 Community Wellbeing Team

The Wellbeing Team – Participation and Health provides a comprehensive and high-quality service to all our customers. Utilising sport and physical activity as a tool the service engages with local communities to tackle a whole range of issues, from health inequalities to social inclusion. The Wellbeing Team – Community Engagement uses the arts and creativity as a tool to engage its communities to address the priorities of the District. The service provides diverse and accessible opportunities in the heart of the community, working with a wide range of partners from all sectors.

Emphasis is placed on partnership working and a more integrated approach to service delivery, allowing us to maximise available resources and avoid duplication, ensuring a service that is fit for purpose and continually strives to challenge traditional ways of working.



Highlights for 2017/18 include:

- The Grow Up Great programme was successfully sustained and resources were developed and promoted throughout the year at a range of events working with the broad network of partners.
- Another successful Festival of Sport and Culture was delivered from Rugeley Leisure Centre. 16 local schools and over 450 young people attended the event.
- Chase Active Friday was successful at the SASSOT awards for Community Impact.

- Over 450 individuals attended the summer Chase It! Holiday programme.
- Work was completed on the St Lukes Sensory Garden with local organisations including Marks & Spencer and U3A proposing to host staff community days working at the site during the summer.
- Start Pedaling continued to prove popular with over 280 participants recorded. Balance Ability programme was launched during the year.
- The Our Parks programme launched and recorded over 440 participants during the year to exceed the programme target. Positive impact on levels of anti-social behavior have been reported during the times the session is running and further funding has been secured to develop the initiative.
- One of the SportStar participants captained England under-16s hockey team.
- Activity Referral scheme and Macmillan Active After Cancer programme exceeded target with over 500 participants. 60% of participants followed up had reported an increase in activity levels at 12 weeks whilst 67% of those followed up at twelve months had increased activity levels.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018. Performance data for Community Wellbeing Team – Sport shows that all four indicators exceeded target.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 9,138 Q2 10,938 Q3 5,681 Q4 6,789	28,466	32,546	★	Attendances reflected an increase on 2016/17 and were ahead of target.	12,351
Attendances by Age Group						
Under 16 (Monthly)	Q1 3,638 Q2 5,096 Q3 2,142 Q4 2,798	9,515	13,674	★	Junior visits represented an increase on 2016/17.	7,223
16-24	Q1 309 Q2 452 Q3 583 Q4 529	-	1,873			-
25-34	Q1 940 Q2 708 Q3 793 Q4 923	-	3,364			-
35-44	Q1 1,126 Q2 1,120 Q3 830 Q4 873	-	3,949			-

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
45-54	Q1 972 Q2 833 Q3 542 Q4 714	-	3,061			-
55-64	Q1 1,195 Q2 434 Q3 485 Q4 377	-	2,491			-
65-74	Q1 745 Q2 312 Q3 273 Q4 373	-	1,703			-
75 and older	Q1 213 Q2 108 Q3 94 Q4 186	-	601			-
Attendances by Gender						
Female	Q1 4,334 Q2 5,488 Q3 3,076 Q4 3,747		16,645	★	Female visits exceeded target and represented an increase on 2016/17.	5,603
Male	Q1 4,804 Q2 5,450 Q3 2,605 Q4 2,942	-	15,801	-		-

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Attendances at disabled activity sessions (Monthly)	Q1 2,293 Q2 2,910 Q3 2,650 Q4 2,047	8,675	9,900	★	Visits to disabled sessions were ahead of target for the year.	6,297
Attendances from top 20% most deprived communities	Q1 156 Q2 451 Q3 376 Q4 196	-	1,179	📊		-
Customer Satisfaction (Service) (Annual)			-	📊	Customer satisfaction survey methodology was confirmed during 2017/18 and will be launched in the current year.	-

Key Priorities 2017/18

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priority / Task Update – Health and Participation

Priority	Lead Officer	Measures
To proactively bid for commissioning contracts and relevant funding, including supporting Chase Sports Council to secure grants	Simon Davies	Amount of external funding secured Number of grants secured by CSC with Wellbeing support
To secure Quest Entry Accreditation and focus on areas of improvement (Cannock WB)	Lisa Shepherd	Quest status
Continue to develop/Implement a Quality Management System	All	QMS procedures written & signed off Number of study circles
Support talented athletes to achieve their potential	SD	

Engage with inactive adults	Hettie Pigott	Number of participants
Deliver Aiming High Chase It! scheme	SD / HP	Number participants
Support for sports clubs	SD	
To support the ongoing programming and development of the ATP at 5s	SD	Increased utilisation at 5s
Make use of natural resources and greenspaces to deliver Our Parks and Balance Ability programmes	SD	Number of Our Parks participants Number of Balance Ability participants
Establish Man v Fat programme at 5s in conjunction with open men's recreational session	SD	Increased utilisation at 5s
Establish a Sports / Physical Activity holiday weekly pass for young people 8-16 years	SD	Increased junior participation
Establish a Friday evening 11-a-side workplace league	SD	Increased utilisation at 5s
Deliver and develop Chase Fit (Walking, Garden and Cycling)	HP	Number of participants
Deliver satellite clubs in local schools	HP	Number participants Number of satellites clubs
To create and establish green volunteer programme	HP/LS	Number of partner organisations supporting programme
Development of volunteer capacity and opportunities	HP/Chris Crosby Essex-	Number of volunteers
Development of girls and women's football at 5s.	HP/SD	Increased utilization at 5s
Deliver activities within Lifestyle Card membership: - Back to Sport	HP	Increased participation Increased memberships
Increase the number of people accessing the activity referral programme	GG	Number of participants on activity referral / Macmillan programmes Number of surgeries engaged with
Increasing the conversion rate of people who access our physical activity and weight management	GG	Activity referral conversion rate Percentage of referral scheme participants

programmes to GP Ref memberships		<p>completing IPAQ at 12 weeks</p> <p>Percentage of referral scheme participants increasing physical activity levels at 12 weeks</p> <p>Percentage of referral scheme participants increasing physical activity levels at 12 months</p>
Start delivering Desmond Diabetes sessions with Diabetic specialist nurses to enable referral pathway into programme	GG	<p>Number of sessions delivered</p> <p>Number of participants</p>
Implement Help A Squaddie pilot programme	GG	Implement pilot programme with 10 veterans
Investigate and start new opportunities for targeted sessions e.g. back rehab, water-based sessions	GG	Number of participants
Provide inclusive activity opportunities across the district	SD/CG	Number of participants Chase Active

Key Priority/Task Updates – Community Engagement:

Priority	Lead Officer	Measures
Fit & Fed Holiday Hunger Programme	LS/Louise Rose	<ul style="list-style-type: none"> Replicate delivery model in Cannock Chase District
<p>Community Engagement (Cannock Arts) including programme delivery:-</p> <ul style="list-style-type: none"> Deliver Grow Up Great Programme (LR) Chase Creative Hub Initiative (LR) Bridging Communities Hednesford in Partnership Public Art project (LR) 	LR/LS	<p>No. of attendances (broken down by activity / group)</p> <p>No. of activities delivered</p> <p>No. of people on database</p> <p>No. of website hits</p> <p>Customer / Partner Satisfaction</p> <p>Case Studies</p>

<ul style="list-style-type: none"> • Hednesford Festival Summer Event (LS) • Western Springs Garden project (LS) • Armed Forces Day (LS) • Disability Creative Enterprise (Upskill and Support) (LS) • Children's Art Expo (LS) 		
<p>Community Engagement (Cannock Arts) including product development:-</p> <ul style="list-style-type: none"> • Get Up & Dance programme (LR) • Pools to Play (Heritage of Hednesford Park) (LS) • Well Active (LS) • Staffordshire PCC PSHE Tool (LS) 	LR / LS	No. of products developed Case Studies Funding Secured (product development) Partner Satisfaction
Community Engagement (Cannock Arts) – Partner Survey	LR / LS	Number of schools engaged

3.0 Culture

3.1 Prince of Wales Theatre

Attendances to the Theatre continue to increase year on year, reflecting the hard work of the team to deliver a varied programme ensuring that the theatre appeals to a wide range of residents and visitors to the District.

Attendances at over 68,000 included a number of sell-out performances such as Russell Watson, the Definitive Elvis and Les McKeown's Bay City Rollers. Sales and financial performance have been strong representing the Theatre's continued popularity and value for money offer. Reupholstering work on the flat floor seating took place during the summer.

The Theatre worked with Seasons Theatre, a local theatre group for adults with learning disabilities, on a production of 'Me and My Girl' whilst a number of local schools held activities at the site including the Gotta Dance and Schools In Harmony events. M3 Studios held their production of 'Peter Pan' at the site during quarter four. Drama productions at the site during the year included performances of 'Blood Brothers' and 'Mort'.



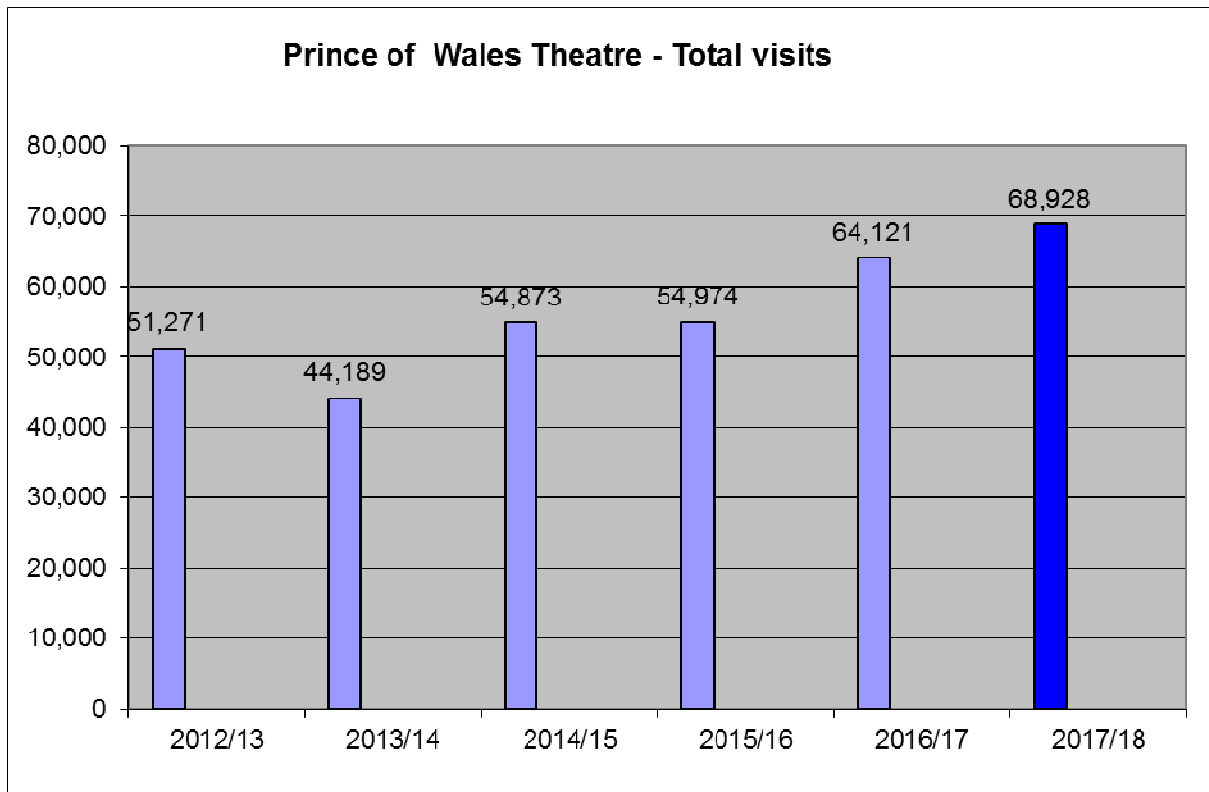
Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018. Performance data for the Prince of Wales Theatre shows that of the 6 performance indicators with targets, 4 (66%) have met target and 2 (34%) missed target. Number of junior visits fell slightly below target following a number of cancelled bookings owing to inclement weather conditions.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 14,612 Q2 14,121 Q3 24,216 Q4 15,979	64,765	68,928	★	This was another record year for visits to the Theatre, reflecting a 7% increase on 2016/17.	64,121
Total Number of Junior Visits (Monthly)	Q1 2,030 Q2 3,104 Q3 4,079 Q4 2,503	13,000	11,716	▲	Junior visits fell below target for the year. Cancelled bookings during quarter three impacted upon this performance.	12,817
Total Attendances (Monthly)	Q1 12,973 Q2 12,375 Q3 22,229 Q4 14,215	58,020	61,792	★	Attendances performed ahead of target for the year and represented an increase on 2016/17.	57,446
% Attendance Occupancy	Q1 75.9% Q2 74.1% Q3 83.3% Q4 82.7%	79.0	78.5%	●	Attendance occupancy percentage fell marginally below target for the year overall.	79.97%

	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
% Usage - Commercial Events	Q1 36.5% Q2 32.1% Q3 48.9% Q4 20.1%	28%	33%	★	Commercial use exceeded target for the year.	26.9%
% Usage – Community Use	Q1 34.2% Q2 30.6% Q3 49.9% Q4 48.9%	32%	40%	★	Community usage exceeded annual target.	48.7%
Customer Satisfaction (Service) (Annual)		95%			Customer satisfaction surveys to be reported quarter one 2018/19.	76.4%

Participation Trends –



Key Priorities 2017/18

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Increase income for third party hire from 2017/18 actuals.	Richard Kay/Lauren Draper	3% Increase
Increase pantomime income from 2017 actual	RK/Sandra Conroy	3% Increase
Begin implementation of phased replacement of stage lighting dimmers	RK/Andrew Kennerley /Anthony Rudd	
Refurbishment/new planning of Foyer area	RK	New layout and equipment for Front of House catering
Continued implementation of QMS	RK/LD	Improve on 2017/18 QMS audit scores
Health and Safety CAT audit	RK/AK	Improve 2017/18 H&S

		audit score
ISO 4001	RK/AK	Undertake and implement ISO audit
Catering – Review catering provision	RK/SC	Increase income by 3%
Support Cannock Chase Arts Council in delivering high quality local arts provision	RK/LD	Act as host and facilitator for CCAC meetings
Audience Development - Drama	RK/SC	Increase number of drama performances to a minimum of 12
Youth Engagement	RK	Increased junior visits
Marketing	RK/Corporate Marketing	Review and look to improve the website and social media

3.2 Museum of Cannock Chase

The Museum enjoyed another successful year with visits in person and overall engagement with the site (including online access) exceeding 2016/17 in spite of the adverse weather conditions during quarters three and four. The holiday programmes including Wonder World of Words, Horrible Histories, Superheroes and Dinosaur / Prehistoric Adventure days proved exceptionally successful whilst the Museum engaged with a new audience as it hosted the Gen-i youth festival in March 2018 including live music performances and activities. A range of successful workshops and events took place including Experimental Archaeology, Natural Dyeing, Comedy Night, Murder At The Museum and Pottery and Prosecco.



Targeted interventions aimed at dementia sufferers continued to be delivered including a range of traditional craft activities as part of a broad range of Dementia Friendly projects whilst the Museum was cited nationally as an example of best practice in this field. The refreshed education package proved particularly successful as school engagement performed ahead of target for the year.

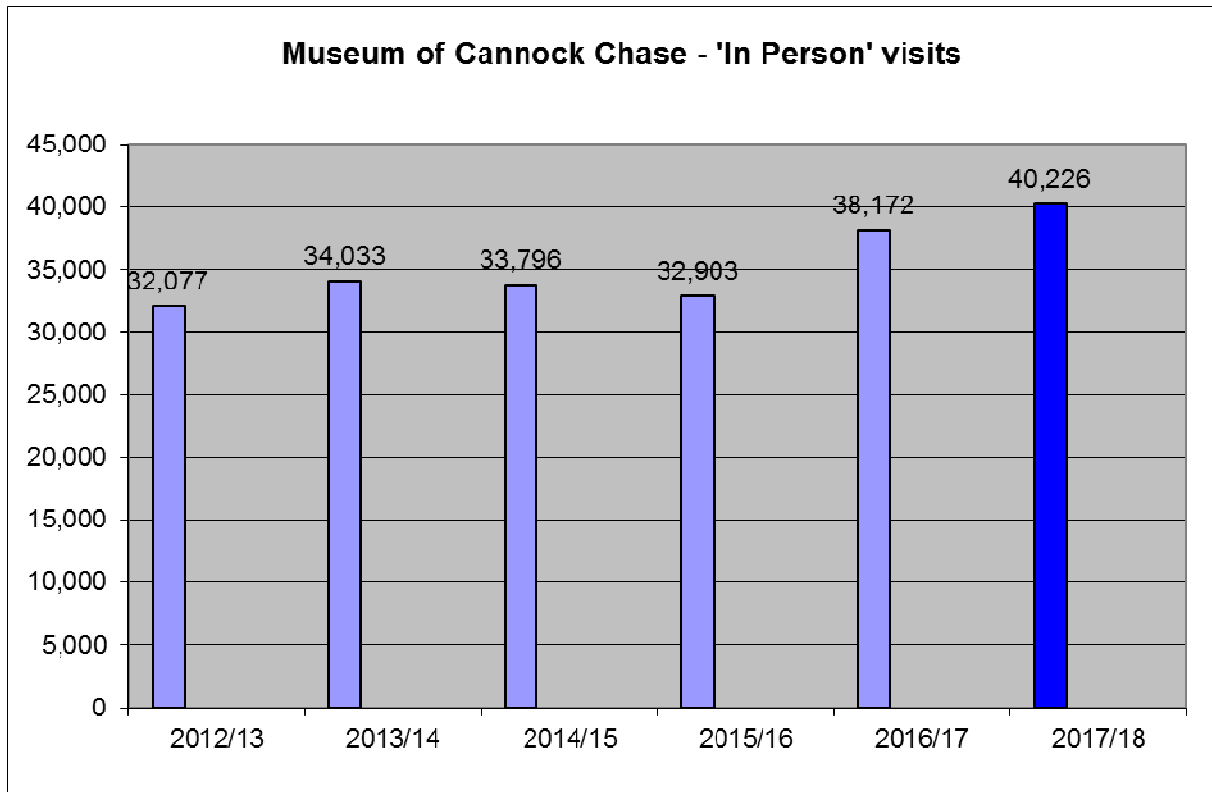
Exhibitions hosted during the year included Argazki Mac's 'Natural Staffordshire'.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2017 to 31 March 2018. Performance data for the Museum of Cannock Chase shows that of the 4 performance indicators with targets, 3 (75%) have met or exceeded target and 1 (25%) missed target.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Years Actual
		Target	Actual	Status		
Total visits / usage of the museum/heritage service (170a) (Monthly)	Q1 107,481 Q2 155,633 Q3 80,980 Q4 49,168	241,783	393,262	★	Engagement with the Museum service continued to grow year-on-year to exceed target significantly.	239,388
Total Number of Junior Visits (Monthly)	Q1 3,758 Q2 5,731 Q3 4,737 Q4 4,181	16,790	18,407	★	Successful holiday activities and the schools programme saw junior visits exceed target.	16,624
Total visits to the museum in person (170b) (Monthly)	Q1 9,959 Q2 15,619 Q3 7,320 Q4 7,328	39,080	40,226	★	Visits in person represented a continued increase from previous year's performance.	38,172
Total school visits to the museum (170c) (Monthly)	Q1 1,769 Q2 350 Q3 2,776 Q4 2,505	7,565	7,400	●	Weather-enforced cancellations saw performance narrowly fall short of target.	7,565
Customer Satisfaction (Service) (Annual)					Customer satisfaction survey to be reported in quarter one, 2018/19.	

Participation Trends –



Key Priorities 2017/18

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
<p>Develop the existing and new audience markets</p> <p>In view of curriculum changes</p> <ul style="list-style-type: none"> review and develop the existing schools programme to re-engage audience continue the dialogue with schools about what programmes they want from the museum 	All	<p>School visits</p> <p>Overall visits in person</p> <p>Junior visits</p>

<p>Consider the current visitor segmentation reviewing current audience lifelong learning needs</p> <ul style="list-style-type: none"> • develop more 'blockbuster' family events (such as Star Wars Day) • develop the adult only programme with talks and You Crafty Thing group • develop the Little Friend programme • build on the existing dementia-friendly and disability opportunities, including BSL and audio description tours . continue the development of the youth engagement provision initiated by the Resilience project . develop an Age Friendly strategy • deliver an event programme alongside the temporary exhibitions to maximise footfall • programme of changing features around the galleries to facilitate return visits • development of an art-based coal-mining themed play area for all ages 		
<p>Deliver a quality experience for every visitor Review and improve the existing offer –</p> <ul style="list-style-type: none"> • investigate extending the museum building for new café and gallery space • refurbishment of the play room using visitor donations . produce a schedule to improve the look of exteriors of all buildings . production of facility maintenance schedule with upgrade requirements • revisit and act upon recommendations from 2016 VAQAS report and access audit 	<p>All</p>	<p>Overall visits Customer satisfaction</p>

<ul style="list-style-type: none"> . review and report on visitor comments • ensure all staff have received suitable customer care and H+S training . Negotiating with CCC for use of upper field • development of an Interpretation Plan for the Museum 		
<p>Develop an ancillary income Develop the existing streams of ancillary income</p> <ul style="list-style-type: none"> • continued development of the coffee shop with new products • continued development of the gift shop with new products for a local and tourist spend – inclusion of ‘pop-up’ shops at events • increase the percentage take on artwork sold in the gallery • develop the use of the museum field for theatrical events and festivals • investigate the potential for opening on winter weekends . develop room hire service 	All	
<p>Develop new funding opportunities Follow and deliver the fundraising strategy</p> <ul style="list-style-type: none"> • apply for grant aid (where appropriate) to deliver elements of the forward plan • investigate initiatives, such as corporate market, hire, short courses etc . develop the market for adult short courses eg textile, pottery and archaeology . implement the pilot 4H streams to women’s groups, youth groups and corporate . implement e-commerce opportunities created by the Resilience project 	All	

<p>Develop publicity opportunities Review the current marketing strategy and develop potential for more positive coverage of the museum and its service</p> <ul style="list-style-type: none"> • develop the web-site to be attractive and informative to all potential audience . develop social media activity through Facebook, Twitter, Instagram and blog • develop guerrilla marketing on social networks • pursue joint leaflet and promotional opportunities 	<p>All</p>	
<p>Develop partnership opportunities with internal and external stakeholders Work in collaboration with other organisations to maximise numbers and reduce spend.</p> <p>Development of partnership hub (from Resilience funding) for creation of a new 'destination' including</p> <ul style="list-style-type: none"> • Hednesford Park • Cannock Chase • Tolkien initiative • Staffordshire Museums Network . World War I partnership • Cannock Chase Council <p>Continued resilient development of the 6 visitor centres to generate joint initiatives and marketing</p> <p>Development of health and well-being partnerships and products including</p> <ul style="list-style-type: none"> . Cannock Chase and South Staffs Dementia network . Age friendly organisations . CASS and carers groups . Midlands deaf associations . Blind + partially sighted 	<p>All</p>	

groups <ul style="list-style-type: none"> . Stress relief/mindfulness . Autism 		
Delivery and maintenance of museum collections care <ul style="list-style-type: none"> • Continue inputting information into Ad Lib . Rolling programme of storage and conservation improvement • Train volunteers to assist the collections officer with digitalisation 	Yvonne Cooper	Visitor numbers Use of collection
Increase volunteer opportunities Review and improve the volunteer recruitment procedure and paperwork to increase numbers to assist with the development of service delivery.	Alisa Bellingham /Nicola Bannister	Increased visitor numbers
Awards <ul style="list-style-type: none"> • Museum Accreditation return • VAQAS • Sandford Award 	Susan Dalloe/AB	
Exhibitions 2018 <ul style="list-style-type: none"> • Rugeley and Armitage Camera Club 2018 • Landscape Within and Without • Puppets on Parade • Brindley Village – A Legacy of the Great war • The War to End All Wars: The People’s Story 	AB	
Events 2018 <ul style="list-style-type: none"> • Easter – Magic of the Movies • Emerge Cannock Chase • VE Day • Craft Taster – Dementia Awareness Week • Star Wars Day + Enchanted Forest workshops • Sew Crafty Festival • Prehistoric Times - Experimental Archaeology • Tuesdays Time Travellers 	All	Overall visits Junior visits

<p>workshops</p> <ul style="list-style-type: none"> • Summer Family Day • Comedy Nights • Museum in Min • Stitched Postcard workshop • Halloween workshops • Winter Wonderland • Christmas Family Day • Christmas Wishes 		
<p>Projects 2018</p> <ul style="list-style-type: none"> • Cannock Chase Cultural Hub events • Dementia Friendly Workshops 	All	
<p>Training Needs 2018</p> <p>Formal</p> <ul style="list-style-type: none"> • Asbestos Awareness (5 staff) • Age Friendly (22 staff) • Deaf awareness (8 staff) • Dementia Friendly (7 staff) • Environmental Awareness (7 staff) • First Aid Refresher (8 staff) • Food Safety (3 staff) • IOSH Working Safely (5 staff) • Managing Difficult Situations (11 staff) • Ladder Training (9 staff) • Legionella Training (11 staff) • Lone Working (13 staff) • Manual Handling (5 staff) • Safeguarding Refresher (22 staff) <p>Informal</p> <ul style="list-style-type: none"> • Educators and front of house on the job training 	SD	

4.0 Corporate

Performance Indicator Name & Frequency	2017/18 Performance			Comments	Annual Target
	Target	Actual	Status		
Complaints Ratio: No complaints per 1,000 visits (Monthly)	<0.5	0.08	★		<0.5
% of Customer Complaints responded to in timescales (Monthly)	95.0	100%	★	All complaints were responded to within agreed timescales. 82 complaints were received during the year.	95.0
No compliments per 1,000 visits	-	0.15	-		Data Only
Accidents Ratio: No accidents per 1,000 visits (Monthly)	<1.0	0.04	★	47 accidents in the year.	<1.0
Number of volunteers	-	72	-		Baseline
Number of volunteer hours delivered	-	5415	-		Baseline

4.1 Investment Schedule

The option appraisal process for the investment into Chase Leisure Centre was concluded at the presentation to Cabinet on 30th November. The preferred project aims to convert the bowling green into an indoor cycling studio, functional fitness studio and multi-purpose space, alongside the refurbishment of the gym and existing studio to facilitate further growth in the gym membership and participation levels within the group exercise programme. Bowling mats will be provided as part of the project to transfer the bowling activity into the Sports Hall. Detailed plans are now being developed to implement the project with minimal impact on the centre with a target completion date set for autumn 2018.

A feasibility study was commissioned to investigate the potential of converting the changing accommodation at Rugeley Leisure Centre into a fitness studio to add value to the contractual requirement to renew the fitness equipment. On initial assessment the business case suggested that the rate of return was not sufficient and as such the scope of works will be considered as part of a potential wider project evaluating the potential to expand the synthetic pitch. The investment to renew the equipment has been placed on hold pending the outcome of this wider assessment

With regards to planned maintenance the works outlined below have been completed within 2017/18. In addition a comprehensive programme of pre-planned maintenance covering the servicing and statutory inspections has been delivered for each site.

Prince of Wales Theatre

- New distribution board
- Stage lighting repairs
- Air conditioning repairs and pressure test
- Fire exit, barriers and road repairs

Museum of Cannock Chase

- Gutters/outlet – clearance and repairs
- Roadway repairs and various potholes
- Flowerbed planter repairs

Chase LC

- Fire exit door repairs and replacement
- Replacement AHU filters
- Lift repairs
- Auto door repairs and sensors
- Golf course netting

Rugeley LC

- Pool changing – new cubicles and repairs
- Car park line marking
- Lighting replacement
- Boiler repairs and new twin heating pumps
- AHU repairs and new fan system

4.2 Safeguarding

For the financial year 2017/18, there were 5 safeguarding incidents involving children and 1 involving a vulnerable adult.

4.3 Policy Development Plan Actions

Performance Measures					
Better Health Outcomes	Performance 2016/17	Target 2017/18	Frequency of Reporting	2017/18 YTD Actual	2017/18 YTD Target
<p>Working with Partners to reduce health inequalities in the District</p> <p>Increasing access to physically active and healthy lifestyles</p>					
<p>Promote concessionary membership scheme to areas of inactivity / deprivation</p> <p>A range of targeted activities and promotions continue to introduce inactive people and those from the areas of highest deprivation to the leisure centre environment including Chase Active Fridays whilst the Armed Forces concessionary membership continues to be well supported.</p>	4,099 (-2.9% decrease)	1% increase	Quarterly	4,107 (0.19% increase)	1% increase
<p>Children's Art Expo working with schools from the most deprived communities to highlight the importance of healthy lifestyles.</p> <p>Having consulted with teachers, schools and community groups it has been decided to commence the 2018/19 artwork delivery in September in order to link closely to the World War One centenary celebrations in November. Funding has been sourced from the Armed Forces Covenant Fund to support the Expo.</p>	-		<p>Quarterly</p> <p>Delivery to commence in September with Museum of Cannock Chase and Marquis Drive booked for the events. Initial meetings with the artists to be held in Q1 2018/19.</p>	-	
<p>Disability enterprise support. Inspiring Catherine Care and Hednesford Valley social enterprise arms to develop saleable craft products as part of their skills development for clients / students learning to fund-raise for healthy activities.</p> <p>Following the recent Wellbeing restructure this initiative remains a priority and the team have researched appropriate funding streams to benefit the partners involved.</p>	-		Quarterly	-	
<p>Our Parks (Sportivate)</p> <p>£2,000 has been awarded to Our Parks to support projects to reduce anti-social behaviour,</p>	-	85 individuals	Quarterly	447 participants 654 attendances	

recognising the positive impact the programme has had upon levels of ASB, with a 66% reduction in local ASB recorded whilst the project is being delivered. A further £2,000 has been awarded to sustain the sessions.					
<p>Start Pedaling</p> <p>Regular Saturday 'Back to Biking' sessions have been running throughout the winter months, averaging 10 people per ride. All feedback from the rides has been positive, 6 bicycles are regularly booked out to support non-cycle owners to be active through cycling. Women's-only off-road rides have been planned and are starting in May 2018, after consultation with the community.</p>	-	25 individuals		284 participants 462 attendances	
<p>Festival of Sport and Culture (links to healthy lifestyle message)</p> <p>The annual Festival of Sport and Culture was held at Rugeley Leisure Centre on the 30th June. There were 457 participants from 16 local primary schools. The Community Wellbeing team will reflect on feedback from the event to inform potential future delivery.</p>	-	500 participants 15 schools	Annually	457 participants 16 schools	-
<p>St. Lukes Sensory Garden.</p> <p>Significant work was undertaken in the autumn however adverse weather impacted upon winter activities. Planning for the spring/summer developing gardening activities days are in place which will include staff from Marks & Spencer attending the site in June as part of a community gardening day. Work has been carried out on the community memorial art feature and the first leaves have been attached to the raised beds.</p>	-		Quarterly		

Performance has been achieved in all targets with the exception of achieving a 1% increase in the number of concessionary card holders. There has been an increase on previous year's performance however it is recognised that this area needs to remain a key priority. In dialogue with the Council, WLCT are

developing an improvement plan to reverse this trend, targeting areas of highest need and achieve a further increase, in line with target, during 2018/19.

4.4 *Staffing and Resources*

A total of 146 employees transferred from Cannock Chase Council to WLCT on the 1 April 2012 - the year end total (2017/18) shows a total of 149 salaried employees are currently employed.

The year to date total staff absence is 4.38%, below the 4.5% corporate target and in line with previous year's performance.

4.5 Complaints: April 2017 – March 2018, Summary

SECTION:	Complaint Category					Summary		
	Customer Care Issues	Service Issues	Delay in Service Delivery	Resource Issues	Out of Trust Control	TOTAL	No. responded to within time scale	% Responded to within time scale
Chase Leisure Centre	5	28			1	34	34	100%
Rugeley Leisure Centre	11	26			4	41	41	100%
Cannock Park Golf Course		2			1	3	3	100%
Museum of Cannock Chase								
Prince of Wales Theatre	1	3				4	4	100%
Community Wellbeing: Sports								
Community Wellbeing: Arts								
TOTAL	17	59			6	82	82	100%

Definitions of the complaint categories are detailed below:

Category 1 - Customer Care Issues - This category relates directly to the attitude or behaviour of staff and other visitors/users.

Category 2 - Services - This type of complaint can be defined as any issues relating to the day to day operation of services. It also includes proposed service improvements that are being reviewed or in the process of being implemented.

Category 3 - Delay in Delivering Service - This complaint can be defined as a service failing to meet a specific day, time, date for the completion of a service/task as promised.

Category 4 - Resource Issues - This category relates to the funding of specific issues raised by the complaint. Acknowledgement that a service improvement maybe achieved but financial restrictions dictate that the section cannot afford to implement.

Category 5 - Out of our Control - This category can be used for complaints that do not relate to or are beyond the control of the Trust.

4.6 Health and Safety

Quarter 1	Chase Leisure Centre			Rugeley Leisure Centre			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	1	0	3	1	1	1	1	1	0	0	0	1	1	0	0	0	0	0
Incidents	0	1	2	4	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Total	1	1	5	5	2	1	1	1	1	0	0	1	1	0	0	0	0	0
Grand Totals	7			8			3			1			1			0		

Quarter 2	Chase Leisure Centre			Rugeley Leisure Centre			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	3	0	6	2	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Incidents	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	5	0	6	3	3	0	0	1	0	0	0	0	0	0	0	0	0	0
Grand Totals	11			6			1			0			0			0		

Quarter 3	Chase Leisure Centre			Rugeley Leisure Centre			5s Pavilion			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	2	5	1	0	0	1	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0
Incidents	2	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Total	4	5	1	0	1	2	1	0	0	1	1	0	0	1	0	0	0	0	0	0	0
Grand Totals	10			3			1			2			1			0			0		

Quarter 4	Chase Leisure Centre			Rugeley Leisure Centre			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Community Wellbeing teams		
	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	2	3	5	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Incidents	2	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	4	5	5	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
YTD Totals	14			2			1			0			0			0		

During 2017/18 there have been 0 'RIDDOR' reportable accidents. A total of 46 accidents and 25 incidents have occurred during the period, a breakdown of accidents/incidents across the facilities and services is provided above.

Full health and safety audits have now been completed across all sites. Details of the site audits and prioritised remedial actions have been developed with sites and shared with WLCT's Executive Group and key officers. A copy of the audits has been provided to CCDC.

5.0 Summary and Conclusion

Inspiring healthy lifestyles has a clear vision to inspire people to choose healthier, more active and creative lifestyles. We aim to achieve this through the provision of a wide range of leisure and cultural opportunities - maximising the impact that can be made to the most disadvantaged individuals, families and hard to reach groups across the District.

The partnership established between Inspiring healthy lifestyles and CCDC continues to go from strength to strength. Participation rates remain high across all sites and services and the year saw a particular increase in usage of heritage and cultural services at the Museum and Theatre and the opening of the 5s Pavilion which proved successful in engaging with young people from the local community and which exceeded the targets set by Sport England during the first year of delivery. The year saw successful delivery of a range of interventions aimed at supporting inactive people into participation and addressing a range of specific health priorities with new projects including cycling, Our Parks and St Lukes Sensory Garden being implemented successfully. Overall attendances across leisure and culture facilities showed an increase of 26,000 compared to 2016/17 with most facilities and services seeing a significant increase. The Activity Referral programme saw 28% of participants converting to a full leisure centre membership on completion of the programme as part of a sustained lifestyle change.

It is recognised that a reduction in education usage of the two leisure centre sites has impacted on overall visits to both sites and discussions are ongoing with local schools to encourage greater usage in 2017/18. Benchmarking is also being undertaken on health and fitness usage to establish the wider context for performance against these indicators.

A key priority for 2018/19 remains the work to increase the number of residents accessing the service through use of a concessionary card. The concessionary card scheme reduces cost as a barrier to participation and is targeted at under 17, over 60s and low income residents. Performance against this indicator improved compared with 2016/17 however fell below target and plans are in place to address this for the forthcoming year with a range of activities targeted these specific demographic groups.

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	Ext 4416
Portfolio Leader	Culture and Sport
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
REVIEW OF LEISURE CONCESSIONS TO SERVING MEMBERS OF THE
ARMED FORCES 2018-2019

1 Purpose of Report

- 1.1 To review the leisure concessions scheme first introduced by Cabinet on 30 June 2012 for serving members of the armed forces who are resident in Cannock Chase District.

2 Recommendations

- 2.1 That Cabinet note the content of the report.
- 2.2 That Cabinet determine to continue with the leisure concessions scheme for serving members of the armed forces who are resident in the district for the financial year 2018-19, in accordance with the proposals set out in this report.

3 Key Issues and Reasons for Recommendation

- 3.1 Cabinet on 21 June 2012 resolved that leisure concessions be introduced for serving members of the armed forces who are resident in the District from 30 June 2012 for an initial one year period. (Minute 8)
- 3.2 Following subsequent annual reviews by Inspiring healthy lifestyles ('the Trust') of operation of the scheme, the scheme has continued each year.
- 3.3 Having assessed the impact of the operation of the scheme during 2017-18, the Trust have agreed to continue with the scheme for the financial year 2018-19, subject to an annual review and subject to there not being a negative financial impact upon the contract in the future.
- 3.4 Inspiring healthy lifestyles will continue to monitor and assess the scheme to determine the costs and benefits associated with making such a concession.

- 3.5 Cabinet are recommended to continue with this offer for 2018-19 in recognition of the commitment made by armed forces men and women to this country in their service throughout the world.

4 Relationship to Corporate Priorities

- 4.1 The Council seeks to increase access to physically active and healthy lifestyles as a way of contributing to improving health and wellbeing of all those who participate. Any concessions or discounts that encourage access and use of leisure and culture facilities will assist in contributing to increasing participation in physical activity.
- 4.2 Cabinet on 20th December 2012 resolved and delegated authority to the Chief Executive to sign the Armed Forces Community Covenant (Minute 103A) and that the Council's actions in respect of the Armed Forces Community Covenant, and associated matters be reflected in the Council's Priority Delivery Plans.

5 Report Detail

Background

- 5.1 Following a request from the Culture and Sport Policy Development Committee on 17 April 2012, Cabinet on 21 June 2012 resolved that leisure concessions be introduced for serving members of the armed forces who are resident in the District from 30 June 2012 for an initial one year period. Cabinet also resolved to meet the one off cost associated with the production of the lifestyle cards during this period. (Minute 8)
- 5.2 From 1st April 2012 the Council's culture and leisure services are operated by Inspiring healthy lifestyles (previously Wigan Leisure & Culture Trust prior to 2015/16 rebranding) and under the contract arrangements although the cost of the current concessions scheme is contained within the management fee, the free concessions determined by Cabinet for armed forces personnel is not.
- 5.3 The Trust agreed to provide the free concessions for an initial one year period at nil cost, after which they reserved the right to introduce a contract cost increase to the Council for the second and subsequent years, depending upon the impact upon the contract.
- 5.4 Following subsequent annual reviews by the Trust of operation of the scheme, the scheme has continued each year.
- 5.5 Cabinet on 15th June 2017 resolved to continue with the scheme for a further 12 months (Minute 11).

Concession Scheme for Armed Forces Personnel

- 5.6 The scheme only relates to people who are serving in the Armed Forces, including active TA reservists and who are resident in the Cannock Chase District.
- 5.7 The free membership to Chase and Rugeley Leisure Centres only includes the following activities:
- Use of Fitness Suites
 - Use of Swimming Pools
 - Participation in various group activities and fitness classes (e.g. aerobics)

The free concession does not cover activities including sports hall bookings (badminton etc) and meeting room bookings.

- 5.8 Applicants are required to:
- Apply for a Lifestyle Membership and Card (variable annual fees apply per card to be covered by the Council within existing budgets)
 - Provide proof of residency within the district (e.g. Council Tax or Utility bill)
 - Provide proof that applicant is a serving member of the armed forces (e.g. Armed Forces Identification card or Certificate)
 - Renew Membership and provide supporting proof annually.

- 5.9 The concession is not available to veterans or wives and husbands or children of Armed Forces personnel.

Outcome of the scheme from 30th June 2017

- 5.10 Inspiring healthy lifestyles have continued to monitor the take up of the free concessions scheme and assess and evaluate the impact upon the contract. The findings are outlined below:-
- There are currently 155 Armed Forces Members
 - 97 Armed Forces Members are registered at Chase Leisure Centre and 58 at Rugeley Leisure Centre
 - 35 held some form of membership prior to the introduction of the free concession scheme
 - 9 Family relatives have taken up membership as a result of the offer of which 2 are joint members, 3 are corporate members, 2 are Fitcrew, 1 and adult membership and 1 a concessionary membership.
 - Overall the number of Armed Forces Members has decreased by 1 during 2017-18.

- 5.11 The direct cost and income arising from the introduction of this scheme is as follows. 120 of the 155 existing members who took up the Armed Forces offer didn't previously hold a gym membership:

Cost	£
6 Concessionary Members x £186	£1116.00
9 x Corporate Membership x £312	£2808.00
2 x Fitcrew x £192	£384.00
14 x Adult gym members x £372	£5208.00
1 x Adult joint gym membership x £660	£660.00
1 x Concessionary joint gym membership x £330	£330.00
2 x Well at Work members x £99	£198.00
Total Cost	£10,704.00
Income	£
1 Concessionary Members x £186	£186.00
1 Adult gym Members x £372	£372.00
3 x Corporate membership x £312	£936.00
2 x Adult joint gym membership x £660	£1320.00
2 x Fitcrew x £192	£384.00
Total Income	£3198.00
Net Deficit	£7,506.00

- 5.12 This reflects the position of the initial two years of the offer and reverses the trend observed with the surplus generation in 2015/16. It further doesn't take into account other costs arising from operating this offer such as, free memberships for 120 new adult gym memberships (£44,640) inclusive of inductions (£11 / induction) for all members, the accelerated wear and tear of equipment, the issue and replacement of membership cards/ Technogym keys and the potential lost income opportunity.
- 5.13 Non-monetary benefits should also be recognised when reviewing the scheme including increased secondary spend, rises in participation levels, the enhanced reputation of the service and a genuine social recognition of the selfless contribution armed forces personnel make.
- 5.14 Following the review of the Armed Forces Concession Scheme Inspiring Healthy Lifestyles have expressed their support for its continuation and have committed to providing the scheme, free of charge, for a further year (2018-19). The Trust do however wish to continue to review the position on an annual basis.
- 5.15 The Trust have also confirmed that the impact upon the contract is likely to take effect when Memberships numbers reach capacity and the number of armed forces members prevents the Trust from selling other full price or 50% concessionary memberships. This will either result in a loss of income or

require capital investment to purchase additional equipment and to possibly provide additional space in order to sustain the free offer.

6 Implications

6.1 Financial

- 6.1.1 The current concessionary scheme provision is contained within existing management fee paid to Inspiring healthy lifestyles.
- 6.1.2 No budgetary provision exists within the concessions to pay for the additional provision to serving Members of the armed forces.
- 6.1.3 Inspiring healthy lifestyles have again agreed to support the scheme at nil cost to the Council for the financial year 2018-19, after which a review will be undertaken to assess the cost and benefits associated with the offer.
- 6.1.4 Should the Trust determine that a charge for the provision of this concession is applicable in future years then, Cabinet may need to consider this as a policy option as part of the budget process, 2019-20 to 2021-22.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

The risk associated with this scheme if withdrawn is potential reputational damage for the Council.

6.8 Equality & Diversity

The Leisure Concessions scheme proactively assists in reducing inequalities through actively targeting and engaging with under-represented groups. It

does this through positive discrimination and current pricing policies to encourage usage to assist in reducing health inequalities and improve health. Continuation of the granting of free access to the Council's Leisure centres to serving armed forces personnel has a positive impact and enables the Council to make a small gesture to recognise the commitment made by these individual men and women to this country in their service throughout the world. There are no identified negative impacts.

6.9 Best Value

There are no identified best value implications as result of this report.

7 Appendices to the Report

7.1 None

Previous Consideration

Leisure Concessions to Serving Members of the Cabinet Armed Forces	21 June, 2012
Leisure Concessions to Serving Members of the Cabinet Armed Forces	20 June, 2013
Leisure Concessions to Serving Members of the Cabinet Armed Forces	17 July, 2014
Leisure Concessions to Serving Members of the Cabinet Armed Forces	25 June, 2015
Leisure Concessions to Serving Members of the Cabinet Armed Forces	16 June, 2016
Leisure Concessions to Serving Members of the Cabinet Armed Forces	15 June, 2017

Background Papers

None

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	01543 464416
Portfolio Leader:	Environment
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
PRIVATE SECTOR HOUSING – FINANCIAL PENALTIES AND RENT REPAYMENT ORDERS

1 Purpose of Report

- 1.1 To inform Cabinet of the introduction of the Housing and Planning Act 2016 which empowers officers to issue Financial Penalties and apply to the First Tier Tribunal (Property Chamber) for Rent Repayment Orders in relation to certain housing offences.
- 1.2 To seek Cabinet approval for the proposed charging scheme set out in Appendix 1.
- 1.3 To advise Cabinet of the extension to the existing rent repayment orders.

2 Recommendations

- 2.1 That Cabinet adopts the introduction of the Financial Penalty charging scheme and system, set out in Appendix 1, which sets a penalty of £5,000 for a first offence with additional costs for serious offences up to £30,000 and reductions for some special circumstances.
- 2.2 That Cabinet amends the scheme of delegation to 'Power to authorise the institution/enforcement of civil proceedings under section 126 and schedule 9 of the Housing and Planning Act 2016' to Head of Environment and Healthy Lifestyles and appropriately qualified Environmental Health Officers and Housing officers.

3 Key Issues and Reasons for Recommendation

- 3.1 To ensure full use of these new provisions made by the Housing and Planning Act 2016 to sanction those landlords and letting agents who rent properties

which are hazardous to safety and health and to act as a deterrent to others from doing the same.

- 3.2 The Housing and Planning Act 2016 provides for the income from financial penalties to be retained by local authorities for carrying out statutory functions in relation to enforcement of standards in the private rented sector.

4 Relationship to Corporate Priorities

- 4.1 This report supports the service aim to “raise standards in the private rented sector” which forms part of the Customers and Corporate Priority Delivery Plan for 2018.

5 Report Detail

5.1 Background

- 5.1.1 The private rented sector has doubled within the last ten years and it is now the second largest type of tenure after owner occupation.
- 5.1.2 Whilst there are good quality and safe homes provided within the private rented sector, the latest English House Condition Survey reports that one third of private rented homes fail the decent home standard and one fifth contain a category 1 hazard, which means they present a significant risk to safety and health.
- 5.1.3 Hazards commonly found in private rented housing include excess cold; dampness and mould growth; falling hazards and gas, electrical and fire safety hazards. Environmental Health Officers use a nationally agreed approach called the Housing Health and Safety Rating System to evaluate the potential risks to health and safety from any deficiencies identified in dwellings. The system is not concerned with quality, comfort or convenience.
- 5.1.4 In 2016/2017 there were 199 requests for service received by the Private Sector Housing Team at Cannock Chase Council. Of the properties that went on to be inspected, 40% were found to have category 1 hazards present. It is estimated that 20% of the properties subject to complaint do not go on to get inspected due to the tenant’s fear of being evicted for making a complaint (known as retaliatory eviction).
- 5.1.5 Some landlords are ignorant of their responsibilities, others choose to ignore them. In-line with the Council’s enforcement policy, where informal requests for improvements and repairs are ignored, enforcement action is pursued under the Housing Act 2004.
- 5.1.6 The Localism Act 2011 introduced a fundamental reform of the social housing tenure: the ability for councils to discharge their homelessness duty to the private sector. This duty requires that the local authority ensures any

accommodation used for this purpose is free from significant hazards and that the risks of harm or illness to occupants or visitors are minimised.

5.2 Housing and Planning Act 2016

5.2.1 The Housing & Planning Act 2016 introduced a new range of measures to tackle rogue landlords:

- Financial penalties of up to £30,000 as an alternative to prosecution for certain specified offences. This is currently enforceable.
- Extension of rent repayment orders to cover illegal eviction, breach of a banning order and certain other specified offences. This is currently enforceable and does not require adoption or consideration for approval.
- Database of rogue landlords and property agents convicted of certain offences which comes into force from 6th April 2018.
- Banning orders for the most serious and prolific offenders which also comes into force from 6th April 2018.

5.2.2 The Housing Act 2004 was amended by section 129 and schedule 9 of the Housing and Planning Act 2016 to allow local authorities to impose a financial penalty as an alternative to prosecution for certain housing offences:

- Failure to comply with improvement notice (Housing Act 2004 Section 30)
- Licensing of HMOs under Housing Act 2004 Part 2 (Housing Act 2004 Section 72)
- Licensing of houses under Housing Act 2004 Part 3, (Housing Act 2004 Section 95)
- Failure to comply with overcrowding notice, (Housing Act 2004 Section 139(7))
- Management regulations in respect of HMOs. (Housing Act 2004 Section 234)

5.2.3 Although the financial penalty is an alternative to prosecution, the same burden of proof applies, so can only be issued where there would be a realistic prospect of conviction. Local authorities should consult the Crown Prosecution Service Code for Crown Prosecutors for guidance on whether there is sufficient, reliable and credible evidence and also to determine whether it is in the public interest to proceed.

5.2.4 Local housing authorities are expected to determine and develop a policy with regards to when a prosecution or when a financial penalty should be instigated and to be able to decide upon this course of action on a case by case basis. The Environmental Health Enforcement Policy will be updated to amend this should the recommendations within this report be adopted.

5.2.5 There is a right of appeal against the issue of a financial penalty to the First Tier Tribunal (Property Chamber). The Tribunal can examine the decision to issue the financial penalty, the level of charge made and any deviations from the prescribed process as set out in the Act.

5.3 The Charging System

5.3.1 Ministers have made it very clear that the financial penalty powers are to be used robustly as a way of clamping down on rogue landlords.

5.2.2 In the House of Commons, Marcus Jones MP (Parliamentary Under Secretary of State at the Department for Communities and Local Government) stated:

“[it is necessary to] clamp down on rogue landlords, so the civil penalty [has been increased] up to a maximum of £30,000 “¹

“It is important [to] raise the level of civil penalty to £30,000, because a smaller fine may not be significant enough for landlords who flout the law to think seriously about their behaviour and provide good quality, private sector rented accommodation for their tenants”

5.3.3 The Act allows the local housing authority to determine a charging scheme and the maximum per offence is set at £30,000. Appendix 1 sets out the charging system and this has been developed with regard to government guidance, the Magistrates Court sentencing guide and in consultation with other Staffordshire housing authorities to ensure consistency. It has also been largely accepted by the wider West Midlands housing authorities and it is under consultation for adoption by authorities across the UK.

5.3.4 The system proposes a financial penalty of £5,000 for a first offence, increasing to a maximum of £30,000 depending on whether there are any circumstances which should be taken into account such as:

- The severity of the offence
- Culpability and track record of the offender
- Harm caused to the tenant and other occupants
- Deterring the offender from carrying out repeat offences
- Deterring others from carrying out similar offences
- Removing any financial benefit to the offender having committed the offence.
- The financial circumstances of the offender.

Details of the charges associated with these circumstances are contained in the table in Appendix 1.

5.4 Prescribed Process

5.4.1 The Statutory Guidance to Local Authorities prescribes a process which must be followed when issuing a financial penalty. This is detailed in Appendix 2. The guidance also contains information concerning pursuing financial penalties if they are not paid.

5.5 Database of Rogue Landlords and Banning Orders

5.5.1 The Housing and Planning Act 2016 also introduces a database for rogue

landlords and banning orders and these came into force on the 6th April 2018. A prosecution is the necessary course of action where a banning order is to be pursued. A banning order would prohibit a landlord from letting properties where he or she has been found guilty of certain offences in a Magistrates' Court.

- 5.5.2 The decision as to whether a prosecution is taken rather than issuing a financial penalty depends on factors such as the seriousness of the offence, historical offences, culpability, likelihood of continuing, repeated or escalating offences taking place, vulnerability of the tenant and the potential impact on the wider community.

5.6 Rent Repayment Orders

- 5.6.1 Further to failure to comply with an improvement or prohibition notice under the Housing Act 2004, a rent repayment order can be applied for to the First Tier Tribunal and, if granted, a landlord can be ordered to repay a specified amount of rent up to a maximum of 12 months. Where a tenant paid the rent for themselves, they can make the application, but where the rent was paid by Housing Benefit or the housing element of Universal Credit, the housing authority can make the application.
- 5.6.2 The application for a rent repayment order does not have to be made after a prosecution, but there must be evidence beyond reasonable doubt, as with the financial penalties, that an offence has been committed.
- 5.6.3 Following an alleged offence to which the application for a rent repayment order could be made, a decision will have to be made as to whether or not there is sufficient evidence to secure a conviction and whether a financial penalty or a prosecution will be pursued. After that, consideration will be given to applying for a rent repayment order or advising the tenant on making an application.

6 Implications

6.1 Financial

Local housing authorities can retain the income from financial penalties provided it is used to further their statutory functions in relation to private rented housing enforcement activities.

6.2 Legal

- 6.2.1 Section 126 and schedule 9 of the Housing and Planning Act 2016 make the provision for the recommendations in this report and this came into force on the 6th April 2017. The Council has a statutory duty as a local housing authority to enforce relevant housing legislation.
- 6.2.2 Information sharing between neighbouring authorities will be key to setting the correct charge for the financial penalty due to the possibility of landlords committing offences outside of the district. Discussions between the

Staffordshire and West Midlands housing authorities have taken place about ensuring a consistent approach.

6.2.3 The same burden of proof is required to issue a financial penalty compared to instigating a prosecution and therefore additional costs should not be incurred in that respect. Staffordshire housing authorities have worked together to produce the documentation necessary to follow the prescribed process. However, there will be some minor administration costs involved in issuing them and it is anticipated that appeals to the First Tier Tribunal will be likely.

6.2.4 Advice will be sought from Legal Services and statutory guidance will be taken into account when determining the course of action when a relevant offence has been confirmed.

6.2.5 If the recommendations in this report are not accepted, a pre-determined level of financial penalty could be set and issued for every offence, however this could be open to legal challenge.

6.2.6 The Environmental Health Enforcement Policy will be amended upon acceptance of the recommendations proposed by this report.

6.3 **Human Resources**

None

6.4 **Section 17 (Crime Prevention)**

The introduction of the financial penalties will provide another measure in the toolkit for tackling rogue landlords and reducing the number of properties subject to hazardous conditions.

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 A: Charging system

Appendix B: Prescribed Process for imposing penalty charges

Previous Consideration

None.

Background Papers

Civil Penalties under the Housing Act 2016. Statutory guidance for local authorities on the new powers on civil penalties.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/606653/Civil_Penalties_guidance.pdf

Section 126 and schedule 9 of the Housing and Planning Act 2016.

References

1. <https://www.publications.parliament.uk/pa/cm201516/cmhansrd/cm160105/debtext/160105-0004.htm>

ITEM NO. 12.

Appendix 1**Charging table for determining value of Financial Penalties**

Failure to comply with an Improvement Notice (Section 30)		£
1st offence	(note 1)	5000
2nd subsequent offence by same person/company	(note 2)	15000
Subsequent offences by same person/company	(note 7)	25000
Premiums (use all that apply)		
Acts or omissions demonstrating high culpability	(note 8)	+2500
Large housing portfolio (10+ units of accommodation)	(note 3)	+2500
Multiple Category 1 or high Category 2 Hazards	(note 4)	+2500
Vulnerable occupant and/or significant harm occurred as result of housing conditions	(note 5)	+2500
Perpetrator demonstrates Income to be less than £440/week	(note 6)	-50%

Offences in relation to licensing of HMOs under Part 2 of the Act (Section 72)		£
Failure to obtain property Licence (section 72(1))	(note 1)	10000
2nd subsequent offence by same person/company	(note 2)	30000
Perpetrator demonstrates Income to be less than £440/week	(note 6)	-50%
Breach of Licence conditions (Section 72(2) and (3)) - Per licence breach		
		5000
Perpetrator demonstrates Income to be less than £440/week	(note 6)	-50%

Offences in relation to licensing of HMOs under Part 3 of the Act (Section 95)		£
Failure to Licence (section 95(1))	(note 1)	10000
2nd subsequent offence by same person/company	(note 2)	30000
Perpetrator demonstrates Income to be less than £440/week	(note 6)	-50%
Breach of Licence conditions (Section 95(2)) - Per licence breach		
		5000
Perpetrator demonstrates Income to be less than £440/week	(note 6)	-50%

Offences of contravention of an overcrowding notice (section 139)		£
1st relevant offences	(note 1)	5000
2nd subsequent offence by same person/company	(note 2)	15000
Premiums (use all that apply)		
Acts or omissions demonstrating high culpability	(note 8)	+2500
Vulnerable occupant and/or significant harm occurred as result of overcrowding	(note 3)	+2500
Perpetrator demonstrates Income to be less than £440/week	(note 6)	-50%

Failure to comply with management regulations in respect of HMOs (Section 234)		£
<i>1st relevant offences</i>	<i>(note 1)</i>	<i>1000/offence</i>
<i>Second subsequent offences by same person/company for the same offence</i>		<i>3000/offence</i>
Premiums (use all that apply)		
<i>Acts or omissions demonstrating high culpability</i>	<i>(note 8)</i>	<i>+2500</i>
<i>Large housing portfolio (10+ units of accommodation)</i>	<i>(note 3)</i>	<i>+2500</i>
<i>Vulnerable occupant and/or significant harm occurred as result of housing conditions</i>	<i>(note 5)</i>	<i>+2500</i>
<i>Perpetrator demonstrates Income to be less than £440/week</i>	<i>(note 6)</i>	<i>-50%</i>

NOTES

Note 1 – Offences that may be dealt with by way of imposing a financial penalty

The starting point for a financial penalty is based on the number of previous convictions or imposition of a financial penalty for the same type of offence in the previous four years.

After the starting point has been determined, relevant Premiums are added to the starting amount to determine the full financial penalty to be imposed. No single financial penalty may be over £30,000. Where the addition of all relevant premiums would put the penalty above the maximum, it shall be capped at £30,000.

Note 2 - 2nd subsequent offence by same person/company

The Council will take into account any such convictions or financial penalties irrespective of the locality to which the offence relates.

Note 3 - Large housing portfolio (10+ units of accommodation)

The premium is applied where the perpetrator has control or manages of 10 or more units of accommodation.

For the purposes of this premium, the definition of a person having control and person managing are as defined by Housing Act 2004 Section 263.

Note 4 - Multiple Category 1 or high Category 2 Hazards

This premium will apply where the failure to comply with the Improvement Notice relates to three or more Category 1 or high scoring Category 2 hazards associated with different building deficiencies. For the avoidance of doubt this means that where two hazards are present but relate to the same property defect, they are counted as one hazard for purposes of this calculation.

For the purpose of this premium, a high scoring category 2 hazard is defined as one scored following the Housing Health and Safety Rating System as “D” or “E”.

Note 5 - Vulnerable occupant and/or significant harm occurred as result of housing conditions

This premium will be applied once if either the property is occupied by a vulnerable person or if significant harm has occurred as a result of the housing conditions.

For purposes of this premium a vulnerable person is defined as someone who forms part of a vulnerable group under Housing Health and Safety Rating System relating to hazards present in the property or an occupant or group of occupants considered by the Council to be at particular risk of harm that the perpetrator ought to have had regard.

For purposes of this premium, significant harm is defined as physical or mental illness or injury that corresponds to one of the four classes of harm under the Housing Health and Safety Rating System Operating Guidance. At the time of publication this document can be found at www.gov.uk and a summary table is below.

Hazard	Vulnerable age group (age of occupant)
Damp and mould growth	14 and under
Excess Cold	65 or over
Excess Heat	65 or over
Carbon Monoxide	65 or over
Lead	under 3 years
Personal Hygiene, Sanitation and Drainage	under 5 years
Falls associated with baths etc.	60 or over
Falling on level surfaces etc.	60 or over
Falling on stairs etc.	60 or over
falling between levels	under 5 years
Electrical hazards	under 5 years
Fire	60 or over
Flames, hot surfaces etc.	under 5 years
Collision and entrapment	under 5 years
Collision and entrapment - low headroom	16 or over
Position and operability of amenities etc.	60 or over

Note 6 - Perpetrator demonstrates Income to be less than £440/week

This premium will be applied after all other relevant premiums have been included and if applicable will reduce the overall financial penalty by 50%.

To be applicable, the person served by the Notice of Intent must provide sufficient documented evidence of income.

The figure of £440/week is to be calculated after omission of income tax and national insurance.

The Council reserves the right to request further information to support any financial claim, and where this is incomplete or not sufficiently evidenced may determine that the premium should not be applied.

Note 7 - Previous history of non-compliance with these provisions

This premium is applied where there has been a conviction or imposition of a financial penalty for the same type of offence in the previous four years. The Council will take into account any such convictions or financial penalties irrespective of the locality to which the offence relates.

Note 8 – Acts or omissions demonstrating high culpability

This premium will be applied where, the person to which the financial penalty applies, acted in a reckless or deliberate manner in not complying with the statutory notice or previous relevant formal advice.

Appendix 2

Prescribed Process for imposing penalty charges

- 1.0 Where it has been determined that a financial penalty may be appropriate to impose as an alternative to prosecution, the Council will follow the following process.
- 1.1 A "Notice of Intent" shall be served on the person suspected of committing the offence. The Notice shall specify:
 - a. The amount of any proposed financial penalty
 - b. The reasons for proposing the financial penalty
 - c. Information about the right to make representation to the Council.
- 1.2 The person to which the notice relates will be given 28 days to make written representation to the Council about the proposal to impose a financial penalty. The representation may be via any legible written format, but to aid respondents, a form will be included with the Notice of Intent.
- 1.3 Following the 28 day period the Council will decide:
 - a. Whether to impose a financial penalty on the person, and
 - b. The value of any such penalty imposed.
- 1.4 If the Council decides to impose a financial penalty, a final notice shall be issued imposing that penalty. The final notice will specify:
 - a. the amount of the financial penalty,
 - b. the reasons for imposing the penalty,
 - c. information about how to pay the penalty,
 - d. the period for payment of the penalty,
 - e. information about rights of appeal to the First tier Tribunal
 - f. the consequences of failure to comply with the notice.
- 1.5 Consequences of non-compliance and miscellaneous provisions**
 - 1.5.1 If, after any appeal has been finally determined or withdrawn, a person receiving a financial penalty does not pay all or part of the penalty charge, the Council will recover the penalty by order from a County Court. Where appropriate, the Council will also seek to recover the costs incurred in taking this action from the person to which the financial penalty relates.
 - 1.5.2 Financial Penalties are an alternative to criminal proceedings and as such if a penalty is imposed, no criminal proceedings can be initiated for the same offence

1.5.3 The Council may, at any time:

- a. Withdraw a notice of intent or final notice
- b. reduce the amount specified in a notice of intent or final notice

Where the Council decides to take either action, it will write to the person to whom the notice was given.

1.5.4 Where a person has received two financial penalties under this legislation in any 12 month period, irrespective of the locality to which the offences were committed, the Council will consider making an entry on the national database of rogue landlords and property agents. When considering making an entry, the Council will have regard to any guidance issued by the Secretary of State.

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Walker
Telephone No:	01543 464 480
Portfolio Leader:	Crime & Partnerships /Environment
Key Decision:	Yes
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
PUBLIC SPACES PROTECTION ORDER (DOG CONTROL) DECLARATION

1 Purpose of Report

- 1.1 To seek Cabinet authorisation to make a Public Spaces Protection Order relating to the control of dogs in accordance with the Anti-social Behaviour, Crime and Policing Act 2014.

2 Recommendations

That Cabinet:

- 2.1 Note the outcome of the public consultations on the proposed Public Space Protection Order (PSPO) that were conducted between 1st July and 31st August 2017 and 1st November 2017 and 10th December 2017 in considering the proposed options set out in this report and in paragraphs 5.20 to 5.22
- 2.2 Agree to either Option 1 or Option 2 as set out in Paragraphs 5.20 to 5.22 of this report
- 2.3 If Option 2 is agreed, exercise its powers under the Anti-social Behaviour, Crime and Policing Act 2014 to make a Public Space Protection Order in respect of the control of dogs in the district as set out in Appendix 4.

3 Key Issues and Reasons for Recommendation

- 3.1 There are currently two Dog Control Orders made by the Council, under the provisions of the Clean Neighbourhoods and Environment Act 2005 that are in force in the district. These Orders address two aspects of dog control, namely

fouling and dogs off leads in the vicinity of highways, both of which attract a significant number of complaints from the public.

- 3.2 New powers have been introduced by the Anti-social Behaviour, Crime and Policing Act 2014 (the Act) to deal with anti-social behaviour, including the ability to create Public Space Protection Orders. This provides the opportunity to introduce additional control measures not previously included in the existing Dog Control Orders, such as prohibiting dogs from specified areas and limiting the number of dogs an individual can take for a walk.
- 3.3 The existing Dog Control Orders do not enable the Council to respond to other issues raised by local residents which include dog related anti-social behaviour, limiting the number of dogs an individual can take for walk and prohibiting dogs from specified areas, such as fenced play areas.
- 3.4 A local authority can make a PSPO if it is reasonably satisfied that a number of conditions are met, namely that:
 - the activities carried out in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality or that it is likely that activities carried out will have such an effect.
 - the effect or likely effect of the activities is, or is likely to be of a persistent or continuing nature;
 - the activities are or are likely to be unreasonable, and
 - the impact of the activity justifies the restrictions imposed by the order.
- 3.5 By virtue of section 72 of the Act, before introducing a PSPO the Council is required to carry out consultation with the chief officer of police, the local policing body, community representatives and owners/occupiers of land covered within the order.
- 3.6 Cabinet on 15th June 2017 authorised officers to consult the general public and other interested organisations on extending the remit of the current dog control in the district. The consultation was publicised widely through the Council's website, Twitter, Facebook, via press releases to local media, e-mailing Parish, Town Councils and community groups and leaving copies for public perusal in Council offices. In addition, the Council published a notice of its intention to make a PSPO in a local newspaper which covers the whole district.
- 3.7 The initial consultation took place between 1st July – 31st August 2017 and comments were invited in relation to the series of control measures available in the form of a questionnaire reproduced at Appendix 1.
- 3.8 A number of amendments were made in the light of the responses made to the initial consultation and the decision was taken to undertake a further phase of public consultation between 1st November and 10th December 2017; the results of which are detailed in Appendix 2 and the comments in Appendix 3.

3.9 In summary, the majority of respondents were in favour of extending the remit of dog control in the district.

- 97% supported the requirement to dispose of the waste in a suitable waste receptacle (**Control Measure 2**),
- 93% of respondents supported the requirement for dog walkers to demonstrate, when requested by an authorised officer, that they have the means to “pick up” dog mess should the need arise (**Control Measure 3**),
- 73% of respondents believed that Authorised Officers should be empowered to insist that a dog is placed on a 2 metre lead. This power would be used in instances where the owner was permitting the dog to cause a nuisance (**Control Measure 5**),
- 80% supported the idea that owners should be restricted from taking their dogs in fenced children play areas (**Control Measure 6**),
- Most respondents did not indicate any other possible restricted areas (**Control Measure 7**), and
- 64% of respondents believed that the Council should be able to place a restriction on the maximum number of dogs one person may take for a walk at a time (**Control Measure 7**), with 39% indicating a maximum of 2 dogs and 35% indicating a maximum of 3 dogs

3.10 Cabinet have been presented with 2 options for consideration in this report (Paragraphs 5.20 to 5.22).

- **Option 1** is to do nothing which means that the current powers under the existing Dog Control Orders would remain in force (dog fouling and dogs off leads in the vicinity of highways) OR
- **Option 2** to extend the remit of the current order to enable the Council to respond to other dog control issues including dog related anti-social behaviour and prohibiting dogs from specified fenced play areas in the district.

4 Relationship to Corporate Priorities

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

(i) **Working with partners to foster safer and stronger communities**

The application of effective multi-agency targeted approaches to individuals and organisations responsible for antisocial behaviour.

(ii) **Striving for cleaner, greener and attractive public environments across the District**

Environmental crime such as littering, dog fouling and fly tipping are classed as activities that constitute antisocial behaviour

5 Report Detail**Background**

- 5.1 There are currently two Dog Control Orders, made by the Council, under the provisions of the Clean Neighbourhoods and Environment Act 2005 that are in force in the district. These Orders address two aspects of dog control, namely fouling and dogs off leads in the vicinity of highways, both of which attract a significant number of complaints from the public.
- 5.2 New powers have been introduced by the Anti-social Behaviour, Crime and Policing Act 2014 (the Act) to deal with anti-social behaviour, including the ability to create Public Space Protection Orders. This provides the opportunity to introduce additional control measures not previously included in the existing Dog Control Orders, such as prohibiting dogs from specified areas and limiting the number of dogs an individual can take for a walk.

Public Space Protection Orders (PSPO)

- 5.3 These orders are intended to address activities carried out in public spaces which are considered to be of an antisocial nature. They may be used by councils to maintain and/or extend the requirements of Orders scheduled to expire.
- 5.4 The PSPO may identify a particular public place and either prohibit specified activities/behaviour or require specified actions/steps to be taken. The measures will impose similar restrictions and requirements to those which could be created under Dog Control Orders and are designed to make public spaces more welcoming to the majority.
- 5.5 A local authority can make a PSPO if it is reasonably satisfied that a number of conditions are met, namely that:

the activities carried out in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality or that it is likely that activities carried out will have such an effect.

the effect or likely effect of the activities is, or is likely to be of a persistent or continuing nature;

the activities are or are likely to be unreasonable and

the impact of the activity justifies the restrictions imposed by the order.

Consultation

- 5.6 Cabinet on 15th June 2017 authorised officers to consult the general public and other interested organisations on extending the remit of the current dog control in the district.

- 5.7 Views have been sought from interested parties, including District and Parish Councils, local community groups and agencies/organisations likely to have been impacted by dog related antisocial behaviour, along with dog interest groups to determine whether the conditions for the declaration of a Public Space Protection Order have been met.
- 5.8 Following an initial public consultation exercise undertaken between 1st July 2017 and 31st August 2017 a number of amendments were made and a further public consultation exercise was conducted between 1st November 2017 and 10th December 2017 enabling the wider community to comment on the control measures proposed for inclusion in the PSPO:

Control Measure 1 – Requirement to pick up dog waste forthwith. This requirement is included in the existing Dog Control Order.

Control Measure 2 – Requirement to dispose of the waste in a suitable receptacle.

Control Measure 3 – Requirement for dog walkers to demonstrate, when requested by an authorised officer, that they have the means to “pick up” dog mess should the need arise.

Control Measure 4 - Requirement for dogs to be kept on a lead no longer than 2 metres in length, within 3 metres of a highway. This requirement is included in the existing Dog Control Order.

Control Measure 5 - Requirement to put a dog or dogs on a lead(s) when instructed to do so by an authorised officer. In cases where an irresponsible owner is allowing their dog to cause a nuisance, an Authorised Council Officer could require the owner to keep their dog on a lead.

Control Measure 6 - A prohibition of dogs from specified areas. Under a PSPO it is possible to prohibit dogs from specific areas e.g. play areas.

Control Measure 7 - Are there any other areas/locations from which you think dogs should be excluded?

Control Measure 8 - A restriction on the maximum number of dogs one person may take for a walk at a time. This includes professional dog walkers.

Results of consultation undertaken

- 5.9 In total 45 responses were received in addition to those previously submitted by interested parties and representatives of various groups and are summarised in Table 1 below:

Table 1

	Proposed control measure	Number in agreement	Number opposed
1	Requirement “pick up” the waste forthwith (Existing DCO)	45 (100%)	0
2	Requirement to dispose of the waste in a suitable waste receptacle	44 (97%)	1(3%)
3	Requirement for dog walkers to demonstrate, when requested by an authorised officer, that they have the means to “pick up” dog mess should the need arise	42 (93%)	3 (7%)
4	Requirement for dogs to be kept on a lead within 3 metres of a highway (Existing DCO) NB the lead must be no longer than 2 metres	37 (82%)	6 (13%)
5	Requirement to put a dog/dogs on a lead(s) when instructed to do so by an authorised officer NB the lead must be no longer than 2 metres	33 (73%)	9 (20%)
6	A prohibition of dogs from specified areas	36 (80%)	5 (11%)
7	Are there any other areas/locations from which you think dogs should be excluded?	The most popular response to this question was No, with 13. 2 responded with schools and then single suggestions included cemetery (on 2m lead), allotments (on 2m lead), paths, AONB, public areas & nature reserves where children play and outside food retailers.	
8	A restriction on the maximum number of dogs one person may take for a walk at a time	29 (64%)	8 (17%)

5.10 A number of the respondents did not make comment in relation to all of the specific measures proposed for consideration. It is however clear that the control measures are supported by the majority of respondents.

5.11 The Kennel Club and the Dogs Trust raised concerns regarding **Control Measure 3** indicating that the requirement may penalise responsible dog walkers who have already picked up and disposed of dog waste before being challenged and consequently are unable to demonstrate that they have the means to pick up.

- 5.12 **Control Measure 6** sought the respondents views on areas from which dogs should be excluded. The majority favoured them to be prohibited from children`s play areas that are appropriately fenced and signed so as to provide clarity of the control measure to dogs owners and the general public. The Children`s play areas managed by the Council that are enclosed and would therefore be suitable for consideration for this control measure are listed in Schedule 1 of the proposed Order.
- 5.13 Similarly, **Control Measure 8** invited views on the number of dogs an individual should be allowed to walk at any one time. This measure prompted suggestions including a 1(1 vote), 2(11 votes), 3(10 votes), 4(4 votes), 6 (1 vote – Staffordshire County Council) and 10 (1 vote). However, concerns were expressed that this would penalise responsible dog owners who were able to adequately control their dogs, rather than tackling the problem of dog owners who were unable/unwilling to exercise due control regardless of how many dogs they were walking. It would also impact professional dog walkers who may be capable of controlling a larger number of dogs than the average dog owner.
- 5.14 The Forestry Commission was contacted regarding the application of the Order to land within its control and stated that the organisation did not want the PSPO to apply to its land because it had formulated its own approach to the control of dogs which in part was contrary to the requirements of the PSPO. Consequently, as with the existing Dog Control Orders, Forestry Commission land will be specifically excluded from the proposed Order.
- 5.15 In summary, the majority of respondents were in favour of extending the remit of dog control in the district.
- 97% supported the requirement to dispose of the waste in a suitable waste receptacle (**Control Measure 2**),
 - 93% of respondents supported the requirement for dog walkers to demonstrate, when requested by an authorised officer, that they have the means to “pick up” dog mess should the need arise (**Control Measure 3**),
 - 73% of respondents believed that Authorised Officers should be empowered to insist that a dog is placed on a 2 metre lead. This power would be used in instances where the owner was permitting the dog to cause a nuisance (**Control Measure 5**),
 - 80% supported the idea that owners should be restricted from taking their dogs in fenced children play areas (**Control Measure 6**),
 - Most respondents did not indicate any other possible restricted areas (**Control Measure 7**), and
 - 64% of respondents believed that the Council should be able to place a restriction on the maximum number of dogs one person may take for a walk at a time (**Control Measure 7**), with 39% indicating a maximum of 2 dogs and 35% indicating a maximum of 3 dogs. This restriction would impact professional dog walkers who may be capable of controlling a larger number of dogs than the average dog owner and as such it is proposed that the number should be no more than 6, in line with guidance.

- 5.16 The full consultation results are attached at Appendix 2 and a full breakdown of the comments and letters made to the PSPO survey are set out in Appendix 3.

Exemptions

- 5.17 An Equality Impact Assessment has been conducted in relation to the proposed Order and as a proportion of the community will have “a **physical** or **mental** impairment which has a **substantial** and **long term adverse effect** on the ability to carry out **normal day-to-day** activities” it is considered necessary to incorporate exemptions for any person who is able to satisfactorily demonstrate that they have such an impairment.
- 5.18 It is proposed that the Control Measures and restrictions adopted in the Order would not apply to those who are registered blind or use Assistance Dogs from Dogs for the Disabled, Support Dogs or Hearing Dogs .

Penalties

- 5.19 Under the current Dog Control Order failure by an owner to comply with the measures in place can result in the person being issued with a £75 Fixed Penalty Notice which is reduced to £50 if paid within 10 days of issue. The PSPO enables Local Authorities to issue Fixed Penalty Notices (FPN) of £100, which if it is not paid, the Council could prosecute the offender in the Magistrates’ Court, where the maximum fine is currently £1,000 (Level 3 on the Standard Scale)

Options considered and recommended

- 5.20 **Option 1** – Do nothing. The powers under the existing Dog Control Order would remain in force as if the powers were contained in the PSPO. However, the Council would continue to be limited in its ability to address dog related issues other than dog fouling and the requirement to keep dogs on a leads close to highways. Therefore, this option is not recommended.
- 5.21 **Option 2** – It is proposed to include the same requirements in the PSPO as are applied in the original Dog Control Orders (Control Measures 1 and 4) and for consideration to be given to the introduction of new controls measures and conditions as set out in Paragraph 5.8 and Table 1 of the report (Numbered 2, 3, 5, 6, 7 and 8).
- 5.22 A copy of the draft Public Space Protection Order with suggested measures is reproduced at Appendix 5 including Schedule 1 detailing the restricted play areas.

Implementation Timescale

- 5.23 If Cabinet decides to proceed with a PSPO, the Order will be published on the Council’s website and implemented 28 days later, subject to the order not being challenged in the High Court.
- 5.24 The PSPO will be for a 3 year period after which it must be reviewed.

6 Implications**6.1 Financial**

The costs incurred in relation to the publication of the consultation will be met from funds allocated the Community Safety Delivery Plan

6.2 Legal

The requirement to undertake a public consultation in relation to the proposed PSPO has been met and will not therefore pose a risk of legal challenge. However, a PSPO can still be judicially reviewed once made on the ground that any of its restrictions are unreasonable.

It will be necessary to incorporate adjustments/exemptions within the Order to address the possible adverse impact of some of the control measures on individuals with a physical or mental impairment which has a substantial and long term adverse effect on the ability to carry out normal day-to-day activities. Failure to do so may render the Council liable to legal challenge under the Equality Act 2010.

6.3 Human Resources

The enforcement of the requirements of the Order will be met using existing resources.

6.4 Section 17 (Crime Prevention)

The existing Dog Control Orders enable officers to address offences by means of prosecution or in appropriate cases the issue of Fixed Penalty Notices. The incorporation of additional controls will assist officers dealing with other aspects of dog related antisocial behaviour not previously regulated. In the absence of such controls the scope for enforcement action against offenders in relation to this type of antisocial behaviour is reduced. The translation of the requirements of the existing Dog Control Orders into a Public Space Protection Order as a minimum would maintain existing levels of control in relation dog-related antisocial behaviour.

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

An Equality Impact Assessment has been undertaken and identified that a section of the community, namely those with a physical or mental impairment which has a substantial and long term adverse effect on the ability to carry out normal day-to-day activities, would be adversely impacted by the requirements of the PSPO were they not to be subject to suitable exemptions.

6.9 Best Value

None

7 Appendices to the Report

Appendix 1	Consultation Questionnaire
Appendix 2	Consultation Results
Appendix 3	Consultation Comments and Letters
Appendix 4	Draft Public Space Protection Order (Dog Control) 2018

Previous Consideration

Public Space Protection Order (Dog Control) Consultation	Cabinet	15 June, 2017
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Background Papers

None

Appendix 1

Consultation Questionnaire

What do you think of the controls set out in the proposed Public Space Protection Order (Dog Control)?

	Control	I support this option because	I don't support this option because	Comments
1	Requirement "pick up" the waste forthwith			
2	Requirement to dispose of the waste in a suitable waste receptacle			
3	Requirement for dog walkers to demonstrate, when requested by an authorised officer, that they have the means to "pick up" dog mess should the need arise			
4	Requirement for dogs to be kept on a lead within 3 metres of a highway			NB the lead must be no longer than 2 metres
	Requirement to put a dog/dogs on a lead(s) when instructed to do so by an authorised officer			NB the lead must be no longer than 2 metres
5	A prohibition of dogs from specified areas			Which locations?
6	A restriction on the maximum number of dogs one person may take for a walk at a time			How many dogs?

Continue on a separate sheet if necessary (please identify the requirement Ref No.)

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Appendix 2

Dog Control Order Consultation Results

The second stage of this consultation ran from 1 November until 10 December 2017. 45 responses were received and a written response was received from the Dogs Trust. 38 surveys were completed online and 7 paper copies were received.

The consultation was promoted in the local press, on the Cannock Chase Council website, via social media, emails and letters were sent to stakeholders and it was also promoted when officers were taking part in other engagement activities.

There is generally support for the options set out in the survey. Each question shows the results and a summary of the comments. Themes that come out of the survey are:

Picking up dog mess

- Support for picking up mess, disposing of it in suitable bins and demonstrating that they have the means to pick up the waste
- The need for more bins or further awareness raising that all bins can be used for dog waste
- Although there is support for walkers to demonstrate that they have the means to pick up the waste there are a couple of concerns how practical this is and if it could possibly lead to confrontation

Requirement for dogs to be kept on leads

- There is a majority of support for both of the options under this category.
- Will there be a protocol or procedure determining why would an officer require a dog to be put on a lead?

Prohibition from enclosed children’s play areas

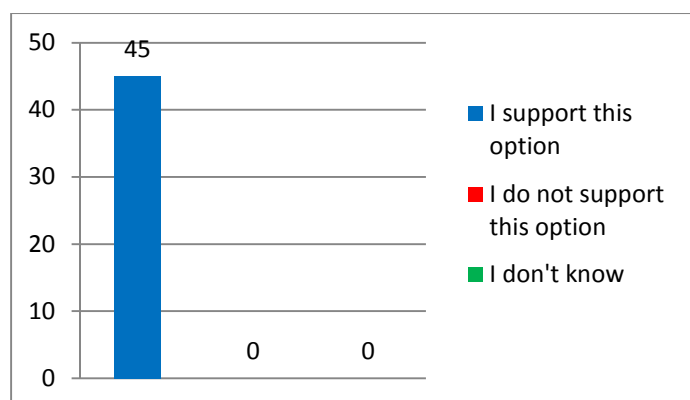
- Again there was a lot of support from this option; however there were a couple of concerns from families with children and dogs.

Restriction on the amount of dogs

- Two thirds of people support a restriction but there were comments about how it depends on the size or behaviour of the dog or the ability of the owner to stay in control.
- Two and three dogs were the most popular suggestions.

The full results are set out below:

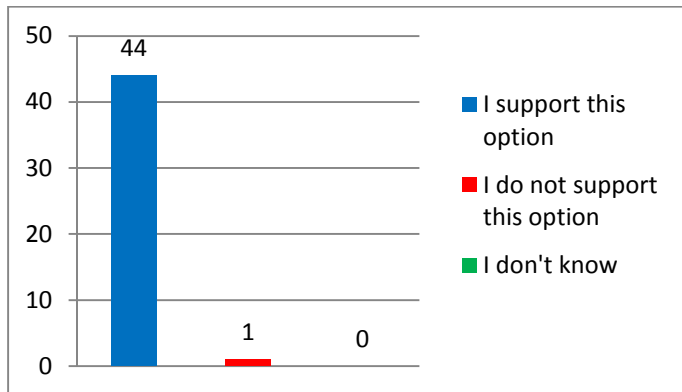
1. Requirement to “pick up” the waste immediately



Dogs Trust Response: “would fully support a well-implemented order on fouling. We urge the Council to enforce any such order rigorously”

There were three comments about this question and they focused on educating people, the amount of bins available and whether this is already a legal requirement.

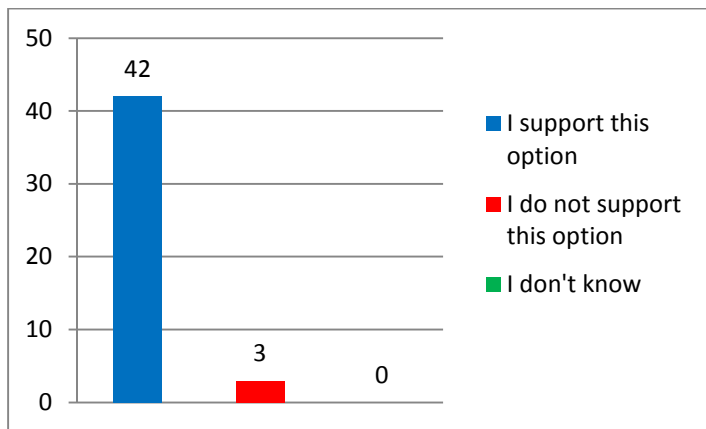
2. Requirement to dispose of the waste in a suitable bin



Dogs Trust response: As above they “would fully support a well-implemented order on fouling.” “In order to maximise compliance we urge the Council to consider whether an adequate number of disposal points have been provided for responsible owners to use”

There were eleven comments received to this question. Seven of these comments focused on the amount of bins available.

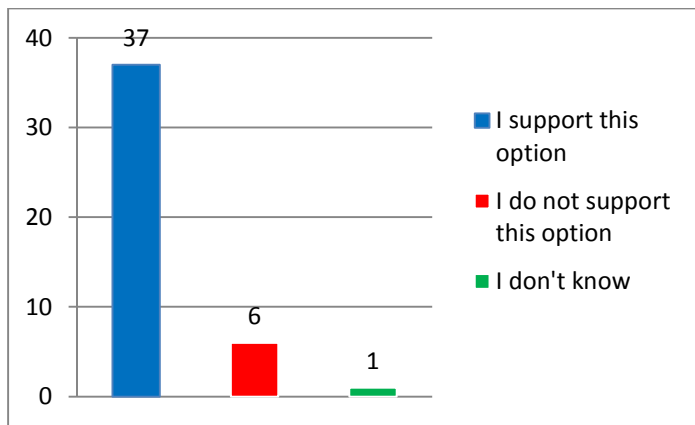
3. Requirement for dog walkers to demonstrate when requested by an authorised officer, that they have the means to “pick up” dog mess should the need arise



Dogs Trust response: “We question the effectiveness of issuing on-the-spot fines for not being in possession of a poo bag and whether this is practical to enforce.”

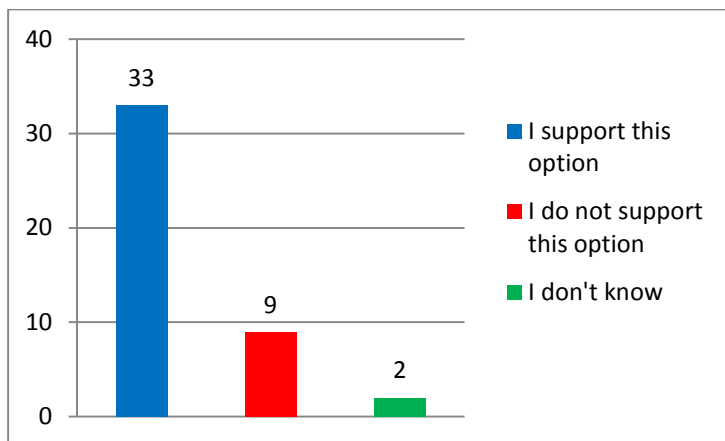
There were seven comments received with four in full agreement. Two comments did not like this approach believing it to be “a step to far” and could lead to confrontation.

4. Requirement for dogs to be kept on a lead, no longer than 2 metres, if within 3 metres of a highway



Nine comments were received about this question and they were fairly varied with some believing that dogs should be on leads at all times and some are happy for dogs to be off the lead, other comments focused on that there should be a caveat if there is a suitable boundary to the highway. One commented that their preference was a 3m lead as most extension leads are 3-5m, and one thought that a 2m lead is still too long.

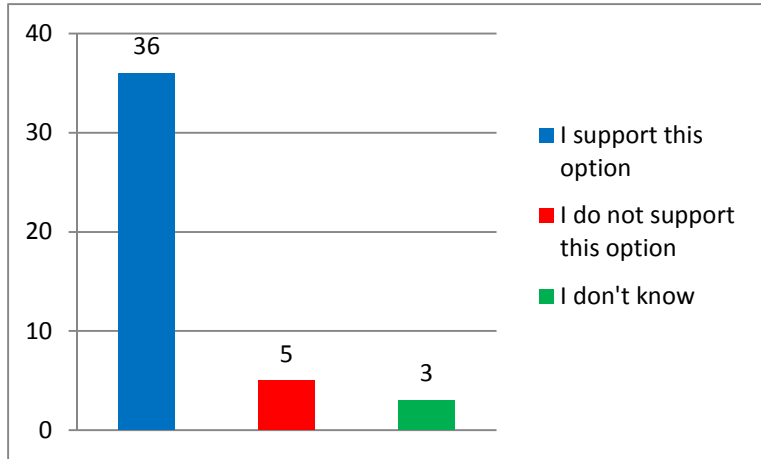
5. Requirement to put a dog/dogs on a lead(s), no longer than 2 metres, when instructed to do so by an authorised officer



Dogs Trust response: "We consider that this order (Dogs on Leads by Direction orders) is by far the most useful, other than the dog fouling order, because it allows enforcement officers to target the owners of dogs that are allowing them to cause a nuisance without restricting the responsible owner and their dog. As none of the other orders, less fouling, are likely to be effective without proper enforcement we would be content if the others were dropped in favour of this order."

Generally people support this option but there were a few comments as to why, where or when this would need to happen and would there be a publicly available protocol on this. There was a question about how there would be safeguards against abuse of power. There was also a query around whether the authorised officer actually has these enforcement powers.

6. A prohibition of dogs from enclosed children’s play areas



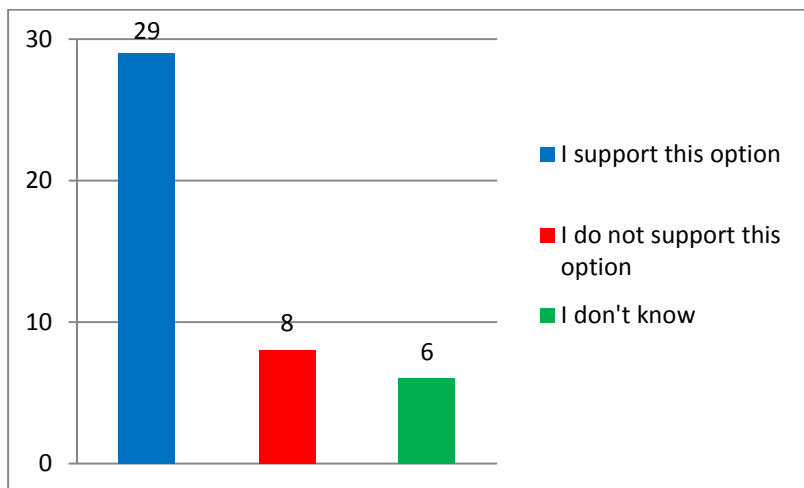
Dogs Trust response: “Dogs Trust accepts that there are some areas where it is desirable that dogs should be excluded, such as children’s play areas, however we would recommend that exclusion areas are kept to a minimum and that, for enforcement reasons they are restricted in enclosed areas. We would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries. Dogs Trust would highlight the need to provide plenty of signage to direct owners to alternative areas nearby in which to exercise dogs.”

Again there is general support for this option some of the comments ask what about if you have children and dogs, whether there will be signs as to what to do if the rules are being flouted and could there be designated areas for dogs. Two of the comments completely agree with this question and that dogs should never be allowed in play areas.

7. Are there any other areas/locations from which you think dogs should be excluded?

The most popular response to this question was no with thirteen responses. Two responded with schools and then single suggestions included cemetery (on 2m lead), allotments (on 2m lead), paths, AONB, public areas & nature reserves where children play and outside food retailers.

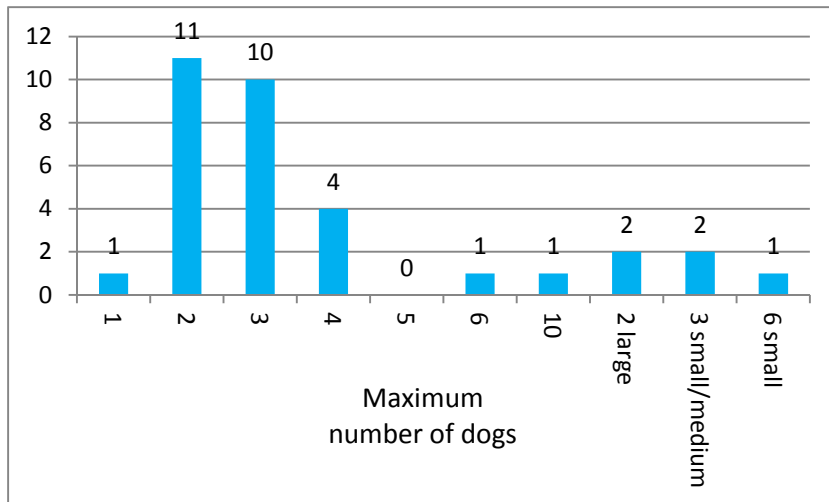
8. Do you think there should be a restriction on the maximum number of dogs one person may take for a walk at a time?



The responses to this question are themed and they are set out below:

Depends on the dog (size, or if trained)	5
Depends on the owner	4
If they are controlled then no problem	2
More than 2 is anti-social/how pick up waste	2
Depends on the situation	1
Could affect dog welfare if limited	1
Should be on lead if on the chase	1

9. What is the maximum number of dogs that you think one person should take for a walk at a time?



Comments from this question tended to follow the themes from the previous question, they are set out below:

Depends on the dog (size, or if trained)	2
Depends on the owner	2
If they are controlled then no problem	1
Only 2 to be off lead	1
Depends on the location	1

Any further comments:

There was a variety of further comments to this survey. They are set out below:

- The dog walker must take responsibility and be confident that they can control their dog(s)
- There needs to be controls on dog ownership
- There is too much dog mess around and not enough bins
- There needs to be publicity on how dogs should be restrained in cars
- There was two bins at the entrance to the play area in WS15 1GA. One has gone and the other overflows. This has been the case for twelve months
- If walking more than one dog they should be on a lead
- Dogs should be kept on leads at all times and on Cannock Chase
- The penalty should be multiplied by the amount of dogs
- This could affect professional dog walkers but perhaps exempted if have public liability
- There needs to be some clarity on whether it refers to purely fenced children’s play areas or the whole park
- Hope the council can fairly consider dog owners views as well as anti-dog persons views and develop a common sense policy

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Appendix 3

Full breakdown of comments from PSPO Survey stage 2**1. Requirement to “pick up” the waste immediately**

Education program needs setting up as part of this requirement for people when caught
More dog waste buns would be useful.
Isn't this already a legal requirement?

2. Requirement to dispose of the waste in a suitable bin

More waste bins needed to stop excuses of nowhere to put it, as this excuse is used regularly
Bin at Chester Road Park has been removed. Needs reinstating asap.
More bins to be made available/emptied regularly
Or take home!!!!
Put bins around areas - then there is no excuse for people to hang bags from trees
Please ensure adequate distribution of bins
If no bins available, take it home and dispose of it!
If there was enough bins around!
However may I add bins must be added in more locations, most are overflowing and disgusting like the ones at Etchingill. To enforce you need to really add more bins round the area.
If you provide the bins people will use them. People are not going to carry a bag of excrement for miles.
I would support this view IF the council were to provide adequate waste bins

3. Requirement for dog walkers to demonstrate when requested by an authorised officer, that they have the means to “pick up” dog mess should the need arise

A dog may 'go' more than once so owners should always have a spare bag when requested 'no excuses'
Stop and ask if they have poo bags, if not why not
Poo bags are about £1.00 for 100 - no excuse
It should be compulsory
Does this mean by showing the officer a dog mess bag?
Some of these "authorised officers" are complete jobsworths; I can imagine this would lead to confrontation.
This is a step to far no one even the police as the authority to stop someone to see if they are carrying a waste have. Common sense please!

4. Requirement for dogs to be kept on a lead, no longer than 2 metres, if within 3 metres of a highway

This should stop dogs from dashing into the road plus reducing trip hazard of a long leash
Two metres is quite long. It still allows a dog to jump off the pavement. I would opt for a shorter lead
It would be better if dogs where to be kept on leads at all times it would save any confrontation from loose dogs and there owners and save all the dogs that are kept on a lead from being attacked
Especially as cars ignore speed signs when there is a 30 mph limit - people and dogs are at risk
I think that ALL dogs should be kept on a lead at ALL times (long training leads for fields), my dog is scared of other dogs, and has been threatened by multiple dogs when they have walked up to him, then the owners shout at ME when my dog barks at them to say "leave me alone", even though they have their dogs OFF the lead.
I frequently run with my dog on footpaths by the side of the road and he's often off the lead.
If a dog is well trained enough there should be no reason why they can't be off the lead
Caveat that not applicable if a suitable boundary is erected preventing the dog from entering the highway
Preference for this to be 3 metre lead - most extension leads are between 3 and 5 metres long

5. Requirement to put a dog/dogs on a lead(s), no longer than 2 metres when instructed to do so by an authorised officer

Dog owners should not have to be told if they respect other people and value their dogs.
Depends on the reasons discharge the responsibility and safeguards against abuse of power and also how to define a reasonable request
How does the authorised officer identify themselves? And what protocol must they follow? Will this protocol be available for public viewing?
More speed limit signs - too many idiots travelling too fast
Dogs should be on the leads AT ALL TIMES, granted allowing a longer lead on fields so they can run around, but they are controlled by their owner still
Don't waste your time. You have no authority and please don't waste the police time. Not enforceable so don't waste time effort and taxpayers money trying
Note comment in Q4 re length of lead
What powers will the AO have if someone doesn't comply? FPN? How will they get the person's name and address?
Depends on where and when

6. A prohibition of dogs from enclosed children's play areas

The list should also include tennis courts
All dogs should be excluded. If a dog fouls the ground even if mess is picked up infection is still in the ground and could be fatal to children
It would be good if there were designated areas where dogs were encouraged.
If my dog has done its business and there's no children in the park there's no harm in allowing him to run free if we are on our own (and I have the means to pick up after my dog in the unlikely event he did something unpleasant again)
In most of the areas suggested this is already enforced
At the play area signs should be put up to advise patrons off the measures to take if someone is flouting these rules.
I think you need to deal with anti-social behaviour in these areas first!
What if you have children and dogs!? Not fair to exclude dogs which the children enjoy walking. As long as the dogs aren't on the play equipment
Dogs should never be allowed in a children's play area
Many families have children and a dog. It is part of going to a play area to include walking the dog at the same time. This point will cause difficulties for some families as they will either have to take the dog separately or leave a family member outside the play area with their dog

7. Are there any other areas/locations from which you think dogs should be excluded?

Yes in cemetery and allotments dogs must be kept on a lead no longer than 2 metres in length
No
Paths because dog owners can not be trusted to clear mess up as can be seen on any pathway in Cannock areas.
I don't support the enclosed children's play area (as long as there are no children in the park)
NO
no
no
Cannock Chase AONB ALL AREAS!!!
Certainly not! Dogs are a big part of many families, and should be considered as such.
In public areas and nature reserves where children are at play.
None I can think of. The amount of dog mess which is left around Heath Hayes is not acceptable.
Outside food retailers & schools
no

No. Dogs have as much rights as people. Cannock chase has always been a wonderful place to exercise dogs and encourages people to walk more so the health benefits are perfect. Without dog walkers what would happen to cannock chase? It would be abandoned
No
No
School gates
No
No
No. Most people who own dogs are law abiding and take enjoyment in physical exercise and social aspects for both the dog and themselves

8. Do you think there should be a restriction on the maximum number of dogs one person may take for a walk at a time?

Two dogs should be maximum. Any more and handler would have difficulty managing to clear mess up. *
I walk 2 and any more than that is anti-social in my opinion and uncontrollable.
difficult to define as it depends on the dogs, the owner and the situation
Do much of a varied question, depends on the sizes of the dogs
From personal experience, was chased by a number of dogs whilst on bike up chase. The owner was walking four and had no control over them.
1
Realistically depends on the ability of the walker to handle the dogs, obviously an old lady with 6 rottweilers would not be good!
I do not believe anyone can control more than 2 large dogs
This depends on the level of training the dogs and owners have, if 1 person is taking 5 dogs who are well trained and listen to their owner this is fine, but there are some people who take their 2 dogs and cannot control them - this is the issue.
Have seen three dogs being walked, but not under control because one or more of the dogs are too big & uncontrollable.
Personally I think 2, 3 becomes a pack in a situation but 2 are manageable. It would be very hard working and walking dogs separately so I would say this one would be hard to enforce with families with more than one dog and would affect the welfare of the dogs if only one could be walked at a time.
As long as the dogs are co trolled what's the problem?
No, but that person should be able to demonstrate the facilities and competency to control all of the dogs together at any one time
No. A person walking one off lead dog can be more of a menace than my three on-lead dogs. My husband and I walk six between us, on leads and under control but come across dogs off lead whose owners have no control over all the time. It my opinion that all dogs should be on leads on Cannock Chase due to the risk to wildlife and other dogs, but that's a very unpopular opinion.
May depend on the size of dog and their ability not pull on a lead
If the owner can demonstrate control then why penalise

9. What is the maximum number of dogs that you think one person should take for a walk at a time?

6
4
4
* As above, plus any more and it would be harder to control them as I see regularly
3. Maximum number of dogs in a persons control should be a maximum of 3
2
3
4 with only two off lead at any time
2

4
difficult to define as it depends on the dogs, the owner and the situation
Same as above???
3
2
1
10
Depends on the size and behaviour of the dogs, physical ability of the handler, and the location being walked.
2 medium or large or 3 small to medium
3
depends on level of training
Two
Two
2
2
3
2 for the reasons above
2 to possibly 3 if they are small dogs
Three
3
2
Depending on size, behaviour and level of training and also ability and strength that dog walker have, health etc.
See above
2
3
I can walk four on lead safely, and have done regularly on Cannock Chase. I limit my numbers to two dogs at a time while walking on streets due to the risk of them reacting to cats. We currently have six dogs and I do two separate walks with three dogs in each group. All on leads, and 5 out of 6 are muzzled as they are sighthounds. If a small off lead dog suddenly ran out from bushes my dogs would be inclined to try and catch it as they were all previously worked before rescue.
Don't think there should be a number, just that they are controlled by the walker or walkers
3
2 big dogs, 6 small dogs
Three at most
Again it depends if that person can demonstrate control

10.

11.

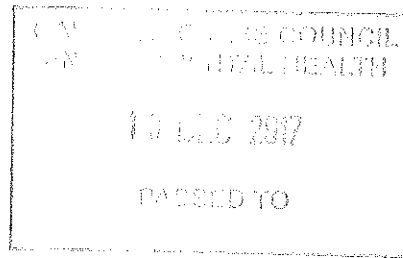
12. Any further comments

As per our response to the previous consultation in January 2017, we still think the maximum number of dogs to be within control of one person should be six. There are, however, vast differences in the way individual dogs behave and one unruly dog might be more difficult to control than six well-behaved ones. Ultimately, the dog walker needs to take responsibility for the behaviour of their dogs(s) and needs to be confident they can control them in any given situation – Chief Executive Staffordshire County Council
The owning of dogs has got out of hand and some kind of control needs to be developed
Fed up of seeing black bags full of dog mess dropped anywhere and everywhere
More publicity needed that dogs should be restrained in cars, the police should be enforcing this as per the highway code
WS15 1GA. There used to be a bin at each entrance of the play area. One has gone and this means that the one remaining bin overflows every week. Why has it not been replaced???

12 months now. DISGRACEFUL
People have a responsibility to control their dogs and if walking a "pack" how they are likely to react to other dogs.
Don't think this survey is quite captioning the required information
But they should all be kept on a lead if there is more than one or if they are known to be dangerous dogs like ex guard dogs this happens at the moment by two German Shepherds on Heath Hayes park Wimblebury Road
More dog waste bins
I own a staffy, who I rescued from the Kennels, and he is terrified of other dogs. We keep him on a short lead as I know he doesn't like other dogs when they get too close to his personal space. It annoys me when a person who is walking their dog OFF the lead, and their dog walks up to mine and barks at him, or gets too close, and when my dog barks back I'm the irresponsible owner because I have a staffy (on a lead) who barked at a dog who is OFF their lead. The stigma is unfair, and it would be solved by keeping ALL dogs on leads.
The penalty should be multiplied by the number of dogs being walked
Would affect professional dog walkers but perhaps exempted if have liability insurance.
No
The problem of off lead dogs being out of control on Cannock Chase needs addressing. Quite often the owner cannot even see their dog so I can't see how they can have it under control. A particular problem is the carp ark areas where people just open their boot and let their dogs run around while they chat or get boots on. It's a hazard to those of us with reactive dogs who are on leads and are trying to get back to our cars. The off-lead dogs are not only a hazard to people like me, but also walkers, bike riders, deer and horses.
The proposals list a number of play areas to be included however it is not clear whether it refers purely to the fenced children's play areas or the whole park. I regularly take my dog to Ravenhill Park in Brereton, as do many others. If she was excluded from the whole park or had to be on a 2 metre lead in the whole park it could be damaging to dogs health if they cannot have off lead running. Dogs need proper exercise for their health and with issues with adders on Cannock Chase in the summer and more recently concerns about Alabama Rot.
No
I hope the council can seriously and fairly consider the views of dog owners to those views of anti-dog persons and demonstrate a common sense policy

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Mike Walker
Cannock Chase Council
Civic Centre
PO Box 28 Beecroft Road
Cannock
Staffordshire
WS11 1BG



CANNOCK CHASE
13 DEC 2017 11:11
COUNCIL ROOM

04 December 2017

Dear Mike,

Thank you for getting in touch with us to let us know about the further consultation you are hosting with regards to the conversion of Dog Control Orders into Public Space Protection Orders. Dogs Trust would like to contribute the below comments to the second stage of this consultation.

1. Re; Fouling of Land by Dogs Order:

- Dogs Trust consider 'scooping the poop' to be an integral element of responsible dog ownership and would fully support a well-implemented order on fouling. We urge the Council to enforce any such order rigorously. In order to maximise compliance we urge the council to consider whether an adequate number of disposal points have been provided for responsible owners to use, to consider providing free disposal bags and to ensure that there is sufficient signage in place.
- We question the effectiveness of issuing on-the-spot fines for not being in possession of a poo bag and whether this is practical to enforce.

2. Re; Dog Exclusion Order:

- Dogs Trust accepts that there are some areas where it is desirable that dogs should be excluded, such as children's play areas, however we would recommend that exclusion areas are kept to a minimum and that, for enforcement reasons, they are restricted to enclosed areas. We would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries.
- Dogs Trust would highlight the need to provide plenty of signage to direct owners to alternative areas nearby in which to exercise dogs.

Dogs Trust

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Patron: Her Majesty The Queen

Registered Charity Numbers: 227523 & SC037843



3. Re; Taking more than a specified number of dogs onto a land:

- The behaviour of the dogs and the competency of the handler need to be taken into consideration if considering this order. Research from 2010 shows that 95% of dog owners have up to 3 dogs. Therefore the number of dogs taken out on to land by one individual would not normally be expected to exceed four dogs.

4. Re; Dogs on Lead by Direction Order:

- Dogs Trust enthusiastically support Dogs on Leads by Direction orders (for dogs that are considered to be out of control or causing alarm or distress to members of the public to be put on and kept on a lead when directed to do so by an authorised official).
- We consider that this order is by far the most useful, other than the fouling order, because it allows enforcement officers to target the owners of dogs that are allowing them to cause a nuisance without restricting the responsible owner and their dog. As none of the other orders, less fouling, are likely to be effective without proper enforcement we would be content if the others were dropped in favour of this order.

5. Re; Taking more than a specified number of dogs onto a land:

- The behaviour of the dogs and the competency of the handler need to be taken into consideration if considering this order. Research from 2010 shows that 95% of dog owners have up to 3 dogs. Therefore the number of dogs taken out on to land by one individual would not normally be expected to exceed four dogs.

We believe that the vast majority of dog owners are responsible, and that the vast majority of dogs are well behaved. In recognition of this, we would encourage local authorities to exercise its power to issue Community Protection Notices, targeting irresponsible owners and proactively addressing anti-social behaviours.

We work with Councils across the UK in a variety of ways to help them to promote Responsible Dog Ownership. Please do not hesitate to contact me should you wish to discuss this matter.

We would also be very grateful if you could inform us of the outcome of the consultation process and of subsequent decisions made in relation to the PSPO.

Yours faithfully,

Jessica Hutton

Dogs Trust

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ENVIRONMENTAL HEALTH
CANNOCK CHASE
11 DEC 2017 P W
COUNCIL POST ROOM

John Henderson CB
Chief Executive
Chief Executive's Office
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E-mail john.henderson@staffordshire.gov.uk
Website: www.staffordshire.gov.uk

Mr M Walker
Environmental Protection Manager
Cannock Chase Council
Civic Centre
PO Box 28
Beecroft Road
Cannock
WS11 1BG

My ref: JH/MW JH762

Date: 6th December 2017

Dear Mr Walker

Anti-Social Behaviour Crime and Police Act 2014
Cannock Chase District
Conversion of Dog Control Orders to Public Space Protection Order and consideration
of additional controls
FURTHER CONSULTATION

Thank you for your letter of 10 November 2017 with regard to further consultation on the above.

We would respond to the questions asked as follows:

Q1 Requirement to "pick up" the waste immediately.
I support this option

Q2 Requirement to dispose of the waste in a suitable waste bin.
I support this option

Q3 Requirement for dog walkers to demonstrate when requested by an authorised officer, that they have the means to "pick up" dog mess should the need arise.
I support this option

Q4 Do you think there should be a restriction on the maximum number of dogs one person may take for a walk at a time?
Yes



INVESTOR IN PEOPLE

the knot unites



Q5 What is the maximum number of dogs that you think a person should take for a walk at a time?

Six

Any further comments

As per our response to the previous consultation in January 2017, we still think the maximum number of dogs to be within the control of one person should be six. There are, however, vast differences in the way individual dogs behave and one unruly dog might be more difficult to control than six well-behaved ones. Ultimately, the dog walker needs to take responsibility for the behaviour of their dog(s) and needs to be confident they can control them in any given situation.

Thank you for consulting with us further on this matter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J Henderson', with a long horizontal line extending to the right.

John Henderson CB
Chief Executive

APPENDIX 4

**Proposed Public Space Protection Order
(Dog Control) 2018**

**Cannock Chase District Council Public Space Protection Order (Dog Control)
2018**

This Order is made by Cannock District Council (“the Authority”) under Section 59 of the Antisocial Behaviour Crime and Policing Act 2014, because it appears to the Authority that a Public Space Protection Order would reduce dog related anti-social behaviour taking place in the District.

The Council is satisfied that the conditions required for the introduction of a Public Space Protection Order have been met, in that :

(a) activities carried on in the relevant areas as described below have had a detrimental effect on the quality of life of those in the locality, or it is likely that these activities will be carried on in the public place and they will have such an effect;

(b) the effect, or likely effect, of the activities is, or is likely to be, of a persistent or continuing nature, is, or is likely to be, such as to make the activities unreasonable, and justifies the restrictions imposed by the Order..

This Order relates to all relevant land within the District of Cannock Chase as specified in the following schedules

This Order may be cited as the Cannock District Council Public Space Protection Order (Dog Control) 2017.

BY THIS ORDER

The effect of the Order is to impose the following requirements at all times:-

1 Dog Fouling

1.1 This article applies to any land which is open to the air and to which the public are entitled or permitted to have access (with or without payment). For the purposes of this Order land which is open to the air on at least one side is to be treated as land which is open to the air. The order does not apply to land put at the disposal of the Forestry Commissioners under Section 39 of the Forestry Act 1967.

1.2 If a dog defecates at any time on land to which this Order applies and a person who is in charge of the dog at that time fails to remove the faeces from the land forthwith, that person shall be guilty of an offence, unless-

(a) that person has a reasonable excuse for not doing so; or

- (b) the owner, occupier or other person or authority having control of the land has consented (generally and specifically) to his/her failure to do so.
- 1.3 If a person who is in charge of a dog does not have or produce when requested by an authorised person, a receptacle for picking up dog faeces, that person shall be guilty of an offence.
- 1.4 A receptacle is defined as any object capable of holding faeces pending its proper disposal.
- 1.5 For the avoidance of doubt if the person in charge of the dog fails to dispose of the faeces in a suitable bin provided for this specific purpose, or generally for the disposal of waste that person is guilty of an offence
- 1.6 For the purpose of this article –
- (a) a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog;
- (b) being unaware of the defecation (whether by reason of not being in the vicinity or otherwise), or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces;

2 Dogs on leads

- 2.1 This article applies to all carriageways and adjoining footpath verges within 3 metres of such carriageways within the District of Cannock Chase. The Order does not apply to land put at the disposal of the Forestry Commissioners under Section 39 of the Forestry Act 1967.
- 2.2 Any person in charge of a dog, at any time, who
- (i) fails to keep the dog on a lead in the specified areas, or
- (ii) fails to put the dog on a lead when instructed to do so by an authorised person,
- shall be guilty of an offence unless–
- (a) he has a reasonable excuse for failing to do so; or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.
- 2.3 For the purposes of this article a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.
- 2.4 For the purpose of this article a lead shall be no more than 2 (two) metres in length

3 Dog Exclusion

- 3.1 This article applies to all children's play areas specified on Schedule 1 of this Order.
- 3.2 A person in charge of a dog shall be guilty of an offence if that person takes the dog onto, or permits the dog to enter or to remain within a fenced children's play area specified detailed in the Schedule to this Order unless –
- a) the person has a reasonable excuse for doing so; or
 - b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his doing so.
- 3.3 For the purposes of this article a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.

4 Maximum Number of dogs

- 4.1 This article applies to any land which is open to the air and to which the public are entitled or permitted to have access (with or without payment). For the purposes of this Order land which is open to the air on at least one side is to be treated as land which is open to the air. The order does not apply to land put at the disposal of the Forestry Commissioners under Section 39 of the Forestry Act 1967.
- 4.2 The maximum number of dogs a person is permitted to be in control of on land to which this Order applies is 6
- 4.3 Any person in charge of more than one dog shall be guilty of an offence, if, at any time, that person takes more than the number of dogs specified in article 4.2 on to land to which this Order applies unless –
- a) the person has a reasonable excuse for doing so; or
 - b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his doing so.
- 4.4 For the purposes of this article a person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.
- 5.** The provisions of this order shall not apply to a person with a disability who is accompanied by an assistance dog.
- 5.1 A person with a disability is defined under section 6(1) of the Equality Act 2010 (as amended) as a person with –
- (a) a physical or mental impairment, and

(b) the impairment has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities.

5.2 An assistance dog is defined under section 173(1) of the Equality Act 2010 (as amended) as –

(a) a dog which has been trained to guide a blind person;

(b) a dog which has been trained to assist a deaf person;

(c) a dog which has been trained by a prescribed charity to assist a disabled person who has a disability that consists of epilepsy or otherwise affects his/her mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects; or

(d) a dog of a prescribed category which has been trained to assist a disabled person who has a disability (other than one falling within paragraph (c)) of a prescribed kind.

PENALTIES

6.1 A person who is guilty of an offence of failing to comply with a requirement of this Order will be liable, on summary conviction to a fine not exceeding level 3 on the standard scale (currently £1,000) or if in receipt of a Fixed Penalty Notice to a penalty of £100.

6.2 A person commits an offence if he fails to give his name and address when required to do so by an authorised person, or gives a false or inaccurate name or address to a person so authorised, when the authorised person proposes to give a person a Fixed Penalty Notice for failing to comply with a requirement of this Order. On summary conviction a person will be liable to a fine not exceeding Level 3 on the standard scale (currently £1,000).

Given under the Common Seal of Cannock Chase District Council on the.....day of.....20

**The COMMON SEAL of
CANNOCK DISTRICT COUNCIL**
was hereunto affixed in the presence of:-

.....
Authorised Signatory

Schedule 1

Fenced Children`s play areas and other areas from which dogs are to be excluded.

Arthur Street	Wimblebury
Bettys Lane	Norton Canes
Boston Close	Heath Hayes
Brownhills Road	Norton Canes
Chapel Street	Norton Canes
Hayes Way	Heath Hayes
Heath Hayes Park	Heath Hayes
Hednesford Park	Hednesford
Lingfield Road	Norton Canes
Meadow Way	Heath Hayes
St. Thomas Drive	Rawnsley
West Gate	Rawnsley
Williamson Avenue	Prospect Village
Bond Way	Pye Green
Bracken Close	Brindley Heath
Chester Road	Cannock
Cotswold Road	Pye Green
Elizabeth Way	Cannock
Elmore Park	Rugeley
Flaxley Road	Rugeley
Fortesque Drive	Rugeley
Green Lane	Rugeley
Hagley Skate Board Area	Rugeley
Hillary Crest	Rugeley
Jeffery Close	Rugeley
Ravenhill Park	Brereton
Rugeley Leisure Centre	Rugeley
Swallow Close	Rugeley
Barnard Way	Cannock
Bevan Lee Road	Cannock
Bunyan Place	Cannock
Cannock Park	Cannock
Monarch Park	Cannock
Oxford Green	Cannock
The Stadium	Cannock
Laburnum Ave	Cannock
Oxford Road	Cannock
Union Street	Bridgetown
Wellington Drive	Cannock
Wrights Avenue	Cannock

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Report of:	Head of Economic Prosperity
Contact Officer:	Mrs C Eggington
Telephone No:	01543 464326
Portfolio Leader:	Economic Development & Planning
Key Decision:	Yes
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
LOCAL PLAN REVIEW (ISSUES AND SCOPE) CONSULTATION

1 Purpose of Report

- 1.1 To present the Cannock Chase Local Plan Review Issues and Scope consultation document for approval and to seek authority to publicly consult on the document in line with legal requirements and in line with the Council's adopted Statement of Community Involvement.

2 Recommendations

- 2.1 That Cabinet approves the Cannock Chase Local Plan Review Issues and Scope consultation document (Appendix A) and agrees for this to be 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 will be carried out in line with the Council's current adopted Statement of Community Involvement 2014.
- 2.2 That Cabinet authorises the Head of Economic Prosperity in consultation with the Portfolio Leader for Economic Development and Planning to make any non-substantive changes considered necessary to the document prior to it being published, and agree the arrangements for the consultation.
- 2.3 That Cabinet agrees to delegate finalisation of the accompanying documentation for the Issues and Scope Consultation (the Strategic Environmental Assessment and Sustainability Appraisal scoping report) to the Head of Economic Prosperity in consultation with the Portfolio Leader for Economic Development and Planning.
- 2.4 Members are requested to note that an updated Statement of Community Involvement is included for consideration elsewhere on this agenda, and,

subject to Cabinet approval, this will also be consulted upon alongside the Local Plan Issues and Scope paper.

3 Key Issues and Reasons for Recommendation

- 3.1 This report is to seek authorisation to consult on the first iteration of the new Local Plan for Cannock Chase District. This relates to an Issues and Scoping paper, which is asking for views and feedback on the issues which the new Local Plan should address.
- 3.2 The current Local Plan (Part 1) was adopted in 2014. Work ceased on Local Plan (Part 2) following Council resolution (21st 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 sets out the timetable for the new Local Plan process, and this report and proposed consultation is in fulfilment of this first step in the process of developing the new Local Plan.
- 3.3 The Issues and Scope consultation document is deliberately high level and broad to ensure that a wide range of matters are considered before detail of the new plan is formulated. It also enables those people who responded to the Local Plan (Part 2) consultation to see how their responses have been utilised as the new process begins.
- 3.4 Consultation will take place for an eight week period beginning on Monday 2nd July 2018. The Town and Country Planning (Local Planning)(England) Regulations 2012 (as amended) only requires a six week consultation period however it is felt appropriate to extend this to eight weeks given that this will be over the summer holiday period.
- 3.5 Members are requested to note that throughout this report, and through the appended Issues and Scope consultation paper, there is reference to a number of changes being made to planning policy at a national scale, many of which are the subject of recent government consultations. These changes will have consequences in terms of both local plan formulation and delivery and potentially may have cost implications in terms of providing an up to date evidence base to ensure that the plan is both sound and deliverable. This matter will be kept under review as draft changes are confirmed and consequences for planning policy at the local level are better understood.

4 Relationship to Corporate Priorities

- 4.1 The Local Plan will help to deliver the Council's corporate objectives of Promoting Prosperity and Community Wellbeing.
- 4.2 In terms of promoting prosperity, the Local Plan will help deliver the strategic objectives by helping to create the conditions for economic growth and opportunity. It will ensure that sufficient land is allocated for a range of employment and housing uses, linking these to opportunities for developing skills and encouraging a balanced portfolio of employment opportunities. It will

also include policies to ensure town centres are able to adapt to changing demands to ensure they are vibrant and diverse centres.

- 4.3 In terms of community wellbeing, the Local Plan will help ensure that people can lead healthy and active lifestyles within attractive, safe and healthy environments. It will consider a wide range of issues including, for example, open space, sport and recreation, walking, cycling and sustainable transport, improved air quality, and supporting opportunities for ensuring that the healthy choice is the easy choice.

5 Report Detail

Background

- 5.1 Local Plan (Part 1) was adopted in June 2014. This contains the strategy for growth and environmental protection in the District to 2028 including the scale, quantum and distribution of development and policies for its delivery. This was intended to be followed by Local Plan (Part 2), which would allocate sites for different types of development and potentially provide further policy detail if needed.
- 5.2 Members will recall that on 21st February 2018, Council resolved to cease work on Local Plan (Part 2), to trigger the process of undertaking a review of the Local Plan as a whole. This document is the first stage in that process. The timetable for the review was incorporated into an updated Local Development Scheme: i.e. the timetable for Local Plan production. This is a statutory requirement and is used by Government to measure the Council's performance in terms of Local Plan delivery.
- 5.3 There were several reasons for the need for a review, as set out in the Cabinet report dated 25th January 2018. Key drivers were the fact that Local Plan (Part 1) would need reviewing five years after the date of adoption (i.e. in 2019) as a result of new legislation; that Government is making several changes to the National Planning Policy Framework which will need to be considered in formulating revised, or even new policy; and there are more localised issues to be addressed under the statutory Duty to Co-operate, particularly in relation to the significant housing shortfall across the Greater Birmingham Housing Market Area.

The consultation documents

- 5.4 The Issues and Scope document attached at Appendix A is the first stage in the consultation process. Regulation 18 of the Town and Country Planning (Local Planning)(England) Regulations 2012 sets out that, at the outset of Local Plan preparation, a Local Planning Authority must consult on the subject of a Local Plan and seek representations on what the Plan should therefore contain in relation to that subject.
- 5.5 As the plan develops through the different stages of development (as per the timetable set out in the Local Development Scheme) it will also need to be

accompanied by a Sustainability Appraisal, as required by the Section 19 of the Planning and Compulsory Purchase Act 2004. At this point, the consultation document is not specific enough to enable such assessment work to be undertaken: this work will begin in relation to the Issues and Options document, which will follow on in early 2019.

- 5.6 However, the scope of the Sustainability Appraisal will need to be agreed before this can happen. Legally, there is only a requirement to consult with the Environment Agency, Historic England and Natural England on the Sustainability Appraisal Scoping Report, however it is felt it would be expedient to publicly consult on this at the same time as the Local Plan Issues and Scoping document, in order to be thorough and transparent.
- 5.7 The Local Plan Issues and Scope consultation document (Appendix A) follows the same structure as Local Plan (Part 1). It looks at the District Profile (key features of the District), the Local Plan (Part 1) objectives and at each adopted policy in turn, considering the new and emerging issues which have arisen since the plan was adopted, and how these might need to be taken into account in a future plan.
- 5.8 The document considers how it relates to the Council's new Corporate priorities, and draws upon comments which were received when the consultation on Local Plan (Part 2) was undertaken in 2017, so that respondents can see how their comments are being used in taking the new plan forward.
- 5.9 A non technical summary will be produced to accompany the main document.

The headline issues

- 5.10 There are many issues which will need to be covered as the new plan develops: the document covers these as far as officers have been able to anticipate them, but asks for feedback to see if anything has been missed. There are some issues, however, which will be of particular significance as they represent strategic changes which the plan will need to address, so these are set out in the following paragraphs.
- 5.11 **Housing numbers.** The Government has made it clear that it wants to speed up housing delivery and address a national housing supply shortfall. Allied to this, it wants to speed up the planning process. Local Plans have often been delayed by lengthy debates over the evidence used to determine housing requirements for Local Authority areas, and so the Government intends to introduce a standard methodology which will set a figure for each area. The Government has outlined in its recent consultation on changes to national policy and guidance that, once finalised, this will be the default figure for plans which are more than five years old (particularly in terms of determining five year housing land supply positions). Hence the standardised figure will most likely start to apply for this District in 2019. Whilst this has not yet been finalised, indicative figures for Cannock Chase show that the requirement is

likely to rise from our current figure of 241 per annum to around 295 per annum.

- 5.12 **Sub division of the Housing Requirement.** the Government is proposing that the overall housing requirement figures for Local Authorities are then sub divided, so a proportion will need to be assigned to designated Neighbourhood Areas in certain circumstances.
- 5.13 **Housing Delivery Test.** This will come into force starting in November 2018. It is important that Members are aware of this emerging requirement as it provides relevant context for the new Local Plan, and the Government's prioritisation of housing growth.
- 5.14 Under this test, Councils will be measured against their housing requirement in terms of delivery of new homes (the housing requirement to be used will depend upon the status of the Councils' relevant Local Plan i.e. plans that are more than five years old and in need of review will default to nationally determined requirements for their local area)¹ .
- 5.15 There are likely to be a series of measures depending on performance over a three year period. This is still work in progress nationally, but early indications are that delivering below 95% of the requirement will constitute 'under delivery' which will require the Council to produce an action plan. Below 85% represents 'significant under delivery' which will require an action plan plus additional sites being brought forward from later in the plan period to provide a 20% buffer to the five year supply of sites. In terms of 'substantial under delivery', transitional measures are being proposed, however in summary by 2020 this scenario will apply where delivery is below 75% of the housing requirement. In such a case, the adopted, relevant Local Plan policies could be considered 'out of date' and the national planning policy 'presumption in favour of sustainable development' would apply.
- 5.16 While Government is still developing this test, early indications are that this District could potentially fall within the remit of having to develop an action plan. The new Local Plan will need to consider how it can boost its housing supply to avoid performance measures which at present are policy-related. However, financial-related punitive measures have been mentioned in relation to the New Homes Bonus and are still under consideration by the Government with further consultation anticipated in 2019 / 20.
- 5.17 **Housing Shortfall.** As Members will recall from previous Cabinet reports regarding the Local Plan, there is a significant housing shortfall across the Greater Birmingham Housing Market Area (GBHMA)². The National Planning

¹ Clarification has been recently sought in response to the Government consultation on the housing delivery test in terms of whether household growth projections or the standard housing methodology figures will apply.

² The GBHMA area consists of fourteen local authorities: Birmingham, Bromsgrove, Cannock Chase, Dudley, Lichfield, North Warwickshire, Redditch, Sandwell, Solihull, South Staffordshire, Stratford-upon-Avon, Tamworth, Walsall and Wolverhampton.

Policy Framework requires authorities to assist in meeting unmet needs arising in neighbouring areas where it is reasonable to do so having regard to the principles of sustainable development.

- 5.18 Under the statutory Duty to Co-operate, the Local Authorities concerned have been working together for a number of years to address the issue, which is one of the key issues being investigated through reviews of Local Plans across the West Midlands geography. Initially, consultants Peter Brett Associates were commissioned in 2013 to produce a Strategic Housing Needs Study to assess the future housing requirements of Birmingham and the Black Country, including various high-level scenarios to meet the shortfall. The report was published in stages: Stage 2 (November 2014) defined the Housing Market Area and assessed housing need from 2011-31 and Stage 3 (August 2015) considered high level options for accommodating the further growth. The report advised that the supply of brownfield land in the region is finite and even if all reasonable brownfield options were built out there would still be a shortfall requiring the release of green field sites in the HMA area, potentially including some Green Belt options.
- 5.19 Further to this high-level study it was clear that further, more detailed investigation was required. In 2017 the Greater Birmingham HMA Strategic Growth Study³ was commissioned from GL Hearn / Wood by the fourteen authorities in the GBHMA. This considered the period 2011 – 2036 (a longer timescale than the previous study given that local plan reviews which have been triggered by the shortfall issue will need to cover a 15 year time period). It concluded that across the GBHMA as a whole there is a shortage of 28,150 homes to 2031 and 60,900 to 2036.
- 5.20 The study considered the following for the whole of the GBHMA area: current capacity; potential for increasing densities; further supply on non-Green Belt sites and potential Green Belt opportunities utilising a strategic Green Belt review. It concluded that, even with higher density development and utilising any additional supply identified from brownfield sites, there would still not be enough capacity to avoid the need to utilise some green field and Green Belt sites across the GBHMA. It therefore identified 'areas of search' which the individual local authorities will need to investigate further through their Local Plan reviews. These include possible new settlements and large scale urban extensions, and smaller areas of 'proportionate dispersal'.
- 5.21 The study does not assign a housing number to each authority however, as the capacity to absorb further growth in a sustainable way will need to be explored further through Local Plan reviews and the evidence which supports these, and through the Duty to Co-operate working with the other GBHMA authorities. An initial 24 areas of search for large scale strategic growth (new settlements and large urban extensions) were narrowed down by the study to

³ The report can be viewed here <https://www.cannockchasedc.gov.uk/residents/planning/planning-policy/evidence-base-documents-websites>

a short list of 11 areas, none of which are located in this district, although it should be noted in terms of cross-boundary implications that the area north of Walsall (Brownhills) was identified on the original 'long list'. For this district, the areas of search which we will need to investigate relate to smaller scale 'proportionate dispersal' (ie smaller extensions to existing settlements) in the area to the south-east of the district. However, we will need to consider these 'in the round' with other options for accommodating housing in the district.

- 5.22 **Duty to Co-operate.** The Duty to Co-operate was introduced by the Localism Act in 2011 and requires public bodies to co-operate 'constructively, actively and on an ongoing basis' to address strategic priorities across local boundaries. Local Plan Inspectors will require evidence that the Council has met the Duty to Co-operate test when a Local Plan is submitted for examination: if this is not evidenced then the plan will not be able to proceed further. The Government is introducing a requirement for the production of Statements of Common Ground to assist with this process. Whilst the preceding paragraphs demonstrate that ongoing work under the Duty to Co-operate will be essential in terms of housing matters, it is likely to apply to several other areas of plan making and the Council will need to ensure early and constructive engagement at every step of the process.
- 5.23 **The strategy.** Given the issues outlined above, the Council will need to consider whether its current strategy for sustainable development across the District is still 'fit for purpose'. The strategy is currently focused upon growth which is proportionate to the scale of the District's existing communities, and which is urban focused (i.e. maximising supply from the existing urban areas and delivering growth on a series of urban extensions to those urban areas). No strategic amendments to the Green Belt boundaries were necessary to deliver this strategy at that time. However, the Local Plan (Part 1) does make reference to the need to consider safeguarding Green Belt land for potential development needs beyond the plan period (which now includes the issues outlined above) and the need to potentially extend Kingswood Lakeside (utilising land currently designated as Green Belt) for further high quality employment use subject to monitoring (which is now indicating an emerging shortfall of employment land).
- 5.24 The Government is placing increasing emphasis on brownfield sites, small sites and increased housing densities to minimise the need to develop Green Belt and green field sites, so the Local Plan will need to ensure it includes detailed work in this regard. Emerging Government policy also identifies the need to ensure that any loss of Green Belt is 'offset' by 'net gain' to the community (for example accessible open space and recreation facilities). It cannot be concluded at this point whether or not the release of Green Belt sites will need to be considered for development in the District as further evidence and assessment work needs to be undertaken. The Local Plan Issues document sets out the importance of the Green Belt locally and the national planning policy tests that have to be taken into account before any changes to Green Belt boundaries are made.

- 5.25 **Economic growth.** The Council will also need to consider how the new Local Plan can help deliver the District's economic growth ambitions, for example updates to the employment land requirements and identifying enough sites to meet those requirements. In addition to employment uses, this also includes the approach to town centres, how best to be able to respond flexibly given that change is particularly fast paced in retail and town centre usage (being driven by technological advances and changing consumer patterns for instance) and also changes to the local context with Mill Green Designer Outlet Village.
- 5.26 **Viability.** The Government is placing increasing emphasis on demonstrating viability at the plan making stage and this is likely to result in increased levels of scrutiny to show that that the plan is deliverable. Up to date evidence will need to be produced and members should be aware that this is likely to require a review of the Community Infrastructure Levy (as rates are set using viability evidence) which will need to follow immediately after the adoption of the Local Plan.
- 5.27 This is not an exhaustive list of the issues being set out in the document (and feedback is invited on any further issues) but is a summary of some of the key changes which will need to be considered.

6 Implications

6.1 Financial

Any costs associated with the Local Plan will need to be contained within existing approved budgets.

There are no further direct financial implications for the Council as a result of this report; however a number of elements within the report do have a financial impact on the Council for example the housing requirement for the District during the plan period will affect the level of New Homes Bonus receivable by the Council.

These elements will form the basis of future Capital and Revenue reports which will be submitted for Members consideration and will include detailed financial implications as and where required.

6.2 Legal

Legal implications are set out throughout the report.

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

The extensive consultation procedures provided for by the Planning & Compulsory Purchase Act 2004 cover human rights matters in terms of the Development Plan.

6.6 Data Protection

The Planning Policy Fair Processing Notice sets out how data is used in compliance with the GDPR.

6.7 Risk Management

A risk assessment has been undertaken. The main risks relate to the plan not being found sound and to potential legal challenge to the plan. These risks can be minimised by ensuring that the plan and its accompanying documents are legally compliant; that legal support is employed where necessary; that all interested parties are actively informed and engaged throughout the plan's preparation; that the plan is based on sound, robust evidence.

6.8 Equality & Diversity

The Local Plan will be subject to Equality Impact Assessment at the appropriate stages.

6.9 Best Value

There are no Best Value implications arising directly as a consequence of this report.

7 Appendices to the Report

Appendix A: Local Plan (Issues and Scope) Consultation Document

Previous Consideration

Revised Local Development Scheme and Local Plan Review – Cabinet – 25/01/18

Background Papers

- Planning and Compulsory Purchase Act 2004
- Localism Act 2011
- The Town and Country Planning (Local Planning) (England) Regulations 2012
- The Environmental Assessment of Plans and Programmes Regulations 2004
- The National Planning Policy Framework 2012 and MHCLG consultation proposals regarding the NPPF and developer contributions 2018
- Local Plan Part 1 including Rugeley Area Action Plan (adopted June 2014)
- Local Plan Part 2 Issues and Options Paper (January 2017)
- Cannock Town Centre Area Action Plan Issues and Options Paper (January 2017)
- Local Development Scheme 2018
- Statement of Community Involvement 2014

Appendix A: Local Plan Review (Issues and Scope) Consultation Document



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1. Introduction

What is this document about?

- 1.1 We are consulting on a new Local Plan for Cannock Chase District. The Local Plan will help shape the way in which the physical, economic, social and environmental characteristics of Cannock Chase District will change until at least the year 2036.
- 1.2 It will need to ensure that we provide the right amount and types of homes, sufficient and appropriate land to provide a range of local employment opportunities as well as providing the right conditions for retail, leisure and other kinds of uses. It will need to ensure that the natural and built environment, especially the highest quality and most sensitive areas, are protected and enhanced.
- 1.3 The plan will also have to provide the right infrastructure including transport, open and green spaces, education and the health and wellbeing of our communities.
- 1.4 The Local Plan is a statutory document and is therefore important in informing decisions on planning applications.

Why a new Local Plan?

- 1.5 The government is making significant changes to the way in which the planning system works. The Local Plan we currently use (Local Plan Part 1) was adopted by the Council in 2014 and set the strategic policies to guide development in the District up to the year 2028 e.g. number of new homes and employment land required.
- 1.6 We originally intended to follow this with Local Plan (Part 2) which was considering how we might choose which sites were suitable for which uses (housing, employment and so on) and if any more detailed policies were needed.
- 1.7 However, changes to the planning system mean that we now need to review our plans every five years, which means that we would need to be reviewing Local Plan (Part 1) in 2019. The need for review requires a Council to consider if any of its policies need to be updated or not. Given the likely changes to several key policy areas at the national level, the Council considered that an update of some of the key Local Plan (Part 1) policies would be necessary. The Council has therefore decided to cease work on Local Plan (Part 2) instead beginning work on a new Local Plan which will be able to take account of the changes to the planning system.

What happens to all of the work done already?

- 1.8 Given that it has been relatively recently adopted we think that much of Local Plan (Part 1) will still be of relevance, so we want to ensure this is retained. Furthermore, a lot of work was undertaken on the first stage of Local Plan (Part 2) and a lot of people went to great effort to provide us with their views on this: we value this input highly and

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will take these views into account as we move forward. The summary of responses was reported to Cabinet in August 2017.¹

- 1.9 Overall, the largest volume of comment when we consulted on Local Plan (Part 2) was in relation to objections to particular sites especially those which lay within the Cannock Chase AONB and / or the Green Belt and we will need to consider these matters further.
- 1.10 We have added further detail as we move through the document to say how we think these issues might be addressed through a new plan, where possible to do so.

What does preparing a Local Plan involve?

- 1.11 Preparing a Local Plan is complex, and we set the timescales out for its preparation in the Local Development Scheme. The table below sets out the key stages we will need in order to prepare the plan, and the timing of these. The Local Plan also has to be informed by a Sustainability Appraisal which is a legal requirement, and which ensures that we are taking ‘reasonable alternatives’ into account for delivering the development we need whilst ensuring that we do this in a balanced way taking account of environmental, economic and social considerations.

Preparation Stage	Description	Target Date
Commencement of work including evidence base updating	Evidence needs to inform the plan, so we gather this at the early stages and update where needed	February 2018
Regulation 18 Scoping and Issues Consultation	This is the stage we are currently consulting on. We are looking at the issues and scope which the plan needs to cover.	July 2018
Regulation 18 Issues & Options consultation	At this stage we consider the feedback from the Issues and Scope consultation, look at any further issues, and then suggest options for dealing with these. Options (for example) could include how we distribute growth across the district, where that growth should go (site options) and options for policies which will be used in determining planning applications.	February 2019
Preferred Option Consultation	This is a non statutory stage where we refine the plan into a draft version, based on the feedback of the previous	October 2019

¹ https://www.cannockchasedc.gov.uk/sites/default/files/04local_plan_pt_2_and_aap_feedback_rpt_cab_240817.pdf

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	consultation and using the evidence available. This will contain draft policies and site allocations, for example.	
Pre-Submission (Regulation 19) consultation	Once we have considered the feedback from the previous consultation, this is the final draft, which we have to publish for comment before submitting the plan to the Secretary of State (Planning Inspectorate) for independent examination. Feedback at this stage will need to be focused very specifically on whether the plan is 'sound', which is currently defined as: Positively prepared – does the plan allocate enough land to meet all needs for the various uses where it is reasonable to do so and consistent with placing development in the right locations? Justified – is the plan the most appropriate strategy when considered against reasonable alternatives? Effective – can the proposals in the plan be delivered over its period? Consistent with national policy – is the plan in accordance with national policies?	July 2020
Submission	This is the stage where the plan is submitted to the Planning Inspectorate.	December 2020
Examination in Public	A planning inspector is assigned to examine the plan to see whether it can be found 'sound' (see above) and whether it is then capable of adoption by the Council. The examination will focus on the main areas of contention and will normally involve public hearings.	March 2021
Adoption	Once the plan has been confirmed as being sound then the Council can adopt it and it will set policy for making decisions on planning matters in the district.	September 2021

How does the Local Plan fit with the rest of the planning process?

- 1.12 We have to prepare the Local Plan so that it is consistent with Government policy, which is set out within the National Planning Policy Framework (NPPF) and ministerial statements and supported by the National Planning Practice Guidance (NPPG). The Local Plan forms part of the Development Plan for the wider area. Staffordshire County Council prepare plans for minerals and waste, and Cannock Chase Council will prepare the Local Plan (as described above) for shaping development in its own District. We will also need to work alongside other Councils and agencies to ensure our plans align and deliver on the more strategic issues – even though the plans of other areas may be prepared at different times. We need to work together under the legal 'Duty to Co-operate'.

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- 1.13 Once we have adopted our new Local Plan we can also choose to provide more detail for our policies if we need to, by preparing ‘Supplementary Planning Documents’ (SPDs). For example our current Local Plan is supported by SPDs on Design, on Developer Contributions and on a development brief for the site of the closed Rugeley Power Station. As part of this process we may need to consider whether we will also need to make changes to any of our SPDs or whether we may need to add new ones.
- 1.14 Communities can also choose to prepare their own Neighbourhood Plans should they so wish. These set planning policies at a much more local (often Parish) level. They need to broadly conform to the Local Plan, are independently examined and then voted on by the community at referendum. If there is a majority vote in favour of the plan they are then ‘made’ (i.e. adopted) and become part of the Development Plan for the area.
- 1.15 All of the policies contained in these plans are then used in helping the Council to decide whether planning applications in the District should be approved or refused.

What is this consultation about?

- 1.16 As the first step in Local Plan preparation the Regulations² state that we need to consult ‘on the subject of a local plan which the local planning authority proposes to prepare’. Therefore this consultation is about the **issues and scope** which we suggest the plan should cover, asking for your views on these and any information you may have or any comments on evidence we may need. **It is a very high-level, general consultation at this point** given that we are in a transition period between our ‘old’ approach (i.e. a Plan split into two parts, Part 2 of which had not been completed) and our ‘new’ approach (i.e. the new Local Plan). We also face some uncertainty given the ongoing changes in Government policy so this is an opportunity to consider any likely changes which are coming our way.
- 1.17 The consultation is focused on what changes may have occurred (or are likely to occur soon) at the national and local level and what implications these could then have for the adopted Local Plan (Part 1) policies, and how we develop our future Local Plan policies.
- 1.18 Because of the general nature of this consultation, it is not possible to carry out meaningful Sustainability Appraisal at this stage although we have prepared a Scoping Report which sets out the matters which a Sustainability Appraisal will need to address when one is produced, and feedback on this is also welcomed.
- 1.19 Once we start to develop the detail of our new plan and have considered the issues raised through this consultation, we will consult on an Issues and Options paper again under the same Regulation as previously. Because we will then be suggesting ways of addressing the issues we will then present a range of options (‘reasonable

² Regulation 18 of the Town and Country Planning (Local Planning)(England) Regulations 2012 (as amended)

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alternatives’) for dealing with these and at that stage a Sustainability Appraisal will be undertaken.

The format of the consultation

- 1.20 Given its relatively recent adoption, there is much in the Local Plan (Part 1) which we think is still relevant. Therefore our starting point is the existing Local Plan (Part 1) particularly focusing upon updates to the District Profile (which sets out the key issues facing the District) and then considering any changes that impact upon the Local Plan (Part 1) Objectives and the adopted Local Plan (Part 1) policies (all of which seek to address the issues the District faces). In relation to the Local Plan (Part 1) policies, we will provide a summary of the key points in each policy (you can read the full policy details at **Appendix 1**) and then summarise the issues we think need to be considered and the evidence base updates required, asking for your views. We will also summarise the main issues which were raised via the Local Plan (Part 2) consultation, **although it is emphasised that, as this is a NEW Local Plan we are not looking at individual sites at this very early stage in the process.**
- 1.21 Finally, we will also be asking if there are any other issues which you think the new Local Plan should cover and if you have any thoughts on the options that should be considered in the next round of consultation e.g. any sites for development, any specific policy content, revised or new policies.

Consultation information

- 1.22 We will be consulting from **Monday 2nd July 2018 to Tuesday 28th August 2018**. This is 8 weeks plus the first day after the August bank holiday: we have added an extra two weeks on to the statutory six week period to account for the summer holidays.
- 1.23 We will be holding a series of drop in events around the District. We will publicise these on our website and social media pages, via the local press, and via leaflets and posters which we will leave at a range of venues in the District. We will also write to / email everyone who is registered on the Planning Policy consultation database.
- 1.24 Documents can be viewed at the following locations during normal office hours:
- Cannock Chase District Council, Civic Centre, Beecroft Road, Cannock WS11 1BG
 - Cannock library, Manor Avenue, Cannock WS11 1AA
 - Rugeley library, Anson Street, Rugeley WS15 2BB
 - Hednesford library, Market Street, Hednesford WS12 1AD
 - Norton Canes library, Burntwood Road, Norton Canes WS11 9RF
 - Brereton library, Talbot Road, Brereton WS15 1AU
 - Heath Hayes library, Hednesford Road, Heath Hayes WS12 3EA

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1.25 All information is also on our website at www.cannockchasedc.gov.uk/planningpolicy.

How to respond

1.26 Responses can either be submitted online via the web link above (social media pages will also link to this) or via hard copy forms which will be available at the venues listed above and at the drop in sessions. All information will be used in accordance with our Fair Processing procedures which can be seen via the above link and a summary of which will be reproduced on the response forms.



Cannock Extension Canal



Clock Tower, Rugeley



Cannock Chase

2. The District Context

What are the key features of our District and what are the key issues it faces?

- 2.1 **Appendix 2** contains a profile of the District which includes information on population, health, education, community deprivation, crime, housing, employment, town centres, transport, environment, green belt and climate change. It also contains information about the District's three distinct built up areas of Cannock / Hednesford / Heath Hayes, Rugeley and Brereton, and Norton Canes. This has been extracted from Local Plan (Part 1) and updated where we now have more recent information (such as that contained in the Authority Monitoring report which we produce every year).
- 2.2 From the updated profile the following key issues for the District are identified at this stage (updated from Local Plan (Part 1)):
- Levels of crime, and perceptions of crime, remain a concern;
 - Low standards of health and educational attainment require improvement;
 - Future housing needs, particularly affordable housing requirements, have to be met;
 - Economic growth and regeneration needs have to be met and access to employment opportunities and local labour skills require improvement;
 - Provision of comprehensive transport networks need to be better supported to help reduce social exclusion and unsustainable development impacts;
 - The town centres need to adapt and increase their competitiveness to maintain local shopping provision and contribute to regeneration;
 - The highly valuable and sensitive natural environment, historic environment and landscape character need to be protected and enhanced whilst meeting demands for recreation and economic activity;
 - Potential challenges posed by the need to respond to climate change need to be tackled e.g. alternative forms of energy supply, addressing flood risk, helping local wildlife to adapt, along with wider sustainable development concerns. For example, air and water quality concerns as well as more specific local issues (such as those related to minerals and the coal mining legacy).

The District Profile also identified a number of cross boundary issues that needed to be taken into consideration. These are discussed further in the next section.

Questions on the District Profile

Question 1. Do you have any comments on the District profile? Is there anything missing and if so what, and what source of information should we use?

Question 2. Do you have any comments on the key issues identified here? Are they all still relevant? Are there any key issues not covered which the Local Plan review needs to consider?

2. The District Context

What does Cannock Chase Councils' Corporate Plan say?

2.3 The Council has recently produced a new Corporate Plan which covers the period 2018 to 2023. This states that the Council's key priorities are Promoting Prosperity and Community Wellbeing.



2.4 In terms of Promoting Prosperity there are six strategic objectives:

- Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District
- Increased housing choice
- Create a positive environment in which businesses in the District can thrive.
- Increase the skill levels of residents and the amount of higher skilled jobs in the District
- Create strong and diverse town centres to attract additional customers and visitors
- Increase access to employment opportunities
- Commencement of regeneration of the Rugeley Power Station site

2.5 For Community Wellbeing there are four strategic objectives

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

2.6 The new Local Plan will therefore need to help the Council to achieve its ambitions as set out here.

3. How the District Fits within the Wider Context

- 3.1 The geography of the West Midlands is complex and Cannock Chase Council is involved in a range of different partnerships and groups formed under the Duty to Co-operate delivering a range of different functions. Some key ones include:
- The Greater Birmingham and Solihull Local Economic Partnership (LEP)³
 - Staffordshire and Stoke LEP⁴
 - The West Midlands Combined Authority⁵
 - The 14 authorities comprising the Greater Birmingham and Black Country Housing Market Area⁶
 - The Cannock Chase AONB Partnership⁷
 - The Cannock Chase Special Area of Conservation Partnership (SAC)⁸
- 3.2 The Council will need to ensure that the new Local Plan helps these (and other) partnerships to deliver their ambitions and obligations. As the Local Plan develops we will need to ensure that the plan links to a range of strategies and plans, for example:
- The Government's Industrial Strategy
 - The Government's 25 Year Environment Plan
 - The West Midlands Engine Growth Strategy and Midlands Connect Strategy
 - Strategic Economic Plans
 - The West Midlands Combined Authority Spatial Investment and Delivery Plan
 - Transport Strategies
 - Various environmental strategies and management plans
 - Infrastructure and delivery strategies (these can cover a range of issues such as utilities, health, education, community infrastructure and so on)
- 3.3 The Council will also need to work with neighbouring authorities on a range of strategic issues as well as a number of organisations who are listed in the National Planning Policy Framework as prescribed bodies under the statutory Duty to Co-operate. These are:
- Local Planning Authorities
 - County Councils

³ Local Authority areas: Birmingham, East Staffordshire, Lichfield, Tamworth, Bromsgrove, Cannock Chase, Redditch, Solihull, Wyre Forest

⁴ Staffordshire and Stoke, list of partners at <https://www.stokestaffslep.org.uk/about-us/our-people-partners/>

⁵ Constituent local authorities: Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall, Wolverhampton. Non constituent local authorities: Cannock Chase, North Warwickshire, Nuneaton & Bedworth, Redditch, Rugby, Shropshire, Stratford-upon-Avon, Tamworth, Telford & Wrekin

⁶ Local Authority areas: Birmingham, Bromsgrove, Cannock Chase, Dudley, Lichfield, North Warwickshire, Redditch, Sandwell, Solihull, South Staffordshire, Stratford upon Avon, Tamworth, Walsall and Wolverhampton.

⁷ Local Authorities involved: Cannock Chase, Lichfield, Stafford, South Staffordshire; Staffordshire County Council also working with a range of other organisations

⁸ Local authorities: Cannock Chase, East Staffordshire, Lichfield, South Staffordshire, Stafford, Staffordshire County Council, Walsall, Wolverhampton also with a range of other organisations

3. How the District Fits within the Wider Context

- Local Enterprise Partnerships
- Environment Agency
- Historic England; Natural England
- Civil Aviation Authority
- Homes England
- Clinical Commissioning Groups
- Office of Rail and Road
- Local Integrated Transport Authority
- Highways Authorities
- Local Nature Partnerships

3.4 Taking the above into account, we think the key cross-boundary issues are likely to be:

- Housing growth
- Economic growth
- Transport
- Health
- Education
- Green Belt
- Environmental protection and enhancement
- Strategic sites such as Rugeley Power Station

3.5 The Local Plan (Part 1) identified a series of cross boundary issues at the time, similar to those outlined above e.g. housing and economic linkages. We would welcome further views on key strategic issues which should be within the scope of the new plan.

3.6 Figures 1 and 2 provide an overview of the geography of the District in its wider context.



Figure 1: Location of Cannock Chase District in sub-regional setting

3. How the District Fits within the Wider Context

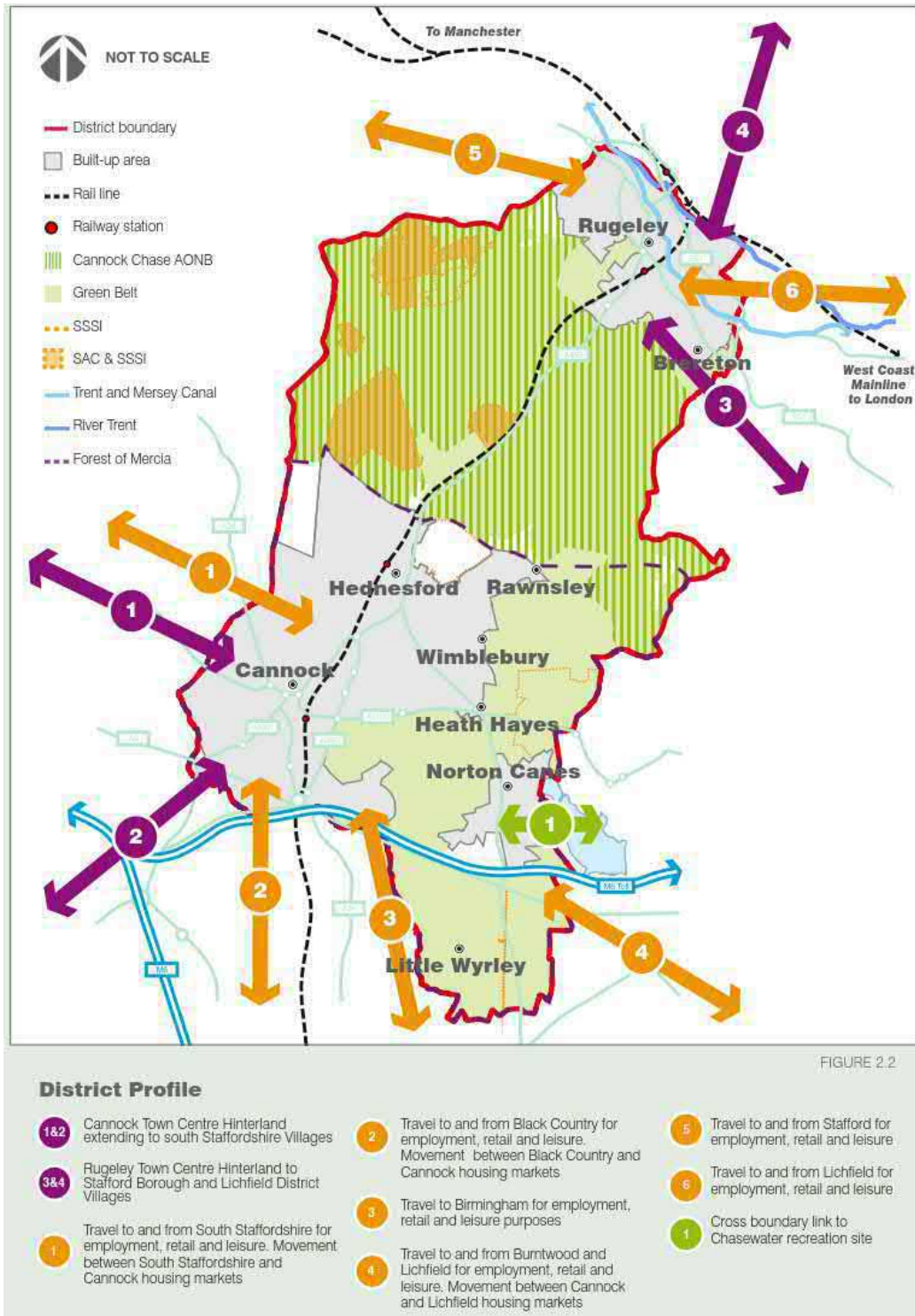


Figure 2: District Profile and key cross boundary linkages (extracted from Local Plan (Part 1))

Questions on the wider context

Question 3. Which strategies and plans do you think our new Local Plan needs to align to and what issues should we be addressing locally to help with the delivery of these? Please provide links and further information as part of your response.

Question 4. Do you think there are other cross boundary issues we need to be considering?

4. Review of the Local Plan (Part 1) Vision and Objectives

- 4.1 The Local Plan (Part 1) sets out a ‘Vision’ for how the District will be by the end of the plan period. The full Vision can be viewed in **Appendix 3**. Key headlines are:
- *The District will continue to be made up of distinct communities with strong local character. People will be safer and healthier and will be proud of the area in which they live and work.*
 - *The potential of the Districts’ accessible location along major transport routes will be maximised to achieve a thriving local economy*
 - *People will lead greener, more environmentally friendly lifestyles, inspired by Cannock Chase Area of Outstanding Natural Beauty.*
- 4.2 As a result of the issues faced by the District, and in order to achieve the Vision, Local Plan (Part 1) set out a series of high-level objectives which then informed the development of the policies. The objectives are as follows;
- *Objective 1: Promote pride in attractive, safe local communities*
 - *Objective 2: Create healthy living opportunities across the District*
 - *Objective 3: Provide for housing choice*
 - *Objective 4: Encourage a vibrant local economy and workforce*
 - *Objective 5: Encourage sustainable transport infrastructure*
 - *Objective 6: Create attractive town centres*
 - *Objective 7: Provide well managed and appreciated environments*
 - *Objective 8: Support a greener future*

Each objective had a sub-set of priorities: these can be viewed in **Appendix 4**.

- 4.3 These objectives are monitored annually against a series of targets and indicators as reported in the annual Authority Monitoring Report. Information from these reports is drawn upon throughout this consultation document to identify what issues the District still needs to address, what progress has been made and any new issues arising.
- 4.4 As the Local Plan Review progresses we will need to consider an up to date Vision and set of objectives for the new Local Plan. We would welcome your views on how relevant this Vision and the Objectives remain.

Questions on the review of the Vision and Objectives

Question 5: Do you have any comments on the Vision and Objectives (including the priorities set out in Appendix 4)? What changes do you think may need to be made?

5. Review of Local Plan (Part 1) Policies

- 5.1 This chapter summarises the existing Local Plan (Part 1) policies in order and considers the issues relevant to each policy area, including the impacts of changes at the national and local level. The full versions of the policies can be viewed at **Appendix 1**.

What does our current policy say?

Policy CP1: Strategy

The current strategy, which runs until 2028, focuses development, investment and regeneration mainly on the built up, urban areas, conserving and enhancing the landscape of the AONB, Hednesford Hills, Green Belt and the Green Infrastructure of the District. The distribution of new housing is broadly in proportion to the size of the existing larger communities of Cannock / Hednesford / Heath Hayes, Rugeley / Brereton and Norton Canes including an urban extension for each community (with some housing being delivered for Rugeley by Lichfield District Council). Development in the identified villages is limited to infill sites only.

The strategy identifies Kingswood Lakeside (Cannock) and Towers Business Area (Rugeley) as high quality employment areas and proposes that Kingswood Lakeside could be further extended for employment should it be required to meet growth needs.

The strategy focuses retail development in town centres.

What issues do we need to consider?

- 5.2 **We will need to consider whether the strategy remains ‘fit for purpose’ over our new plan period**, and we will consider this in the light of the issues arising and feedback in relation to the other more specific policy topics. We will also need to ensure that it fits within the wider West Midlands context, playing our part in helping to deliver growth ambitions, addressing a shortfall in homes and protecting and enhancing our environment so our communities have access to a good choice of housing and employment opportunities, supported by the right infrastructure and with an excellent quality of life enhanced by the unique environmental qualities of this compact but varied District. The profile of the District illustrates the interdependency between ourselves and other areas.
- 5.3 **Monitoring data indicates that the strategy has been relatively successful** in its implementation to date, with housing and employment land requirements being delivered largely as expected in line with the strategy. There are some aspects of the strategy which are still in the process of being implemented (such as large housing sites) and some potential issues e.g. a slight shortfall of employment land against current requirements. These issues are considered in more detail in the relevant sections of this document.

5. Review of Local Plan (Part 1) Policies

- 5.4 **We will need to look at ‘reasonable alternatives’ for the future distribution of development** across our District and whether there are cross boundary issues we need to consider. The strategy for development will depend on the amount of sites needed to meet development requirements; what sites are available for development; and then whether or not these sites are considered suitable and can deliver a sustainable pattern of development for the District overall (taking account of its numerous environmental sensitivities).
- 5.5 **One new issue of strategic significance is the brownfield site of the closed Rugeley Power Station** and we will need to consider the implications and opportunities afforded by this cross boundary regeneration scheme. The 139 hectare site straddles the boundary between Cannock Chase and Lichfield Districts and the two Councils jointly adopted a development brief SPD⁹ in February 2018, for a mixed housing and employment use.
- 5.6 **Another strategic issue is the Green Belt** and sites that have been suggested for development within it over recent years, including responses to the Local Plan (Part 2) consultation. 60% of land in the District is designated Green Belt. Green Belt is a policy tool with five purposes that are set out in national policy:
- To check the unrestricted sprawl of built up areas
 - To prevent neighbouring towns merging into one another
 - To assist in safeguarding the countryside from encroachment
 - To preserve the setting and special character of historic towns
 - To assist in urban regeneration by encouraging the recycling of derelict and other urban land
- 5.7 Green Belt policy is covered nationally in the NPPF so current Local Plan policy does not repeat this (there is some local elaboration which is set out under the section on Policy CP14). However, national policy outlines how local authorities should consider the role of the Green Belt in their local context and how they should approach any changes to Green Belt boundaries via Local Plans.
- 5.8 The strategy for development in the District up to 2028 did not require any strategic amendments to existing Green Belt boundaries to meet growth requirements at that time. Developments are therefore focused upon the existing urban areas and urban extensions (some of which were on land removed from the Green Belt in the 1997 Local Plan and one on a redeveloped brownfield site in the Green Belt at Norton Canes). The Local Plan (Part 1) policies on housing and employment refer to the

⁹ https://www.cannockchasedc.gov.uk/sites/default/files/rugeley_power_station_spd_0.pdf

5. Review of Local Plan (Part 1) Policies

need to consider the boundaries and role of existing safeguarded land¹⁰ at Land East of Wimblebury Road (Policy CP6) and potentially Green Belt land at Kingswood Lakeside (Policy CP8) in the longer term (to be considered via Local Plan (Part 2)). The Local Plan (Part 2) Issues and Options consultation sought views on the approach the Council should take to these specific sites and to the safeguarding of Green Belt land overall. Comments received were mixed with some supporting the need to utilise Green Belt sites for development 'now' and safeguard Green Belt land (as well as safeguard more land than the Council was suggesting) with other comments highlighting that there wasn't the evidence to support the release or safeguarding of Green Belt land. An Environmental Capacity Study for the District in 2013 noted that virtually all the District that is not already developed is designated as Green Belt, so additional development outside of existing urban areas would require the release of Green Belt land.

- 5.9 As outlined above, via this Local Plan review the Council needs to consider what its growth requirements are for the new plan period (discussed further under the sections on Policy CP6, Policy CP8 and CP11) and then what sites are suitable and available to meet those growth needs, as well as what is an overall sustainable strategy for development across the District taking account of its highly sensitive environmental assets (e.g. the AONB and ecological designations). As part of its work on identifying what may be appropriate development site options for the future the Council will need to take into account the national planning policy context on Green Belt.
- 5.10 Government policy emerging from the updated draft NPPF restates the importance of Green Belts, emphasising that once established Green Belt boundaries should only be altered in exceptional circumstances through preparation or updating of Plans. Also that before concluding that exceptional circumstances exist to justify changes the Council should have examined fully all other reasonable options for meeting the identified development need, thus introducing an additional test.
- 5.11 This will be assessed through the examination of the Plan which will take into account the above and whether:
- the strategy makes as much use as possible of suitable brownfield sites and underused land;
 - optimises the density of development, including whether policies promote a significant uplift in minimum density standards in town and city centres and other locations well served by public transport;
 - has been informed by discussion with neighbouring authorities about whether they could accommodate some of the identified need.

¹⁰ Land that has been removed from the Green Belt via a Local Plan but which is safeguarded i.e. can not be developed until taken forward via a new Local Plan update.

5. Review of Local Plan (Part 1) Policies

We cover these issues further under the sections on housing and employment (Policy CP6 and Policy CP8 respectively).

- 5.12 The Draft NPPF also confirms the need to promote sustainable development, and where it is concluded that it is necessary to release Green Belt land, Plans should give first consideration to land which has been previously developed and/or is well served by public transport. They should also set out ways in which the impact of removing land from the Green Belt can be offset through compensatory improvements to environmental quality and accessibility of remaining Green Belt land.
- 5.13 The Council carried out a Green Belt Study of the District in 2016 to assess the extent to which land within the Cannock Chase Green Belt performs against the purposes of Green Belts as set out in national planning policy. The study provides evidence on the relative performance of land parcels and also identifies minor anomalies in the current Green Belt boundaries. It demonstrates that the majority of the Green Belt in the District continues to serve its purposes very well. We think this evidence remains up to date. There was also some support for tidying up minor boundary anomalies in the Green Belt as suggested in the Local Plan (Part 2) Issues and Options consultation.
- 5.14 **Another key element of the Policy CP1 strategy was to ensure the protection, conservation and enhancement of the Cannock Chase Area of Outstanding Natural Beauty** as a nationally important landscape designation (which covers 30% of the District). The issues in relation to how future growth in the District can ensure continued protection, conservation and enhancement of this asset are discussed further under the sections on Policy CP6, Policy CP8 and Policy CP14.
- 5.15 **We will need to set a new time period for the plan.** Plans should cover at least a fifteen year time period from the date of adoption. Given that our anticipated adoption date is December 2021 this means our plan should run until at least 2036, which aligns with other anticipated plan timescales across the area. We intend the plan period to run from a base date of 2016 to reflect the latest projections which will be available in the summer. We are interested in views on this timescale, whether the dates are appropriate, and what impacts and implications any changes would have for the evidence base.

Questions on the review of Policy CP1: Strategy

Question 6. Do you have any comments on our current strategy? Are there new issues (not covered by other policy topics) which we should be considering?

Question 7. What 'reasonable alternatives' do you think we should be considering for the spatial distribution of development across the District? Please explain why they would be 'reasonable'.

5. Review of Local Plan (Part 1) Policies

Question 8. Are there any potential options for the overall distribution of development which you feel would be unreasonable and if so, why?

Question 9. Do you have any comments on the time period for the plan?

Question 10. Do you have any other comments on our review of Policy CP1 Strategy?

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP2: Developer Contributions For Infrastructure

This policy sets out that all housing, employment and commercial development will be required to contribute towards providing affordable housing and / or the infrastructure necessary for delivery of the Local Plan, informed by viability assessment. This is supported by a Developer Contributions and Housing Choices Supplementary Planning Document (SPD) which was adopted in 2015: this sets out the detail.

What issues do we need to consider?

- 5.16 **Ensuring appropriate levels of infrastructure provision to support new development** was a key concern through the Local Plan (Part 2) consultation, particularly in terms of health, education and transport, but also in terms of ensuring new developments are future proofed in terms of providing good broadband connections / electric charging points / sufficient parking and onsite facilities for lorry drivers where appropriate and so on. Maintenance and upkeep of infrastructure was also a concern, for example ensuring roads on new developments are able to be easily repaired if they need to be dug up for any reason (block paving creates problems in the long term for instance).
- 5.17 The principle of securing developer contributions towards this infrastructure (and affordable housing) remains the same. However **we think we are going to have to update our approach to reflect up to date national policy and guidance and local evidence**. The Government recently consulted on changes to national policy in terms of developer contributions. This means that much more detail will be needed at the Local Plan stage as there is likely to be a general assumption that viability assessments will not be required (nor will they be acceptable) at the planning application stage unless there are exceptional and justifiable circumstances. The Government recently consulted upon updated guidance for producing viability assessments which the Council will need to take account of in preparing its updated evidence for developer contributions. **We think we will need to produce the following evidence:**
- **Economic Viability Assessment for housing developments** (taking account of all potential developer contributions including affordable housing, Community Infrastructure Levy charges, potential site specific requirements)
 - **Economic Viability Assessment for commercial developments** (taking account of all potential developer contributions including Community Infrastructure Levy charges, potential site specific requirements).
- 5.18 We will also need to consider whether we need to develop policy on what the ‘**exceptional circumstances**’ might be in terms of when we do allow a viability

5. Review of Local Plan (Part 1) Policies

assessment to accompany a planning application (although this may be set out in national policy).

- 5.19 In terms of infrastructure, we work closely with infrastructure providers to make sure that they are aware of the plans and can help us secure the right investment to meet future needs. **The existing policy already makes clear links to the supporting Infrastructure Delivery Plan¹¹ which we will need to update as we progress the new Local Plan. We think we may need to broaden this policy however** to make it clear that some issues will be specifically covered under other policy areas (for example design, transport, social inclusion), as infrastructure underpins the entire plan, making sure it is sustainable and deliverable.
- 5.20 As we are going to need more up to date evidence to inform plan-making **we also need to consider whether we will need to review our Community Infrastructure Levy (CIL) charges alongside the Local Plan Review** given that these are set using information on viability and the infrastructure funding gap (i.e. what 'gap' in funding remains once existing sources of funding for infrastructure are taken into account). In order to do this we will need to consider what issues may have an impact. When we update the Infrastructure Delivery Plan we will need updated costings and indicative timescales for each item. For the viability assessments, we will need to ensure parties are engaged early who can help us understand the local land market and factors affecting viability locally e.g. landowners and developers.

Questions on the review of Policy CP2: Developer Contributions For Infrastructure

Question 11. Do you have any comments on what issues need to be addressed in relation to developer contributions and what policy options may need to be considered?

Question 12. Do you have any comments on the evidence base updates required in relation to developer contributions?

Question 13. What elements of the Infrastructure Delivery Plan will need updating? If you are an infrastructure provider how can you help us add in the detail at this early stage so we can feed this into our viability calculations?

¹¹ https://www.cannockchasedc.gov.uk/sites/default/files/infrastructure_delivery_plan_may_2014_update.pdf

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP3: Design

This policy sets out the broad principles of good design in the District including the expectation of high standards of design of buildings and spaces reflecting local identity, maximising opportunities to design out crime and anti social behaviour and contribute to energy efficiency. This is further supplemented by the Design Supplementary Planning Document¹² adopted 2016, which brings together a range of guidance to help provide well designed and locally distinctive new development which benefits the District's urban and rural areas.

What issues do we need to consider?

- 5.21 Potential changes to national planning and guidance in the light of the recent Government consultation will need to be considered. The Government are proposing the following changes:

Densities

- 5.22 The **Government is proposing minimum density standards** to be pursued in town and city centres and around transport hubs in areas where there is a shortage of land for meeting identified development needs in order to make more effective use of available land. The draft NPPF (recently consulted upon) seeks a significant uplift in prevailing densities, unless this would be inappropriate. It says Councils should refuse applications which fail to make effective use of land in areas facing a shortage in meeting identified housing needs.
- 5.23 It also suggests the use of upward extensions to residential and commercial premises for new homes. The Government promotes the effective use of land with recognition of the multi purpose function of green space and giving substantial weight to the reuse of brownfield land/underused land and buildings.
- 5.24 Furthermore, the section on Policy CP6 (Housing land) explains that all authorities in the Greater Birmingham Housing Market Area have been recommended to increase densities and introduce minimum standards to help address the housing shortfall and reduce the need for Greenfield/Green Belt release.
- 5.25 In addition to maximising effective use of land, the theory is that higher densities also maximise the viability of places and use of services including public transport. However, high density development should still meet standards for high quality design incorporating soft landscaping, design features characteristic of the local street scene

¹² <https://www.cannockchasedc.gov.uk/residents/planning/planning-policy/supplementary-planning-policy-documents>

5. Review of Local Plan (Part 1) Policies

and facilities such as appropriate cycle and bin storage, maintaining attractive and serviceable places to live.

- 5.26 **We currently deal with the issue of density via our Design SPD:** whilst this is not prescriptive it makes reference to the character of the different areas of the District to guide appropriate design within a very local context. However, as we move forward **we think we will need to consider this issue in more detail** to ensure that we are not compromising other standards which contribute to quality of life and wellbeing: this is important as ‘promoting attractive and healthy environments’ and ‘safe and secure communities’ are key objectives of the new Corporate Plan. Indeed, the consultation on Local Plan (Part 2) flagged up respondents’ concerns with the design and layout of some developments where, for example, high density has led to narrow roads and related issues of accessibility (for example service vehicles unable to gain access).
- 5.27 **We would therefore be interested in examples of good practice,** especially as the Government has stated that it wants to see high quality developments, so we would be interested in your ideas and examples of good practice as to how high quality, high density developments can be achieved which reflect local character and which provide safe and secure, healthy and attractive environments where people will actively wish to live.

Parking Standards

- 5.28 Patterns of movement, streets and parking are integral to design and contribute to making high quality places. **The Government suggests that if setting local parking standards the following matters should be taken into account – accessibility of the site, type mix and use of development, availability/opportunity for public transport, local car ownership levels and the need to ensure adequate provision of charging facilities for plug in and ultra low emission vehicles. Also it states that maximum parking standards should only be set where there is a clear justification that they are necessary for managing the local road network.** The Council has an existing Parking Standards, Travel Plans and Developer Contributions for Sustainable Transport SPD dating from 2005 which sets out maximum off-street parking standards for different types of developments including parking for the disabled and is in need of updating. The Local Plan (Part 2) consultation set out that new standards could be added to an updated Design SPD. We will need to consider these issues in context with design matters, as set out above.

Questions on the review of Policy CP3: Design

Question 14. Are there any issues which you think our Design policy should now be covering which are currently not included? If so, what are they and what information could we use to support this?

5. Review of Local Plan (Part 1) Policies

Question 15. Should we now set minimum density standards as discussed in the section on Policy CP6 (Housing land)? If so, should these be set in strategic policy or in an updated SPD?

Question 16. Are there additional 'high density design criteria' which should be added to policy or guidance to ensure the attractiveness and convenience of use within such developments is maintained? Can you suggest any matters where leeway/trade off might be allowed in meeting higher densities e.g. reduced parking or amenity space? Or should other space saving options such as basement parking be considered (bearing in mind this may affect the viability of development)?

Question 17. Should we consider setting minimum/maximum off-street parking standards for different types of development or locations? What would the justification for this be and how would it be evidenced?

Question 18. Do you have any other comments on our review of Policy CP3: Design?



Modern Houses, Wimblebury



Clock, Hednesford



Modern Office Development,
Cannock



New Amenity & Play Space,
Cannock

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP4: Neighbourhood- Led Planning

This sets out policy to support the development of Neighbourhood Plans alongside other potential plans which may meet the needs and aspirations of communities

What issues do we need to consider?

- 5.29 We think the policy is largely up to date given that it has been worded to reflect national policy. However, **given that the Local Plan is not meant to duplicate national policy, there may be a case for not having this policy at all as the issues are covered in national planning policy and associated guidance and in legislation.** Whilst there were some comments received in relation to support for neighbourhood planning overall as part of the Local Plan (Part 2) Issues and Options there were no specific comments on this policy. There are currently three designated Neighbourhood Areas within the District (Brereton and Ravenhill, Hednesford and Norton Canes).
- 5.29 Notwithstanding the above, it should be noted that there are changes being proposed via draft national planning policy which suggest that designated Neighbourhood Areas will need to be provided with a figure for how much housing they will be required to deliver in their area, and emerging Government policy is suggesting that Neighbourhood Plans are likely to be encouraged to allocate sites for housing. Again, this will all be covered by national policy and/or legislation.

Questions on the review of Policy CP4: Neighbourhood- Led Planning

Question 19. Do we still need a specific Local Plan policy on Neighbourhood Plans given that they are already extensively covered by national policy and legislation? If so, what issues should the policy be dealing with which avoids duplication?

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP5: Social Inclusion And Healthy Living

This policy is focused mainly on the delivery of infrastructure relating to health and wellbeing and securing developer contributions where it is appropriate to do so.

The policy lists a range of infrastructure types which will be supported (e.g. health and education facilities, parks, open spaces, play areas, sports, cultural, leisure and community facilities and so on) and, where appropriate, states that developers will need to contribute to facilities in line with needs assessments and standards as set out in the Developer Contributions Supplementary Planning Document.

The policy also sets out a presumption against the loss of Green Space Network sites and community buildings unless they are surplus to requirements or else if there are demonstrable wider community benefits to be gained or if an acceptable level of replacement facilities can be provided.

What issues do we need to consider?

- 5.30 Health and social inclusion is something which should run through all policies, however **we still think it is important that health and social inclusion matters are given specific attention.** The District Corporate Plan identifies ‘Improving Community Well Being’ as one of its two priorities for 2018-2023. Its strategic objectives include providing opportunities for healthy and active lifestyles and promoting attractive and healthy environments.
- 5.31 The Corporate Plan identifies the **ongoing issues of relatively poor health levels and lower sport participation rates in the District.** Monitoring of the Local Plan (Part 1) also indicates that whilst there have been positive improvements recently, such as improvements to the Districts’ leisure centres and their increased usage, the District still falls below national levels in terms of healthy living indicators e.g. obesity, heart diseases and levels of sport participation. Access to good quality healthy living opportunities from recreational footpaths and cycle ways to informal open spaces to formal sports provision can assist in improving peoples’ health. Although it is recognised there are many other contributing factors, such as levels of deprivation, opportunities for access to informal open spaces that are free and convenient can encourage regular use.
- 5.32 We would be **interested in your views on whether any other issues need consideration, for example should we be saying something about air quality here** given its increasing precedence on the national agenda? Currently this is considered under our ‘Sustainable Transport’ and ‘Climate Change and Sustainable Resource Use’ policies. We may also wish to include further information about

5. Review of Local Plan (Part 1) Policies

encouraging and enabling healthy and active lifestyles, ensuring that the healthy choice is the easy choice for communities.

- 5.33 Comments received to the Local Plan (Part 2) consultation suggested that the evidence base for indoor and outdoor sports facilities which dates from 2010 should be updated. This is currently underway and will help identify up to date needs for future facilities alongside population and housing growth, in conjunction with an updated Open Spaces Assessment (discussed further below). Comments received also supported the existence of green spaces and routes in housing areas for use by children on bikes, dog walkers and their role in the ecological network.
- 5.34 **We think that the maintenance and enhancement of the District's open spaces and Green Space Network is still a key local issue.** Current (and emerging) national policy and guidance continues to require Local Plans to consider this issue. Local Plan (Part 1) policy currently sets out the importance of the Districts' open spaces and Green Space Network and provides a criteria-based approach to considering their loss or replacement. It also sets out that standards for open space and recreation provision will be used to inform decision making on what facilities need to be protected and what new facilities may need to be provide by new developments. Monitoring identifies that there have been a number of new open spaces and play areas provided in recent years in conjunction with new major housing developments; however some previously identified deficiencies in provision are likely to remain. Alongside the indoor and outdoor sports facilities evidence we think we need to update our open space evidence to understand what changes have occurred to the Districts' open spaces since the last assessment and what this means for any deficiencies and standards in open space provision that need to be addressed by Local Plan policy.
- 5.35 In the light of changing Government policy **we think we may need to reconsider whether we can still use a Supplementary Planning Document to set standards** (i.e. for levels of open space and recreation provision as is currently the case) or whether we will need to establish these standards directly through Local Plan policy, rather than developing the detail at a later stage (i.e. through supplementary planning documents) given the increased emphasis upon viability assessment at the Local Plan stage.
- 5.36 As part of the Local Plan (Part 2) consultation, the Council consulted on a number of site options for potential **Local Green Space and/or Green Space Network** designation. A set of criteria for assessing whether or not sites should be designated was also consulted upon. In response to the consultation a number of additional sites were also suggested and comments were also received upon the assessment criteria. It is intended that these site options included in the Local Plan (Part 2) consultation and the additional sites suggested will be taken forward for assessment in the Local Plan review process. This would take forward the commitment to reviewing the Green Space Network as outlined in Policy CP5 of the Local Plan (Part 1).

5. Review of Local Plan (Part 1) Policies

- 5.37 The Hednesford Neighbourhood Plan (under examination at the time of writing) has proposed a series of ‘protected open spaces’ as part of its policies which the Town Council aims to protect and enhance. **The District Council could consider if it would be appropriate for designations of smaller scale green spaces to be addressed further at the neighbourhood plan level, rather than the District Local Plan level.**
- 5.38 The Government is placing increasing **emphasis upon ‘offsetting’**, where environmental gains are sought from development, focussing on natural assets which benefit the community (often referred to as ‘natural capital’). Examples could include previously inaccessible areas of countryside being opened up to provide opportunities for sport and recreation. **We want to understand how this might be demonstrated, measured and delivered and would welcome suggestions and examples of good practice.**
- 5.39 We also will need to consider those elements of this policy which reference the need to mitigate **impacts upon the Cannock Chase Special Area of Conservation (SAC)** as this has since been superseded by the Developer Contributions SPD and Cannock Chase SAC Guidance to Mitigate – see section on Policy CP13 (Cannock Chase SAC).
- 5.40 Considering all of the above, we think we need the following evidence:
- **Indoor and Outdoor Sports Facilities Assessment** (currently underway)
 - **Open Space Assessment**
 - **Updated Infrastructure Delivery Plan** incorporating evidence of infrastructure requirements from range of relevant organisations e.g. health services, education, sports facilities.

Questions on the review of Policy CP5: Social Inclusion And Healthy Living

Question 20. Do you have any comments on what issues need to be addressed in relation to healthy living and what policy options may need to be considered?

Question 21. Do you have any comments on the evidence base updates required?

Question 22. Where do you think we should be setting standards e.g. for open space provision? Should these be in the Local Plan or should they remain as supplementary policy i.e. in a revised Supplementary Planning Document?

Question 23. How might we be able to demonstrate ‘offsetting’ and ‘net gain’ in a way which is meaningful and measurable? Do you have any examples of good practice which you could share?

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP6: Housing Land

This policy sets out our current housing requirement, which is to deliver 5,300 new homes between 2006 to 2028, an average of 241 each year (with a further 500 being delivered by Lichfield District Council to the east of Rugeley to help meet needs in that area).

The policy sets out how the housing will be distributed proportionate to the size of the existing communities, and identifies strategic development areas including urban extensions to each main urban area (with a Strategic Housing Site allocated for up to 900 homes at Land West of Pye Green Road).

The policy identifies the need to continue to safeguard land east of Wimblebury Road for future development but says this should be reviewed either as part of Local Plan (Part 2) or through a Local Plan review, and that Green Belt boundaries here should also be reviewed.

The policy also sets out details to assist with decision making, encouraging mixed use developments and the use of upper floors for residential use, and allowing only infill development in small villages. It requires new development to mitigate for impacts upon Cannock Chase Special Area of Conservation (SAC). The policy also sets out criteria for monitoring and managing housing delivery.

What issues do we need to consider?

- 5.41 The Government is changing the way in which housing need is calculated, using a **new national standardised methodology**. We will need to use the figure provided to use once this methodology is finalised. As an indication the draft methodology recently consulted upon gives us a figure (which could still change) of 295 dwellings per year (for the period 2016-2026) compared to our current Local Plan (Part 1) requirement of 241 dwellings per annum (for the period 2006-2028). Using the new requirement figures, our performance is also likely to be measured using a new **Housing Delivery Test** for which the Government are still developing details but there are likely to be sanctions for under-delivery. Acceleration of housing delivery is also a key aim of the **West Midlands Combined Authority which is producing a Strategic Investment and Delivery Plan** so the Council will need to be mindful of this as it prepares the new plan.
- 5.42 Cannock Chase District is one of fourteen local authority areas which fall within the Greater Birmingham Housing Market Area¹³ (GBHMA)¹⁴. Across this area, there is a

¹³ Housing Market Area definition is explained in National Planning Practice Guidance <https://www.gov.uk/guidance/housing-and-economic-development-needs-assessments>

5. Review of Local Plan (Part 1) Policies

significant **housing shortfall** of 28,150 dwellings to 2031 and 60,900 to 2036. Under the legal Duty to Co-operate, work has been ongoing to look at ways of addressing this shortfall and a report¹⁵ has recently been published which considers the following across the entire HMA area:

- Current capacity
- Potential for increasing densities
- Further supply on non-Green Belt sites
- Potential Green Belt opportunities utilising a strategic Green belt review

- 5.43 The study provides areas of search for Local Plan reviews to test further in terms of how they might accommodate a proportion of the shortfall: it does not say how much each Local Authority should take however. It is technical evidence and does not allocate sites. However, the study does set out that in the first instance Local Authorities should seek to maximise opportunities from further 'urban capacity' including brownfield sites and should then seek to consider applying minimum densities at the following rates:
- Rural areas: 30 dwellings per hectare (dph)
 - Suburban locations: 40 dph
 - Town and district centres: 50 dph
- 5.44 The study concludes that in undertaking this exercise the shortfall across the whole of the GBHMA can be reduced, but much more still needs to be done to deliver enough homes to meet the shortfall. It makes recommendations for further supply on non Green Belt sites (which, on a strategic scale does not apply to this District as we are constrained by Green Belt and AONB, but does apply to other Local Authorities in the GBHMA).
- 5.45 Notwithstanding this, the study concludes that Green Belt release will still need to be looked at, as the other options still will not be enough to deal with the scale of the problem. It has therefore included a strategic Green Belt review across the whole of the GBHMA area and come up with a series of possible options ('areas of search') which we will need to explore further.
- 5.46 An initial 24 areas of search for large scale strategic growth (new settlements and large urban extensions) were narrowed down by the study to a short list of 11 areas, none of which are located in this District, although it should be noted in terms of cross-boundary implications that the area north of Walsall (Brownhills) was identified on the original 'long list'. For this District, the areas of search which we will need to investigate relate to smaller scale 'proportionate dispersal' (i.e. smaller extensions to

¹⁴ Birmingham, Bromsgrove, Cannock Chase, Dudley, Lichfield, North Warwickshire, Redditch, Sandwell, Solihull, South Staffordshire, Stratford upon Avon, Tamworth, Walsall and Wolverhampton.

¹⁵ The Greater Birmingham HMA Strategic Growth Study produced by GL Hearn & Wood February 2018

5. Review of Local Plan (Part 1) Policies

existing settlements) in the area to the south-east of the District. However, we will need to consider these ‘in the round’ with other options for accommodating housing in the District.

- 5.47 The Council needs to identify which sites are reasonable options to consider and how these would also fit into a wider strategy for development in the District. For example, at present the Council seeks to deliver housing land supply in a proportionate way across the main urban areas of the District according to their existing size alongside urban extension, in line with Local Plan (Part 1) Policy CP1. We will need to consider what approaches are most suitable for the distribution of housing needs through our new Local Plan.
- 5.48 We are not able to say how much growth we might be able to accommodate at present as we will need further evidence to see what capacity we might have (for example impacts on the transport network, schools, health facilities and so on) as well as assessing other impacts (for instance on the landscape and the environment). As set out under Policy CP1, we may need to consider site options that lie within the Green Belt but this would also require a range of evidence base work to be utilised e.g. information on potential capacity from non-Green Belt land and the District Green Belt Study (2016).
- 5.49 As discussed under Policy CP3, the Government is also encouraging increased densities in suitable areas as a way of boosting the housing land supply via emerging national policy. Evidence from The Greater Birmingham HMA Strategic Growth Study indicates that if the Council were to require a minimum density of 30-40 dwellings per hectare that could generate an additional 75-200 dwellings (from sites that are currently considered suitable for development but do not yet have planning permission, which are expected to deliver around 1,000 dwellings at present). This represents up to a theoretical 20% increase which if applied going forward to future sites could potentially generate additional housing supply.
- 5.50 However, as discussed under the Policy CP3 chapter the appropriateness of higher densities is an issue that needs to be considered further. Recent monitoring shows that developments within the District typically achieve at least 30 dwellings per hectare already, with higher densities being delivered in the town centres. However, there are variations between the District’s suburban areas with some delivering just below (or at) 30 dwellings per hectare and others delivering almost 40 dwellings per hectare. Lower densities (than 30 dwellings per hectare) can be found within the Districts’ rural areas. This can be indicative of the existing character and design of those areas, which new developments are seeking to reflect and complement.
- 5.51 Emerging Government policy is also advocating a ‘brownfield first’ approach. We think it may be useful to undertake **further work on brownfield capacity and potential underused assets** (e.g. vacant flats above shops etc.) to see what additional

5. Review of Local Plan (Part 1) Policies

opportunities we may have and any issues we may need to address (many longer standing brownfield sites can be rich in biodiversity for example).

- 5.52 The Strategic Housing Land Availability Assessment (SHLAA)¹⁶ as a database of all potential housing sites aims to be as comprehensive as possible in its coverage. This identifies brownfield sites which are then taken forward on the Councils Brownfield Register (Part 1 of the Register published December 2017). To inform the SHLAA and Brownfield Register the Council operates a 'Call for Sites' which is open all year round to submissions from landowners/developers/agents/local community representatives and any other interested parties on potential development sites.
- 5.53 The Council also undertakes a search of sites from planning applications; local authority assets; and other sources of information to identify further potential brownfield redevelopment housing sites. The Council has helped publicise the availability of funding opportunities e.g. the GBSLEP Unlocking Stalled Housing Sites programme. The District has to date been one of the largest recipient of funds from this scheme which supports housing developers trying to bring forward more problematic brownfield sites.
- 5.54 The Council would **welcome views on how it could further improve its site search process, or be more proactive to ensure all the appropriate brownfield site opportunities within the District have been fully explored. We would welcome any suggestions for brownfield sites which we do not already have in our database.**
- 5.55 A large number of comments were received on individual housing sites consulted upon in the Local Plan (Part 2) Issues and Options document. Whilst some sites received support for development, a number of concerns in relation to the release of Green Belt sites in particular were expressed demonstrating the value this designation has to local communities. These concerns were also expressed in relation to sites located within the AONB. Whilst there was general support for the use of urban, brownfield sites some responses also suggested there could be difficulties in developing such sites (e.g. demolition and land remediation) which would mean they could not meet all of the Districts' growth requirements. Clearly, the Rugeley Power Station site will need to be considered further as part of the site options (as discussed under the section on Policy CP1).
- 5.56 **It is intended that starting point for identifying the site options to assess in the next round of consultation will be the latest SHLAA, which would include site options suggested in the Local Plan (Part 2) Issues and Options consultation.** In order to identify a set of site options for the Local Plan (Part 2) consultation the main criteria were if the site had been recently promoted by a landowner/developer and the

¹⁶ <https://www.cannockchasedc.gov.uk/residents/planning/planning-policy/planning-policy-monitoring>

5. Review of Local Plan (Part 1) Policies

size/capacity of the site. Remaining sites were then to be assessed via a comprehensive assessment matrix which would include factors such as the AONB, Green Belt, flood risk, ecological impacts etc.

- 5.57 However, responses to the Local Plan (Part 2) consultation suggested **that it may be appropriate to scope out sites before this comprehensive assessment stage using a defined set of criteria** e.g. some responses suggested all sites that lie within the AONB should be scoped out from any further consideration for development at an earlier stage in the process. **We would welcome your views on what criteria could be used to scope out sites at an early stage in the process** (i.e. discounting sites that are not 'reasonable options').
- 5.58 The Housing and Planning Act (2016) along with accompanying national policy updates, outlines the Government's commitment to supporting small site developments. Local Authorities are being encouraged to support small scale developments via a range of means including Self Build Registers and Brownfield Registers. The Government has also recently consulted upon changes to national planning policy which, if adopted, would require local authorities to allocate a specific amount of small sites within their Local Plans.
- 5.59 The Self Build and Custom Housebuilding Act (2015) and the Housing and Planning Act (2016) enacted duties for Councils to promote and support self build projects. Councils should now maintain registers of the demand for self build plots and have regard to these in their planning functions e.g. granting sufficient permissions to meet the demand identified. At present, the Council has received 12 requests for plots for self build projects. Some local authorities have suggested/adopted a percentage requirement of larger scale developments to provide on site self build plots for sale e.g. 5% of all plots set aside for self build plots.
- 5.60 The Local Plan (Part 2) consultation suggested that the Council could either continue to rely on existing Local Plan (Part 1) policies to support small sites or could formulate a specific local policy for supporting small scale developments within the District, including a percentage requirement of larger scale developments to provide on site self build plots. There were mixed responses in relation to this issue with support for both approaches and some concerns in relation to requiring a set percentage of self builds on site. **Whilst the approach may depend upon the finalised national planning policy requirements, the Council would welcome further comments in relation to this issue.**

Questions on the review of Policy CP6: Housing Land

Question 24. Do you have any comments on what issues in relation to housing requirements and land supply need to be addressed and what policy options may need to be considered?

5. Review of Local Plan (Part 1) Policies

Question 25. Do you have any comments on the evidence base required, including housing growth requirements and housing site options?

Question 26. In what type of locations would it be appropriate to increase housing densities? Can you suggest any ideas for how this could be done while retaining space for soft planting, car parking etc.?

Question 27. How can the Council ensure that it has considered all the potential brownfield site opportunities, as far as possible? Are there any sites you can suggest which may be underused?

Question 28. What key locations or sites within the District, or cross boundary sites, should be considered reasonable options for future housing land supply?

Question 29. Can you suggest specific criteria for screening out sites which are not reasonable options for development at an early stage? How might this be justified?



New House, Brereton



New Houses, Bridgtown



New Housing & Play Area, Cannock

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP7: Housing Choice

This policy sets out the Districts' affordable housing need and the Councils' approach to meeting this need. A target of 20% affordable housing on market-led housing schemes is deemed to be viable. For schemes of 15 dwellings or more, the 20% should be delivered on site. For schemes of 11-14 dwellings, the Council will seek an off-site equivalent financial contribution. The Council will also seek to provide affordable housing via other means e.g. Council-led redevelopment projects. The Councils' approach to affordable housing provision e.g. tenure mix is elaborated within the Developer Contributions and Housing Choices SPD (2015).

The policy sets out the Council's preferred mix of housing sizes, types and tenure to meet local need and create a balanced housing market, including a specific section on housing for an ageing population.

The policy sets out the Districts' requirements for the provision of additional Gypsy, Traveller and Travelling Showpeople sites. It identifies a broad area of search for these sites along the A5 corridor and provides criteria for assessing the suitability of sites.

What issues do we need to consider?

- 5.61 **Meeting affordable housing needs remains a key local issue.** The Council's Housing and Homelessness Strategy (2018-2023) identifies the continued need for affordable housing provision and ways to ensure its delivery over the next five years. The District Corporate Plan identifies 'Promoting Prosperity' as one of its two corporate priorities for 2018-2023. One of its strategic objectives is increased housing choice. The Council will need to take into account changes in Government policy and guidance and changes that may have occurred in local circumstances since the Council undertook its Strategic Housing Market Assessment in 2012.
- 5.62 The Government has recently consulted on an **amended definition of affordable housing**, which now covers different types of provision such as Build to Rent and Starter Homes. Draft national planning policy now also outlines that, **where major housing development is proposed, councils should expect that at least 10% of the affordable homes are made available for affordable home ownership** (i.e. not rental properties). There are some exemptions from this policy e.g. where this 10% would exceed the level of affordable housing required in the area overall.
- 5.63 Alongside national Government changes to how overall housing requirements are calculated, **national guidance on how to calculate affordable housing needs is also due to be updated.** Updated evidence on overall housing needs (i.e. not just affordable) will provide the Council with information on any changes to the current

5. Review of Local Plan (Part 1) Policies

approach that may be needed i.e. in relation to balanced housing markets and meeting the needs of an ageing population. In relation to the issue of an ageing population, the current Local Plan policy identifies that such needs should be met via a range of accommodation options from adapted individual dwellings to care homes.

The Councils' previous assessments of housing needs did not specifically identify any requirements for care home provision. In light of the issue of an ageing population, it may be that the updated evidence identifies such requirements more specifically. However, it may be appropriate to continue the current approach of having such needs met via a mixture of accommodation types as part of the overall housing requirements, with no set targets for specific accommodation types. We would welcome your views on this.

- 5.64 As outlined under Policy CP2 the Government has recently consulted upon **changes to the process of undertaking viability assessments, which the Council will need to take account of in updated evidence for the affordable housing requirements.**
- 5.65 We therefore think we will need to produce the following evidence:
- **Housing needs assessment** (including affordable housing needs);
 - **Economic Viability Assessment for housing developments** (taking account of all potential developer contributions including affordable housing, Community Infrastructure Levy charges, potential site specific requirements).
- 5.66 The other main element of this policy relates to the **accommodation needs of Gypsy, Travellers and Travelling Showpeople.** The Local Plan (Part 1) drew upon evidence from a specific Gypsy, Traveller and Travelling Showpeople Accommodation Assessment in 2012 (GTAA). **Legislation, policy and guidance have been amended since the adoption of the Local Plan (Part 1).**
- 5.67 Updated policy was produced by Government in 2015 (Planning Policy for traveller sites). This reiterates the need to consider the communities accommodation needs and made some changes to previous policy e.g. the definition of a traveller. Updated legislation was introduced in 2016 which means that Councils can assess the needs of caravan dwellers and houseboat dwellers as part of the assessment of general housing need (rather than undertaking specific Gypsy, Traveller and Travelling Showpeople assessments, as was previously required). However, the national Planning policy for traveller sites (2015) outlines that local authorities should make their own assessment of need for travellers, and other councils continue to undertake GTAAs.
- 5.68 Given the national policy requirements and the local circumstances in Cannock Chase District (i.e. Local Plan (Part 1) policy identifies a fairly significant requirement for additional accommodation given the needs of the existing community who are all still largely based in the District) **we think it would be appropriate to undertake an updated GTAA for the Local Plan Review to identify requirements for the new**

5. Review of Local Plan (Part 1) Policies

plan period. It is intended that this would be alongside the overall housing needs assessment for the District.

- 5.69 As part of the Local Plan (Part 2) Issues and Options it was identified that there were **difficulties in identifying enough sites to meet the needs set out in Local Plan (Part 1) policy.** The focus was upon an ‘area of search’ around the A5 corridor based upon traditional travelling community travel patterns and existing gypsy, traveller and travelling showpeople sites.
- 5.70 In response to the Local Plan (Part 2) a number of objections were received to some of the site options suggested for gypsy, traveller and travelling showpeople accommodation and **it was suggested that the search for sites should be extended across the whole of the District. We would welcome any further comments on what would be appropriate areas of the District to consider as part of the search for sites, including if the Council should be considering any cross boundary sites.**
- 5.71 The section on Policy CP6 (Housing Land) refers to considering whether or not sites should be scoped out from further assessment at an early stage based on clear criteria. A similar issue applies to gypsy, traveller and travelling showpeople sites and **we would welcome views on what, if any, criteria should be used to scope out sites at an early stage in the process** (i.e. identifying ‘reasonable options’). The list of potential site options for gypsy, traveller and travelling showpeople provision for the Local Plan Review will be drawn from the Local Plan (Part 2) consultation site options, with updates as necessary.

Questions on the review of Policy CP7: Housing Choice

Question 30. Do you have any comments on what issues in relation to housing needs need to be addressed and what policy options may need to be considered, taking account of key local issues including affordable housing needs and an ageing population?

Question 31. Do you have any comments on the evidence base updates required?

Question 32. Do you have any suggestions for appropriate areas of search/additional sites that could be considered for Gypsy, Traveller and Travelling Showpeople provision?

Question 33. Can you suggest specific criteria for screening out sites which are not reasonable options for development at an early stage? How might this be justified?

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP8: Employment Land

Policy CP8 (Employment Land) of the adopted Local Plan (Part 1) sets out the gross employment land requirement for the District. This is primarily for non-town centre B class uses (e.g. warehouses, factories) but with flexibility for other employment land uses, where appropriate (e.g. offices, retail). It identifies the key areas where the available employment land supply is mainly located which will help meet this requirement (namely Kingswood Lakeside, the A5 Corridor, Towers Business Park) which is consistent with the overall spatial strategy of distributing development proportionality across the District according to existing settlement sizes.

Kingswood Lakeside and Towers Business Park are identified as strategic high quality employment sites. Where demand at these locations indicates the need for further land supply then consideration will be given to the provision of new employment land via expansions of Kingswood Lakeside (to be considered via Local Plan (Part 2)).

Support is given to the redevelopment and modernisation of existing employment sites, including those within the Green Belt (where in accordance with local policies and national Green Belt policy). This is further elaborated on in the Design SPD e.g. individual guidance on each existing employment area in the Green Belt.

The loss of employment land to non-employment uses (e.g. residential) will be considered according to a specific set of criteria, including the benefits of the redevelopment scheme; the availability of employment land elsewhere in the District; the quality of the employment land to be lost.

The policy recognises the challenges in providing office developments in local town centres and provides a set of criteria for assessing the suitability of office developments in out of town locations.

What issues do we need to consider?

- 5.72 The District Corporate Plan identifies 'Promoting Prosperity' as one of its two corporate priorities for 2018-2023. This has a vision for continued business growth, attracting higher skilled employment and raising skill levels (as well as other elements). Its strategic objectives include increasing access to employment opportunities as well as progressing regeneration of the closed Rugeley Power Station site.
- 5.73 Ensuring that the District has an appropriate supply of employment land (in quantity and quality terms) remains crucial to helping provide access to job opportunities and fostering growth of the local economy overall. **An up to date employment land requirement for the next plan period will be needed to reflect up to date national and local economic projections.** Some consultation responses to Local Plan (Part

5. Review of Local Plan (Part 1) Policies

2) Issues and Options also suggested updated employment evidence was needed given changes to the economic context since the Local Plan (Part 1) was adopted.

- 5.74 Whilst the Government has recently consulted upon a standard methodology for assessing housing requirements, this has not been done for employment land requirements. Government policy and guidance currently states Councils should consider their need for employment land by having regard to local policies for economic development (e.g. the plans of relevant Local Enterprise Partnerships and Combined Authorities) and by drawing upon a range of forecasts for potential future employment land needs. The suggested methodology set out in national guidance is similar to that applied in the evidence base for Local Plan (Part 1) employment land requirements. **It is intended that the Council will take a similar approach to assessing the employment land requirements for the Local Plan review i.e. considering a range of scenarios in line with current Government guidance.**
- 5.75 The Council **needs to consider which sites are reasonable options to consider and how these would also fit into a wider strategy for sustainable development in the District overall.** At present the Council seeks to deliver employment land supply in a proportionate way across the main urban areas of the District according to their existing size in line with Local Plan (Part 1) Policy CP1 and the housing strategy.
- 5.76 **Monitoring** of the Local Plan (Part 1) employment land supply indicates that whilst this strategy has been largely successfully implemented to date there has more recently been a **relatively minor shortfall in supply** primarily due to the use of the Mill Green site for a designer outlet retail village rather than B class employment.
- 5.77 In addition, the high quality strategic sites of Kingswood Lakeside and Towers Business Park are almost built out leaving **very little available employment land for new developments in the District.** The Local Plan (Part 1) current policy identifies the need to potentially consider extensions to Kingswood Lakeside (requiring the use of Green Belt land). However, the need for sites in the next plan period will be assessed against a new employment land requirement too.
- 5.78 Clearly, one recently identified significant new site is **the closed Rugeley Power Station and we will need to consider the implications and opportunities afforded by this cross boundary regeneration scheme.** The adopted SPD for this site suggests that the preferred vision is for a cross boundary mixed use scheme, with primarily employment-led development in Cannock Chase District.
- 5.79 The Employment Land Availability Assessment (ELAA)¹⁷ provides a database of potential employment land sites for future development. Many of these were consulted upon in the Local Plan (Part 2) Issues and Options. There are a mixture of

¹⁷ <https://www.cannockchasedc.gov.uk/residents/planning/planning-policy/planning-policy-monitoring>

5. Review of Local Plan (Part 1) Policies

sites suggested for employment land development, including some sites within the Green Belt and the recently closed Rugeley Power Station.

- 5.80 Consultation responses to the Local Plan (Part 2) Issues and Options in relation to Green Belt sites were mixed i.e. with some parties promoting such sites and some parties outlining these sites should not be considered. There was general support for the redevelopment of Rugeley Power Station (although residential development of this site was also suggested and some parties suggested it would take a long time to redevelop). Support for the retention and redevelopment of existing lower quality employment areas was also expressed. However, other responses suggested there could be benefits to the redevelopment of such areas for housing as long as the existing businesses could be relocated within the District. There were a number of site-specific comments received which will be taken into account as the evidence base work is progressed.
- 5.81 It is intended that starting point for identifying the site options to assess in the next round of consultation will be the latest ELAA, which would include site options suggested in the Local Plan (Part 2) Issues and Options consultation. The section on Policy CP6 (Housing Land) refers to considering whether or not sites should be scoped out from further assessment at an early stage based on clear criteria. A similar issue applies to employment land sites and **we would welcome views on what, if any, criteria should be used to scope out sites at an early stage in the process** (i.e. identifying 'reasonable options').
- 5.82 Based on the above we think we need to undertake evidence base work on the following:
- **Assessment of future employment land requirements** for the plan period (taking account of the latest economic trends and forecasts);
 - **Assessment of existing employment areas** (to assess their existing quality and potential future land supply from this source);
- 5.83 Policy CP8 seeks to address a **number of other issues which we think remain locally relevant** (and elaborate upon related national planning policy). These are:
- **Redevelopment and modernisation of existing employment sites** for continued employment use, including those within the Green Belt (as there remain a number of existing in-use employment sites within the Green Belt in our District with recent demand for redevelopment schemes);
 - **Considering the loss of employment land to non-employment uses** (given that there are a number of employment sites being suggested for residential redevelopment in the District and that there is currently a small shortfall in employment land supply against requirements);

5. Review of Local Plan (Part 1) Policies

- **Consideration of out of town office developments in the District** (given that there have been virtually no town centre office schemes in recent years, with existing town centre offices being converted to residential use. Out of town new office locations have been in higher demand).

We would welcome your views on what, if any, updates and evidence may be required in terms of these issues.

Questions on the review of Policy CP8: Employment Land

Question 34. Do you have any comments on what issues in relation to employment land supply need to be addressed and what policy options may need to be considered?

Question 35. Do you have any comments on the evidence base updates required in relation to identifying appropriate employment land requirements and employment land supply?

Question 36. How can the Council ensure that it has considered all the potential brownfield site opportunities, as far as possible? Are there any sites you can suggest which may be underused?

Question 37. What key locations or sites within the District, or cross boundary sites, should be considered reasonable options for future employment land supply?

Question 38. Can you suggest specific criteria for screening out sites which are not reasonable options for development at an early stage? How might this be justified?



Rugeley Power Station

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP9: A Balanced Economy

This policy supports Policy CP8 in terms of setting out what sectors of the local economy are particularly important to the continued regeneration of the District. This includes sectors which help to make the local economy more resilient and diversified given its not- to- distant past reliance upon the mining industry and its continued reliance upon more vulnerable sectors, such as low skilled manufacturing. It aims to support industries which help increase the Districts' job density in particular. Support is provided for proposals which will increase access to local employment opportunities including training and skills initiatives; live/work units; and improved ICT services such as broadband connectivity.

Support is provided to the visitor economy, subject to any proposals being in line with local and national planning policies. The policy contains a specific element on the potential role of the canal network in supporting the visitor economy, including the Hatherton Canal restoration project.

What issues do we need to consider?

- 5.84 This policy complements Policy CP8 in that it identifies what sectors of the local economy are particularly important to retain and which need to be further developed and/or supported. This is in line with the national planning policy requirements to set out a clear economic vision and strategy for the District.
- 5.85 **Evidence from monitoring** of the Local Plan (Part 1) indicates that there **have been improvements** such as increases in the number of people in work; reductions in the number of people on out of work benefits; increases in the number of new businesses; and increases in the proportion of people employed in managerial/professional sectors.
- 5.86 However there **remain key issues in terms of strengthening the local economy**. For example, the **job density rate has risen but remains below the regional and national averages and levels of educational attainment remain below the national average**.
- 5.87 As outlined in the previous chapter, the District Corporate Plan identifies 'Promoting Prosperity' as one of its two corporate priorities for 2018-2023. This has a vision for continued business growth, attracting higher skilled employment and raising skill levels (as well as other elements). Its strategic objectives include increasing skill levels and higher skilled job opportunities.
- 5.88 It is likely that updates to the current approach will be required in tandem with updates to Policy CP8 on the amount and type of employment land needed in the District. The **evidence for Policy CP8 will help identify which sectors of the economy are**

5. Review of Local Plan (Part 1) Policies

likely to remain important (or need further support) and what type of job opportunities will be available in the District in the future. The approach will need to take into account existing, and emerging, Local Enterprise Partnership strategies (of which the District is a member) and the Council is in the process of producing an Economic Prosperity Strategy (during 2018/19) which will provide further local context for local plan policy. The Council is also a non-constituent member of the West Midlands Combined Authority which has a number of strategies for promoting economic growth across the region. The alignment of the Districts' economic vision and strategy with these wider strategies will need to be considered.

- 5.89 In specific relation to the **Hatherton Canal restoration**, there have been some **updates to neighbouring authorities local plan policies that the District Council will need to take into account** (e.g. the recently examined Walsall MBC Site Allocations document). The Council **will also need to consider safeguarding a specific route for the Hatherton Canal via the new Local Plan** as this was due to be considered via Local Plan (Part 2). A number of consultation responses to the Local Plan (Part 2) Issues and Options consultation highlighted the importance of ensuring this safeguarding took place with appropriate supporting policy so that the future restoration project was not impeded by any prejudicial developments.

Questions on the review of Policy CP9: A Balanced Economy

Question 39. Do you have any comments on what issues in relation to economic growth need to be addressed and what policy options may need to be considered, taking account of key local issues such as local skill levels and improving access to higher skilled job opportunities?

Question 40. Do you have any comments on the evidence base updates required, or the evidence and strategies of other organisations that need to be taken into account?



New offices, Hednesford



Local industry, Cannock

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP10: Sustainable Transport

This policy sets out a commitment to work with bus and rail operators, Staffordshire County Council, the West Midlands Integrated Transport Authority, the Local Enterprise Partnerships, local transport bodies and developers to help develop and promote sustainable transport modes that provide realistic alternatives to the car, which help address climate change targets and which reduce air pollution. It sets out approaches to developer contributions, with a link to the Developer Contributions SPD, to ensure that sustainable transport matters are addressed.

The policy is split into different sections, covering buses, rail, roads, walking, cycling, taxi ranks and car parking / servicing.

What issues do we need to consider?

- 5.90 Responses to the Local Plan (Part 2) consultation emphasised the need for further / more partnership working on transport issues linking to the wider West Midlands and the need to consider and model the impact on the Strategic Road Network (including the need for further improvements at Churchbridge along the A5). Respondents commented that there should be more cycling and walking provision and better linkages and more charging points are needed for electric vehicles.
- 5.91 Firstly, it is clear that we will need to ensure that the **policy wording is brought up to date to reflect the most current situation and partnerships** (for example Transport for the West Midlands / West Midlands Combined Authority and Midlands Connect as a Sub-National Transport body) and will need to update our evidence particularly with regard to the impacts of growth upon the road and rail network and any infrastructure upgrades and investment which would be necessary to enable delivery.
- 5.92 Sustainable transport will be key to delivering the Council's corporate priority of promoting Prosperity in ensuring that the right conditions are achieved for attracting growth and investment, but also in achieving the Community Wellbeing objective: for example cycling and walking through attractive and safe integrated networks can help people achieve active and healthy lifestyles, and create less reliance upon road-borne transport which contributes to air pollution.
- 5.93 Monitoring has shown a mixed picture, with reductions in bus services as a result of reduced funding for bus subsidies, but improvements to rail with the £100m Chase Line electrification between Walsall and Rugeley being due for completion shortly. This will enable more frequent and faster electric services with improvements to stations following on from this via other projects. Passenger figures for 2016/17 showed a growth of over 10.5% for Cannock, Hednesford and Rugeley town.

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- 5.94 The **continuing decline of bus services** within the District and inter-urban services is a particular concern, with some areas suffering from poor access to employment, education, retail and health services, particularly in the evenings and weekends and the new plan will need to consider how to address this, potentially seeking out alternative solutions.
- 5.95 It is recognised that the dominance of cars in town, district and local centres reduces environmental quality and sense of place, leading to poor air quality and noise so we think much of the current policy wording is still relevant given that its aim is to promote and enable sustainable transport. However, **we think the policy could potentially be bolstered to reflect ongoing change and adopt a more holistic approach:** examples of the sort of issues we may want to consider as we take the new plan forward are listed below, but this is not exhaustive and we would welcome suggestions and feedback, and details of appropriate evidence:
- Improve **transport capacity and accessibility to jobs and services** in the key town and local centres and in key employment areas
 - **Improve connectivity** to surrounding key towns and cities through new and enhanced transport links and capitalise on the benefits from the Chase line electrification with more services to Walsall and Birmingham and new direct services to Birmingham airport / the NEC and London
 - Place more emphasis on exploiting **new technologies**, innovation and a low-emission future (see also the section on air quality, below)
 - Place more emphasis upon the benefits of **active travel** such as cycling and walking in encouraging healthy and active lifestyles. There could also be more emphasis upon ensuring better linkages between cycling and walking networks across the district, and beyond.
 - Supporting more home-working or schemes which **reduce the need to travel** overall
- 5.96 Notwithstanding the need to promote and enable more sustainable and integrated modes of travel, the plan still needs to address the fact that much travel will still be by motor vehicle. **Congestion and journey – time issues** will need to be addressed on key corridors for example the A5/M6 Toll/ A34/A60 – Churchbridge Interchange, the A460 and A51 and we will need further evidence on **transport capacity** as we develop the plan and consider the various growth options.
- 5.97 We will also need to consider any implications for the **Air Quality Management Areas** (AQMAs): the policy will need updating to include the new AQMA at Five Ways in Heath Hayes. **Air quality** is an issue which has risen up the national agenda since Local Plan (Part 1) was produced and we think there will be a need to look at this issue in more detail, particularly with regard to planning for future changes in the motor vehicle industry (more electric vehicles will generate a need for more charging points for example, and we will need to consider the implications of driverless technology and the ban on new diesel and petrol cars from 2040). Furthermore, not only do we

5. Review of Local Plan (Part 1) Policies

need to be addressing the issues of current AQMAs, but we should be ensuring that we avoid the need for further such designations.

- 5.98 We also know that we will need to look at the **cumulative impacts of development and transport growth on air quality** and how this could affect sensitive environments such as Cannock Chase and Cannock Extension Canal Special Areas of Conservation (SACs).
- 5.99 In terms of **car parking standards**, this issue is picked up in the chapter on Design.
- 5.100 Based on the above we think we need to undertake evidence base work on the following and would welcome further comments or details of evidence which we may be able to utilise:
- **Capacity and modelling work** relating to the key road corridors and implications of growth scenarios
 - Evidence relating to the impacts of additional growth on the **rail network**
 - Updated **Integrated Transport Strategy**
 - Evidence relating to **air quality** including **up to date Air Quality Area Management Plans**

Questions on the review of Policy CP10: Sustainable Transport

Question 41. Which elements of the policy now need updating (e.g. to reflect changes in delivery or new partnership arrangements) or to address issues not currently covered? Please provide details and links where appropriate

Question 42. What evidence do we need to help us decide what options for growth are feasible, sustainable, realistic and deliverable? Is there already any up to date evidence which we can use to help us and if so, what?



Train Station, Rugeley Town



M6 Toll

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP11: Centres Hierarchy (And Area Action Plans)

This policy sets out a hierarchy and sets policy accordingly for the different centres across the District. The main centre is Cannock, which is designated as the strategic town centre for the district, with the next tier being the town centres of Rugeley and then Hednesford, followed by the District Centre at Hawks Green and then the Local Centres at Norton Canes, Heath Hayes, Chads Moor, Bridgtown, Fernwood Drive and Brereton.

The policy sets out appropriate growth levels for town centre uses (retail and office) based on evidence used at the time, and details the need to take a sequential approach for town centre uses including retail, office, commercial, leisure and cultural facilities to ensure that regeneration of town centres is not undermined by town centre uses being located out-of-town.

The policy sets out a clear approach to the regeneration of town centres. For Rugeley Town Centre an Area Action Plan is referenced and incorporated into the Local Plan (Part 1). This sets out more local detail, defining a Primary Retail area and identifying a range of Opportunity Sites within the town centre boundary. For Cannock, the policy states that development within the town centre will be guided by a Supplementary Planning Document or Area Action Plan.

For the other centres, the approach for Hednesford is focused upon local regeneration and maximising appropriate tourism as a gateway to the Cannock Chase AONB. The role of Hawks Green as a District Centre is to provide shops, services and community facilities to serve local communities. The Local Centres' role is to provide small scale shops, services and community facilities: the policy aims to protect and enhance these and to support the creation of new local centres where appropriate to serve the needs of existing and new communities.

What issues do we need to consider?

- 5.101 Since Local Plan (Part 1) was adopted along with the Rugeley Area Action Plan, work has commenced on an Area Action Plan for Cannock Town Centre. An Issues and Options paper was consulted on in 2017 and work is underway to progress an appropriate framework for stimulating investment into the centre.
- 5.102 We think that it is particularly important to consider what might be the best appropriate strategy for the town centre moving forward. This is particularly significant as, **since Local Plan (Part 1) was adopted, planning permission has been granted for the Mill Green Designer Retail Outlet Village**. This development, due to open in 2020, is earmarked to bring circa 80 shops (Phase 1- 1,000 jobs over a ten year period) and around 3 million visitors to the District each year, with a range of associated improvements for example to the railway station, to the local environment and to skills and training opportunities.

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- 5.103 Town centre regeneration is a key priority for the Council which has committed to developing a new Economic Prosperity Strategy, capitalising not only on the benefits from the new Designer Outlet Village but also in terms of providing a strategic view on the future requirements of the District as a whole in relation to the changes in retail, leisure and residential requirements of town centres.
- 5.104 The leisure and retail market is constantly evolving. **The role of town centres is changing:** they are being impacted by a range of factors including demographics, consumer demands and habits (e.g. online shopping, click and collect), transport, environment and technological change. The GBSLEP has produced a Towns and Local Centres Framework¹⁸ which considers their current and future trends, future policy direction, good practice and scope for intervention.
- 5.105 Bearing this in mind, the new Local Plan will need to ensure that we can **respond flexibly** to keep pace with such change, ensuring that our town centres are viable, attractive, safe and unique places which meet the needs of local communities but which also attract visitors and associated spend, whilst not undermining other areas.
- 5.106 We will need to take into account **updated national planning policy** which, through the most recent consultation, is proposing some changes including the need to keep town centre boundaries under review. The context for policy making remains broadly the same however: the centres hierarchy approach remains, as does the sequential approach for considering town centre uses being proposed outside town centre boundaries.
- 5.107 We think we may need to **consider our approach to the move towards more targeted local policy for town centres which has, to date, been through the production of Area Action Plans.** These are highly regulated Development Plan Documents and as such have to go through a regimented process of production, consultation and independent examination.
- 5.108 **Given the fast pace of change in this field we believe it may be worth revisiting this approach,** so that strategic policy would still be contained within the Local Plan, but that a more localised vision – which could provide flexibility and adaptability – might be more appropriately delivered via a Supplementary Planning Document or a non statutory framework for example. **This would include not only our approach to Cannock Town Centre but also our potential approach to a review of the Rugeley Area Action Plan and indeed other centres as appropriate.** We would be interested in hearing your views on this, and any examples of good practice which you may wish to suggest.

¹⁸ Reported to the Place Board 1st May 2018 <https://gbslep.co.uk/wp-content/uploads/2018/04/Agenda-and-Papers-GBSLEP-Place-Board-01.05.2018.pdf>

5. Review of Local Plan (Part 1) Policies

- 5.109 Furthermore **Hednesford Town Council is preparing a Neighbourhood Plan¹⁹ which contains policies that are focused upon the continued regeneration of the town centre**, so we will need to ensure that we take this into account.
- 5.110 We will also need to consider the fact that **Cannock and Rugeley Town Centres are Conservation Areas**. These have Conservation Area Appraisals and Management Plan SPDs²⁰ setting out their unique features and local distinctiveness. This contributed greatly to the work undertaken on the Area Action Plans and so will need to be factored in to any future approach.
- 5.111 In order to update our Centres Hierarchy policy and consider future approaches however, **we think we will need to update our evidence**. Our most recent published evidence for the Local Plan is the Cannock Chase Retail and Leisure Study which was produced in 2015. Given the rate of change in this subject area we think this needs refreshing.
- 5.112 Finally, when we consulted on Local Plan (Part 2) **we were considering whether we should be introducing thresholds for the scale of edge of centre and out of centre retail, leisure and office development which should be the subject of an impact assessment**. Our evidence (the 2015 Retail and Leisure study) suggested that it would be appropriate to introduce smaller local thresholds rather than defaulting to the national threshold of 2,500 sqm to help protect and regenerate town centres. Since then the Government has suggested changes to national policy which would mean offices would no longer be subject to an impact test. **In terms of retail we think we should still be considering a more local threshold but will need to do this in the light of updated evidence** to check that the figures suggested via the Local Plan (Part 2) consultation²¹ remain robust.

Questions on the review of Policy CP11: Centres Hierarchy

Question 43. Do you have any comments on what issues need to be addressed in relation to centres?

Question 44. Do you have any comments on the evidence base updates required, or any existing evidence or information of which you think we should be aware?

Question 45. Are Area Action Plans the most appropriate way of regenerating town centres, or do you think we should be considering other approaches? If so, what options should we be considering? Do you have any examples of good practice which might be helpful and relevant to this District?

¹⁹ At the time of writing this had been submitted for independent examination

²⁰ <https://www.cannockchasedc.gov.uk/residents/planning/planning-policy/building-conservation>

²¹ Suggested thresholds of 1000 sqm. gross for Cannock and Rugeley, 500 sqm. for Hednesford and 200sqm. for Local and Neighbourhood centres.

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP12: Biodiversity And Geodiversity

This policy sets out the Councils' approach to ensuring the Districts' biodiversity and geological assets will be protected, conserved and enhanced. It follows national planning policy and guidance and makes reference to supporting key local strategies and plans e.g. the Local Biodiversity and Geodiversity Action Plans.

The policy highlights key local assets which should be protected, conserved and enhanced including Hednesford Hills and identifies local initiatives to be supported such as the Forest of Mercia.

Criteria-based policies for where ecological and geological sites may be affected are set out for decision making (in line with national policy and legislation). Policy requirements for individual development schemes to consider integrating biodiversity into their proposals are also set out.

What issues do we need to consider?

- 5.113 The District **continues to be home to a wealth of ecological assets**, from internationally to locally protected sites. **Ensuring these assets are protected, conserved and enhanced will therefore continue to be a key local issue.** Such sites also contribute significantly to the Council's Corporate Plan (2018-2023) Community Wellbeing priority as they are key to promoting healthy and attractive environments.
- 5.114 Monitoring for the Local Plan (Part 1) indicates that there has been **no decline in the condition of nationally designated sites recently; however improvements are still needed to bring many of the sites into a 'favourable' condition.** In terms of locally designated sites, many of these have positive conservation management plans in place, but some still require further work. The number of Green Flag awards awarded to public spaces in the District has increased in recent years, and part of the criteria for these awards is the appropriate management and conservation of natural features, wildlife and fauna.
- 5.115 Comments received to Local Plan (Part 2) Issues and Options highlighted the **need for references to ancient woodland and veteran trees** to be incorporated in order to reflect the increased levels of protection they should receive. Changes to national planning policy with regards to the protection of ancient woodland have recently been consulted upon in this regard. Therefore updates to evidence and policy may be needed to reflect the changed national policy position on ancient woodlands (and potentially ancient or veteran trees).

5. Review of Local Plan (Part 1) Policies

- 5.116 Comments received to Local Plan (Part 2) Issues and Options suggested that **additional work on the local biodiversity evidence base may be required** to ensure that the allocation of new sites for development was sustainable. In particular the evidence on locally designated sites, priority habitats, ancient woodland, veteran trees, wildlife corridors and 'stepping stones' were highlighted as areas for further work.
- 5.117 The Council is a member of the Staffordshire Wildlife Trust Partnership and therefore has access to a significant resource of existing information on locally designated sites, priority habitats and species via the Staffordshire Ecological Record.
- 5.118 The Council is **likely to supplement this existing evidence with any further survey work that may needed** e.g. potentially an Extended Phase 1 Biodiversity Study similar to that undertaken for Local Plan (Part 1) for the District and any site specific survey work required (the need for which can be identified via continued joint working with other agencies and site landowners/promoters).
- 5.119 We need to **ensure a proportionate approach** i.e. so that we have enough evidence to make informed judgements on polices and site allocations, but also recognising that some detailed information could be more appropriately provided at the planning application stage.

Questions on the review of Policy CP12: Biodiversity And Geodiversity

Question 46. Do you have any comments on what issues need to be addressed in terms of biodiversity and geodiversity and what policy options may need to be considered, taking account of key local issues and features e.g. the range of designations covering the District?

Question 47. Do you have any comments on the evidence base updates required, including any site specific information that may be required?



Castle Ring



Hednesford Hills

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP13: Cannock Chase Special Area Of Conservation (SAC)

This policy safeguards the Cannock Chase Special Area of Conservation (SAC). The SAC is unique heathland habitat, protected by European Law and the Habitats Regulations. Evidence has shown that increasing visitor numbers from visitors to Cannock Chase as a result of new development could potentially damage the fragile environment. The evidence base which informed Local Plan (Part 1) showed the majority of visitors to be coming from an 8km radius from Cannock Chase, with a lesser but still significant number coming from a wider 8 – 15 km radius.

Cannock Chase Council works with partners impacted by this radius (the ‘Zone of Influence’) on the Cannock Chase SAC Partnership. There is a programme of measures to mitigate for the impacts of development on the SAC and this programme has been formulated based on the levels of housing to be delivered by current adopted local plans.

What issues do we need to consider?

- 5.120 The current adopted policy provides the link to the most up to date Guidance to Mitigate adopted by the Cannock Chase SAC Partnership which sets out how developers can mitigate for the impacts of residential development²². Because of the legal protection afforded to the SAC, any development which would be likely to have an impact is unable to proceed without demonstrating and securing mitigation.
- 5.121 The policy provides the mechanism to mitigate for the amounts of residential development in current local plans. However a review of the evidence base²³ has shown that additional growth through local plan reviews is outside the remit of existing mitigation, and so further evidence is required to inform a future approach to mitigation and / or avoidance measures. The Cannock Chase SAC partnership is currently working to address this issue. The policy will therefore need updating to reflect the outcome of an updated evidence base.

Questions on the review of Policy CP13: Cannock Chase Special Area Of Conservation (SAC)

Question 48. Do you have any comments on our review of Policy CP13: Cannock Chase Special Area Of Conservation (SAC)?

²² https://www.cannockchasedc.gov.uk/sites/default/files/cannock_cannock_chase_sac_updated_guidance_january_2017.pdf

²³ https://www.cannockchasedc.gov.uk/sites/default/files/cannock_chase_sac_evidence_base_report_september_2017_0.pdf

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP14: Landscape Character and Cannock Chase AONB

This policy seeks to protect the District's landscape character and maximise opportunities for restoring and enhancing landscape features and creating green infrastructure links in conjunction with new development. Development proposals in the AONB which are compatible with its Management Plan objectives are supported as are development proposals across the District which help to facilitate these objectives. Appropriate development within the Green Belt must be sensitive to distinctive landscape character. Consideration is being given to allocate land at Rawnsley Road/Rugeley Road, Rawnsley as Local Green Space²⁴.

What issues do we need to consider?

Landscape issues

- 5.122 **30% of the District is within Cannock Chase Area of Outstanding Natural Beauty (AONB). Overall national planning policy and guidance in relation to landscape character and AONBs remains unchanged.** Government policy emerging from the updated NPPF (current consultation) clarifies that development in AONBs should be limited and remains strong on conserving and enhancing the natural environment including protecting and enhancing valued landscapes. It recognises the intrinsic character and beauty of the countryside and the wider benefits from natural capital including the economic and other benefits of agricultural land, trees and woodland.
- 5.123 Government emphasises that Plans should allocate land with the least environmental or amenity value where consistent with other NPPF policy, taking a strategic approach to maintaining and strengthening networks of habitats and green infrastructure and planning for the enhancement of natural capital at a landscape scale across Local Authority boundaries.
- 5.124 Recent landscape evidence gathered includes an **updated Landscape Character Assessment of the District 2016²⁵ and AONB Landscape Character Assessment 2017²⁶** which helps identify areas for landscape conservation, improvement or regeneration. **This evidence can be reflected in updated policy** and will also help inform decisions on what sites for development are appropriate in landscape terms.
- 5.125 **As mentioned in previous sections, one way of approaching any need to consider sites for new development is to define some criteria for assessing potential development sites which come forward in order to screen out inappropriate ones at an early stage, including those with high value landscape**

²⁴ Rawnsley Local Green Space is considered in the section on Policy CP5

²⁵ https://www.cannockchasedc.gov.uk/sites/default/files/cannockdistrict_lca_review_nov16final_update.pdf

²⁶ https://www.cannockchasedc.gov.uk/sites/default/files/cannock_chase_aonb_lca_final_oct17_0.pdf

5. Review of Local Plan (Part 1) Policies

character and those which fall within the AONB. This is discussed under the sections on Policy CP6, Policy CP7 and Policy CP8.

- 5.126 The NPPF does not currently define what a ‘major development’ is; this means a development scheme within an AONB needs to be considered on its own merits in terms of whether it constitutes ‘major development’ or not. The Draft NPPF now defines ‘major development’ as 10 dwellings or 1,000 sqm of floorspace or more, so the definition of what is major development within and AONB would be clear cut should this be included in the final revised NPPF.

Green belt issues

- 5.127 As set out under the section on Policy CP1, 60% of land in the District is designated Green Belt. Green Belt is a policy tool with five purposes and is not dependant on landscape condition. Green Belt policy is covered nationally in the NPPF so current Local Plan policy does not repeat this but seeks to add local criteria to assist in considering Green Belt development e.g. that the ground floor area of a redevelopment or extension should not exceed 50% of the original floorspace. The policy also reflects the fact that much of the District’s Green Belt intersects with high quality landscapes, including the AONB, so developments are expected to have regard to that context.
- 5.128 Whilst Green Belt designations are not dependant upon landscape condition, national planning policy does set out that *‘once Green Belts have been defined, local authorities should plan positively to enhance the beneficial use of the Green Belt, such as looking for opportunities to provide access; to provide opportunities for outdoor sport and recreation; to retain and enhance landscapes, visual amenity and biodiversity; or to improve damaged and derelict land.’* The Draft NPPF also sets out ways in which the impact of removing land from the Green Belt can be offset through compensatory improvements to environmental quality and accessibility of remaining Green Belt land. Given that the District’s Green Belt overlaps with many areas of high quality landscapes and ecological designations this issue is an important one locally. We would welcome your views on this issue and suggestions you may have for any policy approaches to ensure the wider benefits of the Green Belt are maximised.

Questions on the review of Policy CP14: Landscape Character and Cannock Chase AONB

Question 49. Do you have any comments on landscape issues facing the District and the need for any updates to evidence or policy?

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP15: Historic Environment

This policy seeks to protect and enhance the District's historic environment by maintaining a balance between safeguarding historic buildings, areas and other sites and their settings according to their status and supporting development proposals which are sensitive to and inspired by their context and which add value to the existing historic townscape and landscape character of the District.

Policy encourages a focus of regeneration around historic urban areas and Rugeley has benefitted from partnership working and financial investment resulting from a Town Centre AAP in conjunction with Local Plan 1. Policy support for regeneration of Cannock Town Centre will be taken forward in conjunction with the Local Plan Review including views received during publicity for the Cannock Area Action Plan in 2017. Key development guidance to support and enhance Hednesford town centre was set out in the Design SPD 2016 and is expanded as part of the Hednesford Neighbourhood Plan.

Policy also promotes the sustainable access and enjoyment of heritage assets District-wide through creation of footway/cycle routes, enhancements to the canal network and the conservation and enhancement of all types of heritage assets.

What issues do we need to consider?

- 5.129 **Overall national planning policy and guidance in relation to the historic environment remains unchanged. New policy in respect of Cannock Town Centre will need consideration linked to Policy CP11 Town Centres, but also taking account of the management aspirations for the Conservation Area** set out in the adopted Management Plan SPD 2014 which seek to enhance its local distinctiveness. e.g. support for the role of historic buildings in accommodating diverse town centre uses on multiple floors.
- 5.130 The Government's NPPF consultation supports plans setting out a positive strategy for the conservation and enjoyment of the historic environment, including the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring. Also that the Council should require developers to record and advance understanding of the significance of any heritage assets to be lost in a manner proportionate to their importance and to make this evidence publicly accessible.
- 5.131 Consultation responses on Local Plan (Part 2) Issues and Options provide strong support for using the historic environment to act as a catalyst to encourage the positive regeneration of the District. Options relating to Town Centres, Canals and Collieries and former Mineral Railway Lines were supported, to help bring new life into town centres and historic commercial buildings; to use the Conservation Area

5. Review of Local Plan (Part 1) Policies

Management Plans as a guide for development; to consider Cannock Extension Canal and Brereton Colliery as regeneration/leisure opportunities; and to enhance the footway/cycleway network via former mineral railway lines across the District, linking existing routes and having health and wellbeing benefits as a green infrastructure opportunity.

- 5.132 There was also support through the consultation for elaborating existing Policy CP15 by providing historic environment guidelines for managing change at relevant allocated sites, including avoidance/mitigation measures, indicating key matters for consideration by developers and opportunities to better reveal significance of the historic environment. Finally, a wider role for maximising interpretation of the historic environment was supported, with suggestions for heritage trails across the area which may require a specific strategic policy framework, a District-wide Interpretation Strategy guiding developers involved with sensitive sites, and more acknowledgement of the community and landscape history of Cannock Park, including a heritage trail and information boards.
- 5.133 A **Heritage Impact Assessment of site allocations** would be required as work on the plan progresses, however the Historic Environment Character Assessment(2009) and Extensive Urban Surveys for Cannock (2009) and Rugeley (2010) are still considered up to date, used together with the rolling programme of Conservation Area Appraisals and Management Plans, and could provide evidence to guide such policy development.

Questions on the review of Policy CP15: Historic Environment

Question 50. How might the existing policy be expanded to embrace the historic environment as a catalyst for positive regeneration?

Question 51. What might a Heritage Interpretation Strategy for the District cover?

Question 52. Do you have any further comments on how the historic environment might help the regeneration of the District?

Question 53. Do you have any other comments on our review of Policy CP15: Historic Environment?



Rugeley Town Centre Conservation Area



Cannock Town Centre Conservation Area

5. Review of Local Plan (Part 1) Policies

What does our current policy say?

Policy CP16: Climate Change and Sustainable Resource Use

This policy identifies key local issues related to climate change, pollution, flood risk, minerals and waste and sets out policy requirements to ensure developments are addressing these.

There are links to County level plans for minerals, waste and flood risk management. There are also links to national plans for the management of water quality.

Support is given to renewable and low carbon energy schemes, subject to other local plan policies. A series of development management criteria are set out for individual development schemes to take account of including exceeding national standards for carbon reduction; improved energy efficiency; flood risk; water quality and drainage; green infrastructure; sustainable construction methods; and minerals sterilisation.

What issues do we need to consider?

- 5.134 **Overall national planning policy and guidance remains largely unchanged in relation to the headline issues this policy seeks to address. Updates are likely to be needed to reflect local issues that have changed or arisen more recently.** For instance monitoring has identified that an additional **Air Quality Management Area** has been designated at Five Ways, Heath Hayes and the **Rugeley town centre Flood Alleviation Scheme** has been recently completed (which will change levels of flood risk in and around the town centre). The County Council has adopted its up to date **Minerals Local Plan** (2017) which sets updated policy for considering developments within Mineral Safeguarding Areas, which the District Council will need to take account of in decision making on new development sites. The County Council role as **Lead Local Flood Authority** has also evolved further, with associated **up to date flood risk management plans** that need to be taken into account.
- 5.135 **Air quality issues** have recently been gaining more attention at the national and local level. We need to ensure that this issue is being fully addressed (see also the section on Policy CP5 (Social Inclusion and Healthy Living) and on Policy CP10 (Sustainable Transport)).
- 5.136 We will have to continue ensuring that growth within the District overall can be accommodated sustainably in terms of **water supply and wastewater treatment** (in order to help contribute to the meeting of Water Framework Directive targets). For Local Plan (Part 1) this was demonstrated via a Water Cycle Study (2010). Monitoring indicates that South Staffordshire Water has been meeting water efficiency targets set most recently. There is a mixed picture in relation to the quality of the Districts water bodies (against Water Framework Directive targets) with some improvements made in recent years and some water bodies still remaining in a 'poor' status. The status of

5. Review of Local Plan (Part 1) Policies

water bodies is partly related to water industry activities (however other sectors such as agriculture and rural land management are also key influences).

- 5.137 Comments to the Local Plan (Part 2) Issues and Options mainly identified the need for more site specific evidence to inform site allocations e.g. for flood risk and mineral safeguarding. We think that the following evidence is needed:
- **Strategic Flood Risk Assessment**, including surface water flood risk assessment and potentially site specific Flood Risk Assessments for proposed site allocations
 - Up to date **Local Air Quality Action Plans**
 - **Minerals safeguarding site specific assessments** i.e. assessments of what implications a site allocation may have in terms of mineral sterilisation.
- 5.138 We are considering whether or not a **Water Cycle Study** (similar to that undertaken in 2010 for Local Plan (Part 1)) should be undertaken or if direct, early and ongoing consultation with the water companies and Environment Agency throughout the process would be more appropriate and effective instead. **In relation to renewable and low carbon energy, there is now more information available at the national level which could be utilised to inform local policy** rather than a specific local study on renewable and low carbon energy opportunities. However, we would welcome your views on this.
- 5.139 **Updated national policy and guidance in 2015 suggested that Council policies for sustainable construction should not go beyond the national building regulation standards, except for specific areas** e.g. water standards, and the **Code for Sustainable Homes has been withdrawn**. We would welcome your views on what, if any, other standards should be referenced instead.

Questions on the review of Policy CP16: Climate Change and Sustainable Resource Use

Question 54. Do you have any comments on what issues need to be addressed in terms of climate change and sustainable resource use and what policy options may need to be considered, taking account of key local issues such as air quality and mineral sterilisation?

Question 55. Do you have any comments on the evidence base updates required, including any site specific information that may be required?

Question 56. Do you have any comments on what, if any, sustainable construction standards should be considered within future policy options?

5. Review of Local Plan (Part 1) Policies

Policy gaps and issues - have we missed anything else which should be in the new Local Plan?

This is the chance to have your say on other matters which you think should be considered

- 5.136 We have taken each of our adopted policies in turn and considered what we think might need reviewing, adding in or revising and have invited comments and suggestions.
- 5.137 However, we appreciate this is not exhaustive and there may be other issues which you think we should be addressing and which should fall within the scope of our new plan, so we would welcome your suggestions and any links to evidence or information which you think will help.
- 5.138 Furthermore, in the light of emerging changes of Government policy, we need to be very carefully which are actually the key strategic issues which the Local Plan should contain, and which issues are far more localised and should potentially be addressed through other supporting documentation. We need to be mindful that we will need to review our Local Plan policies every five years to check that they are up to date, and if they are not we will need to update them, therefore we suggest that the scope of the Local Plan will need to focus on the key issues. We would welcome your thoughts and suggestions on this, including areas where you think we should be addressing particular matters through other supporting documents instead.

Questions on other issues which need to be covered and the scope of the new plan

Question 57. Have we missed anything else not covered via our policy review which should be in the new Local Plan? What have we missed, and can you supply further details or evidence to help us with this?

Question 58. Overall, what are the key strategic issues which should be specifically addressed by strategic local plan policies?

Question 59. Are there any issues which you think could be better dealt with by supporting documents instead? If so, what are these and can you explain why they would be better dealt with outside of the new Local Plan?

Question 60. Finally – do you have any other comments which cannot be addressed elsewhere?

Appendices

Appendix 1 – Local Plan (Part 1) Policies

Policy CP1 – Strategy

Supports all objectives

In Cannock Chase District the focus of investment and regeneration will be in existing settlements whilst conserving and enhancing the landscape of the AONB, Hednesford Hills, Green Belt and the green infrastructure of the District. The urban areas will accommodate most of the District's new housing and employment development, distributed broadly in proportion to the existing scale of settlement. The Local Plan allocates one strategic housing site on land to the west of Pye Green and identifies a location for urban extensions for housing south of Norton Canes (Policy CP6). A south-east Staffordshire strategy for housing provision in Tamworth Borough, Lichfield District and Cannock Chase District based on meeting a combined housing requirement provides the context for the level of housing provision in Cannock Chase District. As part of this strategy, new housing east of Rugeley and Brereton within the Lichfield District Local Plan will contribute to meeting the housing needs of Rugeley and Brereton. Kingswood Lakeside and Towers Business Area are identified as high quality employment areas and extension of Kingswood Lakeside is identified for longer term employment use if required by monitoring delivery (Policy CP8). Comparison retail development will be mainly focused in Cannock town centre with new convenience and comparison retail development in the town centres of Rugeley and Hednesford (Policy CP11). Suitable development in villages identified on the Policies Map will be limited to infill sites only.

The extent of the urban areas will be constrained by the Green Belt Boundary as defined on the Policies Map. Development proposals at locations within the Green Belt will be assessed against the NPPF and Policy CP14. Infrastructure needs requiring developer contributions are identified within relevant Local Plan Policy and documented within an Infrastructure Delivery Plan which will be regularly updated. The strategy will be delivered in accordance with the principles of all Local Plan policies.

When considering development proposals the Council will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework. It will always work proactively with applicants jointly to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area.

Planning applications that accord with the policies in this Local Plan (and, where relevant, with policies in neighbourhood plans) will be approved without delay, unless material considerations indicate otherwise.

Where there are no policies relevant to the application or relevant policies are out of date at the time of making the decision then the Council will grant permission unless material considerations indicate otherwise – taking into account whether:

1. Any adverse impacts of granting permission would significantly and demonstrably outweigh the benefits, when assessed against the policies in the National Planning Policy Framework taken as a whole; or
2. Specific policies in that Framework indicate that development should be restricted.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP2 - Developer Contributions for Infrastructure

Supports all objectives

All housing, employment and commercial development will be required to contribute towards providing affordable housing and/or the infrastructure necessary for delivery of the Local Plan informed by viability assessment.

Contributions will be secured primarily via:

1. Rates set out in a Community Infrastructure Levy (CIL) charging schedule
2. Section 106 planning obligations

Where appropriate, contributions may be required by more than one of these methods and contributions from a number of developments may be pooled to address a cumulative impact.

Infrastructure requirements for the plan period are set out in an infrastructure delivery plan (IDP). Delivery of affordable housing and the critical infrastructure identified in the IDP will be prioritised.

The appropriate level of contributions for District-wide and sub-regional infrastructure will be set out in a Community Infrastructure Levy (CIL) Charging Schedule and for site specific contributions in the Local Plan Part 1 for affordable housing and the Local Plan Part 2 for infrastructure, at a level that is economically viable for the majority of development. Viability of affordable housing is addressed in policy CP7.

A meaningful proportion of CIL funds will be passed to neighbourhoods where the development has taken place, in accordance with national regulations. Once a Community Infrastructure Levy (CIL) is adopted a new SPD on developer contributions will be produced. Only five S106 agreements can be negotiated for any item of infrastructure once the CIL schedule is adopted.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP3 - Chase Shaping - Design

Supports all objectives

High standards of design of buildings and spaces which contribute to meeting the Vision for the District inspired by the nationally recognised environment of Cannock Chase and reflecting local identity will be expected in all development. Opportunities for the enhancement of town and local centres and other public open space will be maximised including designing out crime and anti- social behaviour. Mixed uses will be promoted within well-used attractive places designed to appeal to people of all ages regardless of their level of personal mobility, seeking to instil a sense of pride and safety in all those who use them. Opportunities to contribute to energy efficiency and renewable and low carbon energy generation will be encouraged as an element of good design. Well-designed new development which addresses relevant issues will be considered favourably without delay unless material considerations indicate otherwise.

The following key requirements of high quality design will need to be addressed in development proposals:

- Consider design imaginatively in its context, complementing and enhancing the character and appearance of the local area and reinforcing local distinctiveness (see also Policies CP14 and CP15)
- Be well-related within the development and to existing buildings and their surroundings in terms of layout, density, access, scale, appearance, landscaping and materials based upon an understanding of the context of the site and appropriate professional expertise;
- Successfully integrate with existing trees, hedges and landscape features of amenity value and employ measures to enhance biodiversity and green the built environment with new planting designed to enhance local distinctiveness (see also Policy CP12);
- Conserve and enhance the local historic environment including reuse of buildings and sympathetic repair, using the historic environment as a stimulus to high quality design and enhancing local character and distinctiveness(see also Policy CP15);
- Incorporate measures to design out crime and anti-social behaviour based upon Police guidance (currently 'Secured by Design' initiatives and Parkmark standards)
- Protect the amenity enjoyed by existing properties including supporting mixed uses whilst avoiding incompatible ones and have regard to existing uses with potential to generate pollution which could have an unacceptably detrimental effect on proposed development (see also Policy CP16)
- Promote appropriate design and uses in town centres with 'active' street frontages and high quality public space to ensure centres are well used and cared for with convenient attractive town centre parking
- Promote ease of access and mobility within the development and from its surroundings, contributing to a network of attractive, well-connected spaces in sustainable locations with the safety of pedestrians, cyclists and other road users in mind (see also Policy CP10)

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Appendix 1 – Local Plan (Part 1) Policies

- Optimise promotion of ‘active design’ increasing opportunities for physical activity and community interaction (see also Policy CP5)
- Optimise opportunities to minimise resource use, mitigate climate change impact and maximise energy efficiency to ensure delivery of sustainable design and construction (see also Policies CP1, CP10 and CP16);
- Show how the proposal forms appropriate development within the Green Belt to a design in keeping with its surroundings (see also Policy CP14);
- Preserve and enhance the landscape, scenic beauty and character of the Area of Outstanding Natural Beauty and its setting through the careful design of new development (see also Policy CP13).
- Involve the sympathetic design of high quality communications infrastructure

A Cannock Chase District Design Guide will be prepared as a Supplementary Planning Document. It will describe the District Profile including distinct character areas based upon survey work and community involvement and set out detailed design guidance and good practice for a wide range of development in support of Local Plan policies. There will be particular emphasis on issues of climate change and sustainable resource use and it will identify where developer contributions may be sought. Its application will be particularly important in guiding development at strategic sites, comprehensive improvements to poor quality estates and in bringing greater cohesion to areas of poor or mediocre townscape to provide greater definition between communities. The ongoing maintenance and upkeep of new developments will be a key consideration in order to prevent the decline of an area and a management plan may be a requirement of new proposals. The means of enhancement of key routes (e.g. A5 corridor) and conservation of those parts of the District which are of local significance for their well-established built form and mature landscaped setting (e.g. Etchingill area of Rugeley and New Penkridge Road area of Cannock) will also be addressed. A Local Design Review Panel will provide assessment of design-sensitive development proposals in support of high standards of design.

Existing Supplementary Planning Guidance and Documents on Residential Design and Extensions and Trees, Landscape and Development will be referred to until absorbed into and replaced by the District Design Guide SPD. Other Supplementary Planning Documents will set out specific requirements of Development Management for the different areas and communities within the District.

Specific guidance will be produced where necessary including the following:

- **Urban Extensions** - development briefs to maximise design potential and consider key issues including contributing to limiting climate change;
- **Conservation Areas** - Conservation Area Management Plans to manage change whilst protecting and enhancing the best of the District’s built heritage;
- **Cannock Town Centre** - Development brief or Area Action Plan to ensure town centre expansion plans make a positive contribution to the District’s Strategic Sub-Regional Centre;
- **Norton Canes** - Development brief for environment and service improvements in its centre and improved linkage to Chasewater;
- **Upgrading of existing employment areas in the Green Belt** - (see also Policy CP8).
- **Reuse of rural buildings** - including good practice design guidance.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP4 - Neighbourhood-Led Planning

Supports all objectives

Increased opportunities are available for community and neighbourhood planning processes to be proposed by town and parish councils or 'neighbourhood forums' agreed by the Council as Local Planning Authority.

Cannock Chase Council will help facilitate such processes where they:

1. Are in general conformity with the strategic policies of the Local Plan;
2. Accord with national policy in the NPPF; and
3. Are compatible with EU obligations and human rights requirements

The Council, as local planning authority, will provide an early view where proposals meet these three criteria on the most appropriate way of achieving the communities aims.

Options might include:

- 1. Parish Plan** - to describe how residents wish to see their area develop over the next few years, over a range of issues;
- 2. Design statement** - to describe the distinctive characteristics of the locality, and provide design guidance to influence future development;
- 3. Neighbourhood Development Plan** - to establish general planning policies for the development and use of land in a neighbourhood;
- 4. Neighbourhood Development order** - to permit the development they want to see - in full or in outline - without the need for planning applications;
- 5. Community Right to build order** - to allow certain community organisations to bring forward smaller-scale development on a specific site, without the need for planning permission. Any benefit from this development stays within the community to be used for the community's benefit. Community right to build orders are subject to a limited number of exclusions, such as proposals needing to fall below certain thresholds so that an Environmental Impact Assessment is not required.

The Council will, where invited and subject to available resources, assist by advising on proposals as appropriate, including any conditions which need to be met to ensure legal compliance and policy conformity.

In the case of neighbourhood development plans or orders or community right to build orders (3 to 5) the Council will help by arranging for an independent qualified person to check that they appropriately meet these conditions as required under the Localism Act.

Subject to passing this inspection, the Council will further assist by organising the referendum, under which a majority of votes must be obtained before proposals can come into force. If proposals pass the referendum, the Council will as local planning authority bring them into force.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP5 - Social Inclusion and Healthy Living

Particularly supports Objectives 1: Promote pride in attractive, safe local communities, 2: Create healthy living opportunities across the District, 4: Encourage a vibrant local economy and workforce, 5: Encourage sustainable transport infrastructure and 7: Provide well managed and appreciated environments.

The Council will work with public, private and third sector partners to ensure that appropriate levels of infrastructure are provided to support social inclusion and healthy living in the District. Subject to viability, development proposals will be required to have regard to the wider determinants of health and make a positive contribution to provision of infrastructure, design and layout which supports social inclusion and healthy living for sustainable communities.

The key elements of this infrastructure include the items identified immediately below. The Council will work with applicants to identify and agree which of those elements of infrastructure are directly related to the proposed development (and are not already fully funded from other sources) and seek to agree an appropriate level of contribution.

- Health facilities
- Education facilities
- Parks, open spaces and woodlands, play areas and allotments facilities (see also Policy CP12)
- Playing pitches, golf courses and facilities for athletics, tennis and bowling
- Cemetery/crematorium
- Cycling/pedestrian routes and pathways
- Indoor sport and physical activity facilities including sports halls and swimming pools
- Cultural and community facilities and leisure/activity opportunities
- Other buildings for community use including places for worship and public houses
- Local shopping facilities

Informed by assessments of quantity, quality and accessibility of facilities (which will be reviewed at regular intervals), new developments will be required to support the provision of wholly new facilities and/or protect or make improvements to existing facilities, including improvements to their accessibility and supporting their future maintenance. This will be delivered through a combination of Community Infrastructure Levy monies as well as on and off site direct provision (via Section 106 agreements and good urban design). Land for provision of new facilities will be required to be made available in connection with major developments, which may also need to address existing local deficiencies in provision. All developments should incorporate appropriate open space features relative to their scale as part of a good urban design approach (see Policy CP3). Developments of 50 dwellings or more will be expected to provide an additional element of on-site open space recreation provision to serve them, assisting mitigation of impacts upon the Cannock Chase SAC (see Policy CP13).

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Appendix 1 – Local Plan (Part 1) Policies

The standards of provision of open space, sport and recreation facilities will be identified in a Supplementary Planning Document linked to updated requirements for developer contributions. The standards of provision will also be used to identify whether existing land and/or buildings need to be retained for the benefit of the community, either in their existing use(s) or some alternative community use (or shared space). Existing open spaces across the whole range of formal and informal typologies are identified as 'Green Space Network' on the Policies Map which will be updated as part of Local Plan Part 2. Further allocations of formal and informal spaces will be addressed via Local Plan Part 2, including the former Cannock Stadium Site which will be allocated for use as public open space and sport and leisure purposes. All open spaces, sport and recreational facilities, both existing and proposed, are subject to the policies and requirements of national planning policy and with reference to Policy CP13 regardless of whether they are designated on the Policies Map.

There will be a presumption against the loss of other green space network sites and community buildings (that are not subject to the above national policy requirements) unless they are surplus and clearly no longer required to meet demand for any of the identified purposes or:

- The wider sustainability benefits or major community benefits delivered by the proposal outweigh the loss (taking into account the value of the site);
- Appropriate mitigation measures and/or replacement space/facilities, equivalent or better in terms of quantity, quality and accessibility can be provided to compensate for loss of the site and its value.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP6 - Housing Land

Particularly supports Objective 3: Provide for housing choice

As part of a Southern Staffordshire strategy to deliver 19,800 houses in Tamworth Borough, Lichfield District and Cannock Chase District between 2006 and 2028, land is identified in Cannock Chase District for 5,300 new houses.

Land identified includes:

1. 1,625 new houses completed 2006-2012.

2. 2,350 new houses on urban sites identified by the Strategic Housing Land Availability Assessment 2012 (SHLAA) in the following proportions: (66%) in Cannock, Hednesford and Heath Hayes, (29%) in Rugeley and Brereton and (5%) in Norton Canes. This figure includes discounts and windfall allowances evidenced in the SHLAA.

3. A strategic site allocated for an urban extension on land west of Pye Green road for 750 new houses to be delivered as identified in the housing trajectory (identified on the Policies Map and key Diagram and elaborated in an adopted development brief). In addition there is potential for the site's capacity to increase to 900 dwellings, consistent with the site's strategic allocation.

4. Urban extension south of Norton canes on land identified for up to 670 houses including land off Butts Lane/Walsall Road for a mixed development including up to 450 houses and 2ha of employment land (with planning approval), land off Walsall Road and land at the former Greyhound Stadium to be phased over the plan period (identified on the key Diagram

A strategic development allocation to the east of Rugeley within the Lichfield District Local Plan assists in meeting the housing needs arising in Rugeley and Brereton in line with the south-east Staffordshire strategy.

Land removed from the Green Belt and identified on the Policies Map as safeguarded for longer term development under the Local Plan 1997 (known as Land East of Wimblebury Road, Heath Hayes), will continue to be safeguarded for potential development beyond the plan period subject to consideration within Local Plan (Part 2 - if appropriate) and/or a Local Plan review or replacement. The appropriateness of the Green Belt boundary at this site will be assessed as part of Local Plan Part 2.

Within all town centres housing proposals will be encouraged as part of mixed use developments or to provide effective use of upper floors of buildings. Housing proposals within a defined village settlement boundary shown on the Policies Map will be limited to small infill sites which accord with sustainable development principles identified in the NPPF and the strategic approach defined in Policy CP1 and other Local Plan Policies as appropriate. Housing proposals at locations within the Green Belt will be assessed against the NPPF and Policies CP12 and CP14. All housing developments will be required to contribute to SAC mitigation via either on-site provision of natural green space or developer contributions for off site provision or other mitigating measures.

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Appendix 1 – Local Plan (Part 1) Policies

The release of land for housing will be managed in order to achieve the re-use of previously developed land within the built-up areas and a balanced delivery guided by the District housing trajectory (Appendix B) over the plan period. Annual housing completions will be monitored and a minimum five year plus 5% housing land supply ensured. If monitoring identifies persistent under delivery of housing, a minimum five year plus 20% land supply will be provided. The annual review of the SHLAA and Authorities Monitoring Report (AMR) provide the mechanisms for monitoring. The SHLAA process, which involves house building professionals via the SHLAA Panel, will also help facilitate the advancement of sites into the five year deliverable supply. Alongside the SHLAA process, the Council will continue to positively engage with developers in bringing sites into the five year supply as part of the development management process. This includes positive consideration of sites not currently identified in the SHLAA (windfalls). Where the SHLAA identifies a shortfall in the five year deliverable supply of housing land, measured against the requirements of the NPPF, the Council will undertake measures to unlock existing planning permissions and bring forward currently non-consented/unallocated sites. A range of measures can be employed which include:

- Working positively with developers to overcome site specific constraints (including those related to viability);
- Actively considering joint working on Council-led ventures, where it is practicable;
- A positive approach to the redevelopment of appropriate existing employment sites for housing (see Policy CP8).

In accordance with CP1, housing developments will be managed in line with all other Core Strategy policies and monitoring of the Objectives.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP7 - Housing Choice

Particularly supports Objective 3: Provide for housing choice.

Housing Choice will be encouraged by the following measures and elaborated within a Supplementary Planning Document.

Affordable Housing

In recognition of a net annual need for 197 affordable homes in Cannock Chase District the Council prioritises provision via a combination of the following measures:

- Initially based on viability evidence produced in 2013, 20% affordable housing being provided by commercial house builders on developments of 15 or more units;
- On smaller sites of fewer than 15 units and exceptionally on sites of 15 or more units, financial contributions based on the formula in the evidence on viability to be made to delivery on other sites;
- Re-development of poor quality Council Housing estates;
- Registered Providers' own investment programmes in new build and acquisitions.

The overall target for affordable housing provision on commercial house builder's sites will be reviewed when evidence of changes in market conditions indicates this to be appropriate. Details will be elaborated in a Housing Choices SPD. Individual site viability issues will be considered in the context of the above evidence.

Delivery on commercial house builders' sites or the alternative of pro-rata financial contributions will be secured by conditions imposed on the grant of planning permissions or the completion of planning obligations. Where sites have a construction programme which is proposed to extend beyond 2 years, the planning obligation will provide for the affordable housing component of later phases to be reviewed based on updated viability evidence which may result in an increase of the affordable housing requirement.

Balanced Housing Markets

New housing development should provide for a mix of housing sizes, types and tenure which meet the needs and aspirations of the current and future population, informed by the Strategic Housing Market Assessment.

Particular attention will be given to restoring balance in the housing market during the plan period by encouraging increases in the following types of provision:

- Smaller dwellings suited to younger people
- Housing suitable for households with specific needs,
- Larger 3 and 4 bedroom houses, including to meet aspirational needs.

This position will be managed should balance be shown to be restored during the plan period.

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Appendix 1 – Local Plan (Part 1) Policies

Housing an Ageing Population

A range of housing options will be encouraged through development applications which provide for choice in homes for the elderly covering a range of housing and care options, within both C2 and C3 class uses. This will include developments meeting 'lifetime homes' and 'lifetime communities' standards which help enable independent living, sheltered housing where some support is required, care homes and 'extra care' developments containing structured community areas and medical support on site.

Gypsies, Travellers and Travelling Showpeople

Provision for Gypsies, Travellers and Travelling Showpeople will be made through the allocation of sites in Local Plan Part 2 to ensure a five year supply of suitable land is maintained for the plan period in accordance with the NPPF. The Cannock Chase Gypsy and Traveller Accommodation Assessment 2012 will be used as a basis for levels of provision within the District requiring 41 additional residential pitches and four Travelling Showpeople plots over. The plan period and five transit pitches as follows:

	Residential Pitches	Travelling Showpeople Plots	Transit Pitches
2012-18	22	3	
2018-23	10	1	
2023-28	9	0	
2012-28	41	4	5

A broad area of search for such sites, matching travel patterns and based along the A5 road corridor, is identified in the key Diagram. The Council will seek to locate sites and determine planning applications in accordance with the NPPF, including within reasonable proximity of existing settlements and with access to shops, schools and other community facilities. Sites should provide adequate space for vehicles and appropriate highway access. Transit sites for gypsies and travellers will be provided in appropriate locations related to the current working patterns of the travelling community. In accordance with CP1, development proposals will be considered in line with other relevant Local Plan policies. If the monitoring of supply against targets identifies a shortfall and/or additional demand comes forward, the Council will work positively with the Gypsy, Traveller, Travelling Showpeople communities and landowners within the broad area of search to bring forward additional pitches/plots. If necessary, a formal review of requirements and site allocations will be undertaken no later than 2021.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP8 - Employment Land

Particularly supports Objective 4: Encourage a vibrant local economy and workforce.

To support the delivery of an appropriate employment land supply the Council will work proactively with existing and potential business investors, and other partners, to address any constraints to development including infrastructure and labour supply. The Council will maintain and enhance the environmental qualities of the District overall as a key asset for attracting continued investment. The Council will seek to assist delivery of at least 88ha of new and redeveloped employment land (primarily for non-town centre B class uses but with flexibility for other uses, particularly where in accordance with CP11). New and redeveloped land is identified as being currently available at the following locations, broadly in proportion to the Strategic Approach (Policy CP1).

1. Completions 2006 - 2012 (34ha);

16ha at Cannock, Hednesford and Heath Hayes

18ha at Rugeley and Brereton

2. Land available at key locations (46ha - identified in the Key Diagram)

26ha at Kingswood Lakeside

12ha at the A5 corridor, Bridgtown

8ha at Towers Business Park/Former Power Station, Rugeley

3. Land available at other employment locations (11ha)

8ha at Cannock, including Mill Green

3ha at Norton Canes (including 2ha as part of the mixed use urban extension at Norton Canes) Up to date information will be utilised to inform judgements on the availability of suitable land within the District over the plan period. Where demand at the strategic high quality sites (see below) indicates a need for continued, further supply then consideration will be given to the provision of new employment land via the expansion of Kingswood Lakeside. This will be considered further via the Local Plan Part 2. Applications for new employment uses at other locations will be considered against all other Core Strategy policies, having primary regard to the presumption in favour of sustainable development (Policy CP1). Further employment land provision is made available via CP11 and the Rugeley Area Action Plan in relation to town centre uses.

The redevelopment and modernisation of existing employment sites and other appropriate Brownfield land for employment purposes will be encouraged and supported, provided that it is not of high environmental value, in order to provide an ongoing supply of available land and premises. Proposals for employment developments at existing employment sites within the Green Belt will be treated positively (in accordance with other Core Strategy policies and national Green Belt policy) recognising that they are unlikely to be suitable for alternative uses. Further guidance for the redevelopment of the following sites will be supported by Local Plan Part 2 policies and Supplementary Planning Documents as appropriate:

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Appendix 1 – Local Plan (Part 1) Policies

- Cannock Chase Enterprise Centre
- Cannock Wood Industrial Estate
- Lime Lane Business Area
- Watling Street Business Park

The Council will seek to retain and promote diversified 'B class' uses in existing and developing employment areas of the highest quality to assist the overall diversification of the local economy (having regard to Policy CP11 and the need for a sequential approach in relation to offices).

High quality employment areas are characterised by good accessibility and high quality environments that provide an attractive offer to modern industry, targeted growth sectors and/or high profile investors. The strategic high quality sites in the District are Kingswood Lakeside and Towers Business Park. 'Non-B class' uses proposals in these high quality areas will be considered on their merits, recognising the contribution they can potentially make as part of a mixed-use area. Their merit will be assessed in terms of their scale, the extent to which the proposal prejudices 'B class' operations or supports activities on site and the extent to which they contribute towards economic development priorities of the District, including employment generation, employment diversification and higher job density (see Policy CP9).

Improvements to other existing employment locations will be promoted to improve their quality (where feasible), particularly to the employment location of the A5 corridor. In Green Belt or village locations the conversion of agricultural or other buildings to employment uses or the consolidation of existing employment locations will be considered against sustainable development principles (see Policies CP3, CP10, CP12, CP13, CP14, CP15, CP16), the strategic approach as it applies to rural areas (Policy CP1) and Green Belt policy (Policies CP1 and CP14). Proposals which involve the redevelopment or conversion of employment uses to alternative uses will be considered on their merits, based upon other Core Strategy policies and having primary regard to the following key criteria:

- The ongoing availability of land supply at other locations and ability of existing businesses on site to relocate to suitable alternative sites within the District;
- Benefits arising from the proposal including improvements to local residential and environmental amenity, supporting existing businesses on site (see Policy CP9), or enabling funding for the relocation of an existing business within the District;
- The quality of the site/unit and the extent to which the site/unit is no longer viable for employment use taking into account any information on vacancy rates and the potential for modernisation. This will be based upon the sites/units market attractiveness (taking into account its portfolio offer to locally based investors) and the viability of any potential employment redevelopment scheme.

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Appendix 1 – Local Plan (Part 1) Policies

The Council will seek to retain primarily employment generating uses on site where evidence demonstrates that the site is still viable for employment use and that redevelopment will not provide any benefits, as defined above. In the case of residential proposals, regard will also be paid to the findings of the Strategic Housing Land Availability Assessment. Where a shortfall in the five-year housing supply is apparent then the presumption should be in favour of residential redevelopment, unless the economic evidence is strong and compelling.

In accordance with CP1 employment developments will be managed in line with all other Local Plan policies and monitoring of the Objectives. Conditions will be applied to planning consents to ensure that town centre uses are not allowed in out-of-centre locations unless the sequential approach is met. Policy CP11 directs office developments towards town centres and the Council will seek to promote town centre sites, where they are suitable and viable. As per national planning policy (in considering proposals for main town centre uses which cannot be accommodated in or adjacent to town centres) in recognition of the current constraints to town centre office development the Council will ensure that the wider regeneration benefits to the District are not lost due to a lack of suitable and viable town centre and edge of centre sites. The sequential approach will be applied on a case by case basis and in assessing non-town centre proposals the Council will take into account the operating needs of the proposal; the accessibility of the site via public transport (and/or the proposals ability to improve this); and the general appropriateness of the site for office schemes by virtue of other complementary uses on site.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP9 - A Balanced Economy

Particularly supports Objectives 2: Create healthy living opportunities across the District and 4: Encourage a vibrant local economy and workforce.

Priority will be given to employment uses which add value to and strengthen the local economy to achieve the priority aims of economic resilience and restructuring. The Council will continue to work with key partners to deliver this, particularly as a member of Local Enterprise Partnerships. Broad support will be given to creating a balanced portfolio of employment land to meet existing business requirements and recognising a need for more professional, financial and out-sourced public sector opportunities alongside support for niche high quality manufacturing and research and development sectors. Whilst focusing upon these specific opportunities, the Council will support a range of proposals which contribute to broad diversification of the economy overall including retail and tourism growth.

Proposals which help to raise the District's job density closer to that of the County average will generally be supported. Whilst the continued importance of the distribution and logistics sector is recognized, proposals for very low density uses such as storage and distribution (including self-storage) will need to be supported by sound evidence to demonstrate that the use can add sustained value to the local economy. This evidence will include the role such developments have in supporting the operations of other businesses in the District and employment prospects (including levels of job density and quality relative to other businesses/sectors).

In order to increase local employment prospects and new job opportunities within the District (and at nearby employment centres) appropriate local training and skills initiatives will be supported, including via developer contributions where appropriate. Proposals to enhance the District's overall education offer will be supported (see also Policy CP5). The following key measures will generally be considered favourably or be required in support of increased employment opportunity:

- Sustainable and co-ordinated transport links (in conjunction with Policy CP8);
- Well-designed buildings and spaces and safe pedestrian routes that protect existing residential amenity (in conjunction with Policies CP2 and CP8);
- Appropriately located live / work units;
- Improved ICT services, such as broadband connectivity;
- Associated social infrastructure such as nurseries, after-school clubs and other uses which enable the working population to have an easily accessible network of family care and support.

The importance of the voluntary and community sector to the local economy is recognised via ongoing partnership working and positive consideration will be given to proposals which support this sector and its role. For instance, ancillary uses will be considered favourably where clear benefits can be demonstrated (e.g. a social enterprise café in an area designated for office space).

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Appendix 1 – Local Plan (Part 1) Policies

Proposals which contribute positively to the visitor economy (including tourist accommodation, visitor and recreational facilities) and the long term sustainability and vitality of the rural economy will be positively supported provided that they comply with national Green Belt policy and other Core Strategy Policies (particularly CP3, CP10, CP12, CP13, CP14 and CP15). Where appropriate the economic benefits deriving from use of the local canal network will be maximised. Proposals for the Trent and Mersey Canal which support Rugeley's visitor economy will be addressed in the Rugeley Town Centre Area Action Plan. The key Diagram shows an indicative route in support of the Hatherton Branch Canal restoration. The Hatherton Branch Canal restoration proposal will need to demonstrate that:

- a) An adequate water supply can be provided to support its use;
- b) Additional boat movements along the Cannock Extension Canal SAC can be prevented;
and
- c) Any significant adverse impacts on the functions and ecology of the wider canal network can be avoided.

Subject to the outcome of further Appropriate Assessment, a firm route will be identified and safeguarded via the Local Plan Part 2 and identified on the Policies Map.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP10 - Sustainable Transport

Particularly supports Objectives 2: Create healthy living opportunities across the District, 3: Provide for housing choice, Encourage a vibrant local economy and workforce, 5: Encourage sustainable transport infrastructure, 7: Provide well managed and appreciated environments, 6: Create attractive town centres and 8: Support a greener future.

Cannock Chase Council will work with bus and rail operators, Staffordshire County Council, the West Midlands Integrated Transport Authority (Centro), Local Enterprise Partnerships (LEPs), local transport bodies and developers to help develop and promote sustainable transport modes that provide realistic alternatives to the car, and which help contribute to achieving national climate change targets and reduce air pollution. Developments will be expected to promote sustainable transport and where appropriate, developer contributions will be sought to support sustainable transport solutions elaborated in a Supplementary Planning Document and a Community Infrastructure Levy (CIL) charging schedule. Transport Assessments, Transport Statements or Travel Plans, will be prepared in accordance with DfT and LTA guidance for all developments that are likely to generate significant amounts of movement, to determine the measures required on the surrounding highway network to ensure necessary access by all transport modes. The strategic transport network and core public transport network for the District are identified on the key Diagram and Figure 4.5A.

The Council will work with Staffordshire County Council to implement the Local Transport Plan 2011-2026, including the Cannock Chase District Integrated Transport Strategy. The latter will initially focus on delivering the Pye Green Valley Local Transport Package, Hednesford Town Centre regeneration and Chase Line improvements, followed by Rugeley Town Centre and Norton Canes Local Transport Package.

Buses

The retention and development of conventional and demand responsive bus services will be supported to assist people, including the disabled, those without access to a car and other disadvantaged groups in the District, to gain access to work, shopping, health, leisure, education and other facilities. Service provision to rectify network gaps and respond to new strategic growth will be particularly important.

Rail

The continued development of the Birmingham-Walsall-Cannock-Hednesford-Rugeley, Chase Line rail service will be supported including the;

- Reinstatement of withdrawn passenger services for the remainder of the West Midlands franchise until 2015 and beyond in a future franchise;
- Development of new passenger services, as an integral part of the CENTRO, Network West Midlands network and in accordance with the West Midlands Rail Development Plan and as part of any future franchise;
- Upgrade of the Chase Line including increased line speed, signalling and electrification, including preparing or supporting funding bids;

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- Introduction of improved local rail services, including enhanced frequency, increased capacity and the restoration of direct services to Stafford and the introduction of new inter-regional services to Manchester and Liverpool;
- Promotion of the Crewe-Rugeley Trent Valley-London rail service;
- Station infrastructure improvements, including the provision of staffed booking offices at Hednesford, Cannock and Rugeley Town, platform lengthening and improved disability access;
- Conditional support for High Speed 2, subject to improvements to the Chase Line services and infrastructure to improve connectivity with Birmingham;
- Integrated bus/rail interchanges facilities at Cannock, Hednesford and Rugeley.

Initiatives to develop rail freight within the District will be supported in accordance with national and sub-regional transport policy in particular protection of existing or potential freight interchange sites from prejudicial development. In particular, the promotion of the Mid-Cannock site as a road/rail interchange depot is supported. Route safeguarding will also be applied to inland waterways and wharfage that could be used for transporting minerals.

Roads

Development contributions will be sought to support key road infrastructure improvements including the Churchbridge A5/M6T/A460/A34, and North St/A5 junction upgrades as promoted by the Highways Agency; the A460 dualling and Five Ways Island, Heath Hayes. Development proposals will need to take into account traffic generation and any implications for the Bridgtown Air quality Management Area (AqMA) and for the Churchbridge junction, including appropriate mitigation.

Walking

Measures to improve or provide facilities for pedestrians that are safe, secure, direct, convenient and attractive will be supported, including Rights of Way. Walking will be promoted through the development of a network of pedestrian routes linked to the Green Space Network (Policy CP7 and CP14) and by the provision of pedestrian priority, pedestrianisation and traffic-calming schemes.

In particular priority will be given to improve or provide pedestrian facilities that:

- link town centres, rail and bus stations, residential and employment areas, schools, community facilities, recreational areas and public open space;
- provide access for recreational purposes in the countryside, using paths, bridle-ways, canal towpaths and former railway lines;
- meet the needs of people with impaired mobility.

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Appendix 1 – Local Plan (Part 1) Policies

Cycling

The Council, in conjunction with Sustrans, the Highway authority and developers, will seek to complete and add to the District’s strategic cycle network as identified on the Policies Map and introduce measures to improve and provide facilities for cyclists including:

- the provision of segregated cycling routes within new commercial and residential development (in excess of 200 dwellings);
- the provision of demarcated cycle corridors and cycle crossings in existing highways, new road schemes, traffic management and traffic calming schemes;
- the provision of secure cycle parking facilities in town centres, railway stations and new retail development creating at least 2,500sqm gross trading floor space;
- the provision of secure cycle parking, showers and lockers at all new major employment sites, existing commercial premises, as part of a Travel Plan submitted under the requirements of a planning application.

Taxi Ranks

The provision of on-street parking places for Hackney Carriage vehicles will be supported in places of high demand, provided that these are at safe locations and do not disadvantage other public transport users, cyclists, pedestrians or the mobility-impaired.

Car Parking and Servicing

Local parking standards and servicing standards will be detailed in Local Plan Part 2.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP11 - Centres Hierarchy

Particularly supports Objectives 4: Encourage a vibrant local economy and workforce and 6: Create attractive town centres.

The centres hierarchy for Cannock Chase District is:

- Strategic sub-regional centre – Cannock
- Town Centres - Rugeley and Hednesford
- District Centre - Hawks Green
- Local Centres - Norton Canes, Heath Hayes, Chads Moor, Bridgtown, Fernwood Drive and Brereton.

Cannock Strategic Sub-regional Centre

In order to retain and strengthen Cannock's role as a strategic sub-regional centre in the West Midlands the Council will encourage economic development and regeneration within an expanded Town Centre boundary identified on the Policies Map. Main town centre uses including retail, offices, commercial, leisure and cultural facilities should take a sequential approach that gives priority to the regeneration of the town centre within this boundary, followed by edge of centre locations. More specifically the Council will seek to deliver 35,000sqm (gross) comparison retail floor space in the plan period which may include ancillary leisure uses. Cannock's convenience retail offer is considered to be strong; consequently additional convenience floor space is primarily directed towards Hednesford. The importance of retaining and enhancing town centre markets is recognised. Working with developers, the Council will enable development of up to 30,000sqm of additional office floorspace at the District's town centres and their edges (with Cannock being the principal likely location). In recognition of the current challenging nature of delivering such developments at town and edge of town locations, the Council will consider appropriate out of town locations for office developments as per the criteria set out in Policy CP8 (following a sequential test on a case by case basis). Development within Cannock town centre will be guided by a Supplementary Planning Document or Area Action Plan (see Policy CP3).

The Council will seek to deliver more attractive public spaces and streetscapes in Cannock town centre linked in part to a Management Plan for the Town Centre Conservation Area and will expect new development proposals to respect and add to this ambition. Accordingly the Council will encourage developments that create safe and attractive public spaces and a more balanced night time economy.

The town centre boundary is extended to allow expansion towards Cannock railway station and the Beecroft Road area. A primary retail area is also defined within which existing class A1 retail uses will be retained and to which new retail development will be directed, together with secondary frontages. Development falling within other use classes will only be permitted where it will not create a concentration of non-shopping uses and result in unacceptable change in the retail character of the immediate area or have an adverse effect on the vitality and viability of the town centre. Both are identified on the Policies Map and key Diagram. Other uses will only be permitted where they do not detract from the primary retail function of the town centre.

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Appendix 1 – Local Plan (Part 1) Policies

Rugeley Town Centre

Rugeley's role as a Market Town serving the shopping needs of its hinterland will be continued and strengthened. Main town centre uses including retail, offices, commercial, leisure and cultural facilities should take a sequential approach that gives priority to the regeneration of the town centre within this boundary, followed by edge of centre locations. Previous retail studies have shown that a third of the local population shop in other adjacent towns due to a lack of choice in convenience shopping. These factors, together with a lack of retail investment over many years, have led to deterioration in the attractiveness of the town centre. In order to address these issues, a Town Centre Area Action (AAP) has been prepared and is now incorporated into the Local Plan. This will seek to:

- promote the development of Rugeley town centre for retail, commercial, leisure, tourism and transport purposes, focused on the redevelopment of a number of key sites;
- assist in the determination of planning applications for new development proposals;
- ensure that the Council's decisions best reflect the needs and aspirations of residents, shoppers, visitors, businesses and commercial interests in the town centres;
- provide baseline information for the purposes of future monitoring.

The AAP will identify a strategy for regenerating and growing the town centre via the development of key sites to provide a balanced mix of town centre uses and to help deliver up to 10,000sqm (gross) comparison and 4,900sqm (gross) convenience retail floor space by 2028. As part of this strategy work commenced on a Tesco store, 4,000sqm net, in 2012. A town centre boundary and primary retail area is defined on the Policies Map and key Diagram via the AAP. Non-retail uses will only be permitted where they do not detract from the primary retail function of the town centre.

Hednesford Town Centre

Hednesford town centre will be improved as a shopping centre serving mainly local shopping needs especially for food items via the addition of up to 6,400sqm (gross) convenience retail development. Up to 8,000sqm (gross) comparison retail floor space will also be delivered in Hednesford. Work on the largest site, Victoria Shopping Park, started in 2012, including a new Tesco store and 640 parking spaces. A second smaller retail development, Chase Gateway, was also under construction in 2012, the two developments being linked by the main Market Street shopping area. Additionally the close shopping links of Hednesford residents with Cannock are further strengthened via the much improved comparison goods offer in Cannock town centre identified above. Appropriate tourism development will be promoted, linked to Hednesford's position as a gateway to the Cannock Chase AONB. The town centre boundary is shown on the Policies Map. In view of its relatively small size, secondary retail frontages are not identified. Main town centre uses including retail, offices, commercial, leisure and cultural facilities should take a sequential approach that gives priority to the regeneration of the town centre within this boundary, followed by edge of centre locations.

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Hawks Green District Centre

Hawks Green's role as a District Centre providing shops, services and community facilities to meet the needs of local communities will continue to be recognised. Further retail proposals will be supported where they meet identified local needs, do not significantly compromise the range of shops, services and facilities available and do not compete with the town centres of Cannock and Hednesford. Proposals for appropriate alternative uses which relate well to the surrounding area will be considered on their merits.

Local Centres

Local, village or neighbourhood centres at Chadsmoor, Norton Canes, Heath Hayes, Bridgtown, Fernwood Drive and Brereton, will be protected and enhanced to provide small scale shops, services and community facilities for local residents. New housing developments should provide for the enhancement of existing centres or create new local centres where appropriate to provide for the needs of existing and new communities. This will be particularly important in Norton Canes and at Heath Hayes.

New developments within local centres should be designed to meet the needs of the local catchment and encourage sustainable travel behaviour. The provision of local shops and services throughout the District, including in villages, will be safeguarded to provide for the needs of local residents.

Neighbourhood planning initiatives to retain or develop retail facilities will be supported as part of the Localism agenda. New development will need to be in accordance with other Core Strategy policies.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP12 - Biodiversity and Geodiversity

Particularly supports Objectives 1: Promote pride in attractive, safe, local communities, 2: Create healthy living opportunities across the District and 7: Provide well managed and appreciated environments.

The Districts biodiversity and geodiversity assets will be protected conserved and enhanced via:

- the safeguarding from damaging development of ecological and geological sites, priority habitats and species and areas of importance for enhancing biodiversity, including appropriate buffer zones, according to their international, national and local status. Development will not be permitted where significant harm from development cannot be avoided, adequately mitigated or compensated for;
- support for the protection, conservation and enhancement of existing green infrastructure to facilitate robust wildlife habitats and corridors at a local and regional scale (particularly to complement Policy CP16);
- supporting and promoting initiatives for the restoration and creation of priority habitats and recovery of priority species and the provision of new spaces and networks to extend existing green infrastructure;

- supporting development proposals that assist the delivery of national, regional and local Biodiversity and Geodiversity Action Plan (LBAP/GAP) targets by the appropriate protection, incorporation and management of natural features and priority species;

- the promotion of effective stewardship and management across the District to contribute to ecological and geological enhancements.

Key local strategic assets, including the Hednesford Hills and Local Nature Reserves, will continue to be managed positively in accordance with relevant management plans and opportunities for enhancements to all sites via better management will be promoted.

Opportunities to enhance the Etchinghill Local Geological Site will also be promoted. Plans and initiatives such as the Local Biodiversity Action Plan (including the Local Biodiversity Opportunity Map), the Forest of Mercia, and any successors aiming for improved green infrastructure provision that is rich in biodiversity will be supported. Priority habitats for the District to promote via local biodiversity opportunity mapping include grassland, heathland, wetland and woodland. A key cross-boundary priority area for enhancing heathland exists between Cannock Chase and Sutton Park.

Internationally and nationally important sites or species will receive the highest levels of protection. Developments resulting in potential direct and indirect impacts upon an international site will be determined in accordance with the Conservation of Habitats and Species Regulations (see CP13). Developments adversely affecting a national site will only be permitted in exceptional circumstances and with the provision of appropriate compensation. Planning permission will be refused for developments resulting in the loss of or adverse effects upon a locally designated site, ancient woodland, veteran trees or priority biodiversity habitat unless:

- there is no alternative suitable site for the proposal and;

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- the need for and the wider sustainability benefits of the proposal outweigh its adverse impacts taking into account the value of the site and;
- appropriate mitigation measures or new benefits can be provided to compensate for the loss

Developments must have regard to the movement of wildlife via linear corridors and ‘stepping stones’, minimising any adverse impacts as far as possible. Local sites form an important part of the District’s green infrastructure and will be protected (see also Policy CP7). Full consideration should be given to the designing of biodiversity into development schemes via site layout, features such as sustainable drainage systems, green roofs and small scale green infrastructure including private gardens, hedgerows and trees and green road frontages. The Local Plan (Part 2) and further Supplementary Planning Documents will provide further site-level implementation and guidance on measures that can be taken to enhance local features, including developer contributions where appropriate to support local priorities. The Policies Map shows locally designated sites which are up-to date as at the time of publication, but these are subject to ongoing review so the most up-to-date position should be obtained via consultation with the Council and Staffordshire Ecological Record. Newly recognised designations not mapped at the time of the Local Plan adoption will be treated as falling within the scope of policy.

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Policy CP13 - Cannock Chase Special Area of Conservation (SAC)

Particularly supports objective 7 Provide well managed and appreciated environments.

Development will not be permitted where it would be likely to lead directly or indirectly to an adverse effect upon the integrity of the European Site network and the effects cannot be mitigated. To be in accordance with the Local Plan and for detailed development proposals to be permitted, the issues raised in any relevant Habitat Regulations Assessments should be taken into account by developers.

In order to retain the integrity of the Cannock Chase Special Area of Conservation (SAC) all development within Cannock Chase District that leads to a net increase in dwellings will be required to mitigate adverse effects. The ongoing work by relevant partner authorities will develop a Mitigation and Implementation Strategy (SPD). This may include contributions to habitat management; access management and visitor infrastructure; publicity, education and awareness raising; provision of Suitable Alternative Natural Green Space (SANGS) within development sites where they can be accommodated and where they cannot by contributions to off-site alternative green space; and measures to encourage sustainable travel.

The effective avoidance and/or mitigation of any identified adverse effects must be demonstrated and secured prior to approval of the development. This policy has jurisdiction over developments within Cannock Chase District only; however it will be implemented jointly with neighbouring authorities via the application of complementary policies in partner Local Plans as appropriate.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP14 - Landscape Character and Cannock Chase Area of Outstanding Natural Beauty (AONB)

Particularly supports Objectives 2: Create healthy living opportunities across the District and 7 Provide well managed and appreciated environments.

The District's landscape character will be protected, conserved and enhanced via:

- The consideration of landscape character in all development proposals in order to protect and conserve locally distinctive qualities, rural openness and sense of place and maximise opportunities for restoring, strengthening and enhancing distinctive landscape features including trees, woodland, canal corridors, sensitive edges of the rural areas and creating green infrastructure links in conjunction with new development. The reuse and sympathetic adaptation of existing buildings which make a positive contribution to their landscape setting will be supported (taking into account complementary Policies CP12 and CP15);

- Supporting development proposals within the AONB that are compatible with its management objectives, as set out in the AONB Management Plan. Unless, in exceptional circumstances, an overriding need that cannot be accommodated elsewhere can be demonstrated to be in the public interest and the sustainability benefits outweigh the detrimental effects, major developments will not be permitted. Good management of horse pasture will be encouraged in conjunction with landowners, including field boundary treatments and 'gapping up' of hedgerows to maintain habitats. Development of adjacent land forming the setting of the AONB will be expected to avoid an adverse impact on the landscape and scenic beauty of the area;

- Supporting development proposals across the rest of the District that help to facilitate the AONB Management Plan objectives, particularly the need to protect and enhance green infrastructure, including green roadsides, enhance green linkages and access where appropriate, ensure that tranquil areas (to be detailed in the District Design Guide SPD) retain this quality and ensuring mitigation of potential increased recreational pressures in accordance with Policy CP13. Proposals to enhance access to high quality open spaces, create missing links and connections to existing rights of way networks and 'quiet lanes' will be encouraged and initiatives pursued as resources permit;

- Seeking developer contributions where appropriate in support of the AONB and landscape character (as guided by the AONB Management Plan);

- Promote effective stewardship of key areas of green infrastructure, such as Local Green Space, and opportunities for enhancement in conjunction with landowners.

Development proposals, including those for appropriate development within the Green Belt, and land management practices within the AONB and on its fringes including the Hednesford Hills, must be sensitive to the distinctive landscape character and ensure they do not have an adverse impact upon their setting through design, layout or intensity. Development proposals for extensions to and replacements of existing buildings within the Green Belt will be expected to demonstrate sympathy with their location through size, appearance and landscape impact mitigation. The ground floor area of any proposed extension or replacement building should not normally exceed that of the original property by more than 50%. Positive consideration will be given to developments which enhance their setting and character within these parameters.

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The AONB Management Plan, Landscape Character and Historic Environment Character Assessments (for both Cannock Chase District and Staffordshire County) provide an informed framework for the decision-making process, highlighting areas for conservation, strengthening and enhancements. The Cannock Chase-Sutton Park priority biodiversity and landscape area, the Forest of Mercia, cross-boundary measures to contribute to landscape enhancement of the River Trent corridor and local level initiatives associated with key delivery plans (e.g. Local Biodiversity Action Plan and specific local management plans) will assist in enhancing the landscape character and will be supported. Supplementary Planning Guidance will set out the information required from development schemes to demonstrate how they have taken these issues into account, including the District Profile (policy CP3).

Consideration is being given to allocate land at Rawnsley Road/Rugeley Road, Rawnsley as Local Green Space.

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Appendix 1 – Local Plan (Part 1) Policies

Policy CP15 - Historic Environment

Particularly supports Objectives 1: Promote pride in attractive, safe, local communities, 6: Create attractive town centres, 7: Provide well managed and appreciated environments and 8: Support a Greener Future.

The District's Historic Environment will be protected and enhanced via:

- The safeguarding of all historic sites, buildings, areas, archaeological remains, their settings and their historic landscape and townscape context according to their national or local status from developments harmful to their significance in order to sustain character, local distinctiveness and sense of place;
- supporting and promoting development proposals that are sensitive to and inspired by their context and add value to the existing historic environment, landscape and townscape character by virtue of their use, layout, scale, appearance, landscaping and materials to ensure that the historic environment acts as a stimulus to high quality design based upon guidance set out in the Design SPD; planning standards may be applied in a flexible manner to maintain continuity within historic townscapes. Opportunities for new development within conservation areas and within the setting of heritage assets to enhance or better reveal their significance will be considered;
- supporting schemes which help to promote wider understanding and enjoyment of the historic environment by all members of the local and wider community, and wider social, cultural, economic and environmental benefits including continued use and enhancement of heritage assets most at risk;
- maintaining an appropriate balance between conservation, re-use, sympathetic adaptation and new development via recourse to national policy in order to promote the sustainable management of the historic environment, mixed sustainable land use patterns and promote the historic environment as a catalyst for the regeneration of the District;
- focussing development and regeneration around existing historic urban areas to maximise potential for investment within them and the benefits of heritage-led regeneration as opportunities arise.

Rugeley town centre, as a particular focus of built heritage interest, is currently the subject of a programme of heritage-led regeneration, maximising partnership opportunities with English Heritage and others where possible, through an area funding scheme for repairs and reinstatements of historic fabric. Key developments will be expected to provide contributions in support of this process, as described in the Rugeley Town Centre Action Area Plan and Rugeley Town Centre Conservation Area Management Plan Supplementary Planning Document.

The built heritage interest of Cannock town centre will provide the basis for future enhancement and development as a focus for investment (in accordance with policy CP9). A Cannock Town Centre Conservation Area Management Plan Supplementary Planning Document will consider the regeneration opportunities this presents.

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Key development guidelines to support and enhance the character and appearance of Hednesford town centre and other parts of the District, based upon their historic local distinctiveness, will be set out in the Design SPD.

The heritage contribution of the District's canal network will be strengthened and promoted. Opportunities relating to the Trent and Mersey Canal will be considered within the Rugeley Town Centre Area Action Plan and the Trent and Mersey Canal Conservation Area Management Plan Supplementary Planning Document. A further conservation area will be considered for the Cannock Extension Canal, having regard to its wider setting and the potential for enhancements (in accordance with Policy CP12).

In rural areas the high historic landscape sensitivity will be protected via Green Belt policy. The AONB Management Plan will also provide a framework for the positive management promotion of the District's heritage assets.

The sustainable access and enjoyment of heritage assets District-wide will also be promoted through the strengthening of the District's green infrastructure and creation of footway/cycle routes. Opportunities will be taken to develop an integrated management strategy for Castle Ring, as one of the District's key ancient monuments, with the adjacent Beaudesert designed landscape which falls partly within Lichfield District.

The conservation and enhancement of heritage assets will be supported through Conservation Area Appraisals and Management Plans, the preparation of a Local List of locally significant heritage assets and through the development management process. Specifically Rugeley Town Centre and Talbot Street/Lichfield Street Conservation Areas will be targeted for funding assistance under the English Heritage Partnership funding scheme.

The local decision-making process will be based on an assessment of significance of heritage assets including their setting in relation to development proposals, primarily informed by the Historic Environment Record including the Historic Landscape Characterisation, Historic Environment Character Assessment, Extensive Urban Survey, Historic Farmsteads Survey, Conservation Area Appraisals and Management Plans and the Local List (forthcoming), updated as necessary. For heritage assets of archaeological interest or sites with potential interest an appropriate level of assessment and/or evaluation will be required to inform decision making.

New development making a positive contribution to the character and local distinctiveness of the historic environment will generally be supported, having regard to the Design Supplementary Planning Document, including the District Profile (Policy CP3). The best use for a historic building may be the use for which it was originally designed so continuation/reinstatement of that use is likely to be the preferred option. Alternative uses may be appropriate when they would secure the future of the building with minimal impact on significance. Work on heritage assets can have a serious deleterious impact on certain protected species (e.g. bats) so provision should be made for retention of protected species prior to commencement of works where they would otherwise be displaced.

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Policy CP16 - Climate Change and Sustainable Resource Use

Supports all Objectives in particular 3: Provide for housing choice, 4: Encourage a vibrant local economy and workforce, 5: Encourage sustainable transport infrastructure, 6: Create attractive town centres and 8: Support a greener future.

1. The Council, working with partners, will tackle climate change and ensure sustainable resource use via the promotion and positive consideration of initiatives and development proposals that:

a) improve or perform well in relation to accessibility of services and sustainable transport networks (Policy CP10);

b) contribute to improved energy efficiency, renewable and low carbon energy generation and higher levels of overall sustainable construction having regard to local opportunities. The Council will continue to facilitate strategic improvements to the existing housing stock and support initiatives that utilise the natural biomass resource potential of the District appropriately (as well as other appropriate technologies). Community-led projects related to reducing carbon emissions will be facilitated wherever possible;

c) assist adaptation to climate change, both for people and the natural environment accounting for local likely effects (Policies CP3, CP12, and CP14);

d) reduce or mitigate all forms of pollution, based upon air quality modelling where necessary, and having regard to strategic local issues including air quality (Policies CP10 and CP13) and water quality, particularly along the Burntwood Brook, Saredon Brook and River Trent to meet Water Framework Directive targets. The Humber River Basin Management Plan (as the local delivery tool for achieving Water Framework Directive targets) will be supported via the permitting of developments that will not pose an obstacle to meeting WFD objectives and do not have a negative impact on water quality, either directly through pollution of surface or ground water or indirectly through overloading of Wastewater Treatment Works;

e) contribute to national and local waste reduction and recycling targets according to the waste hierarchy. The Council will work with partners to reduce the need for and impact of landfill operations within the District to achieve the County's 'zero waste-to-landfill' target by 2020. The site specific protection of waste facilities will be guided by the Staffordshire and Stoke-on-Trent Joint Waste Local Plan;

f) use land and building assets sustainably, including the preference for Brownfield land (provided it is not of high environmental value) whilst taking into account the need for avoidance of mineral resource sterilisation and having regard to all sources of land contamination and stability issues arising from the mining legacy. The identification of Minerals Safeguarding Areas and the need for site-specific safeguarding of minerals sites will be guided by the Staffordshire Minerals Local Plan;

g) appropriately account for both current and future potential levels of flood risk. Via the strategic approach (Policy CP1) developments are guided away from areas of flood risk. However where there are no alternative options available and development is required within the highest risk zone 3b, flood risk shall be managed through upstream alleviation in order to bring development in line with national planning policy. Land for key infrastructure

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requirements, namely for the formal flood alleviation scheme for the Rising Brook at Rugeley, will be safeguarded via the strategic approach. The need for alleviation of surface water flood risk in the higher risk areas of Rugeley and Cannock is also identified and will be promoted via partnership working with the Lead Local Flood Authority.

2. For large-scale renewable and low carbon energy schemes, positive consideration will be given to proposals recognising their potential wider social, economic and environmental benefits. Account will be taken of other policy considerations in assessing their appropriateness, namely views and landscape character (particularly taking account of cumulative impacts in relation to large scale wind turbines or other large scale development proposals), biodiversity, the historic environment, pollution effects (including noise and odours), impacts upon the transport network, economic impacts and overall amenity including that of residents and businesses (Policies CP3, CP8, CP9, CP10, CP12, CP13, CP14, CP15, CP16). The ability to implement appropriate mitigation and restoration measures where relevant will be considered. For biomass proposals, account will also be taken of proximity of the supplies to demand and the impact this has upon the overall sustainability of the proposal. Biomass proposals should seek to derive supplies from locally available sources (or otherwise sustainable sources) to enhance their sustainability. The same criteria will apply in determining the Council's response to minerals and waste proposals, taking into account Staffordshire and Stoke-on-Trent Joint Waste Local Plan and Staffordshire Minerals Plan Local Plan policies.

3. All residential and non-residential development proposals should contribute to tackling climate change and promoting sustainable resource use by:

a) Exploring opportunities for exceeding national timetables for zero-carbon development and sustainable construction by virtue of their overall design, where viable. Account should be taken of the landform, layout, building orientation, massing, landscaping and use of materials. Schemes should also assess how they can utilise appropriate new renewable and low carbon technologies to help achieve higher carbon reduction standards, with the expectation that where conditions are favourable higher standards will be achieved. All new residential developments should achieve water efficiency standards of 105 litres/person/day or less (currently equivalent to Code for Sustainable Homes Level 3/4) as a minimum and should have regard to wider sustainability standards of the Code (using Level 3 as a good practice benchmark, or any future equivalent national standard). New non-residential developments should reference BREEAM standards and should seek to achieve 'Very Good' status as a minimum (or any future equivalent national standard), where viable. As part of the ongoing Infrastructure Delivery Plan the Council will consider contributions towards carbon reduction projects via the Community Infrastructure Levy and this will also be used to support the national approach for payments towards 'allowable solutions' for zero-carbon standards, which can be retained locally (subject to future national legislation and policy);

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b) Improving the energy performance and wider sustainability of the existing building stock. Planning applications for extensions, conversions and refurbishments to existing domestic dwellings and non-residential schemes will be expected to undertake reasonable improvements to the energy and sustainability performance of the existing building. This will be in addition to the requirements of the Building Regulations for the changes for which planning permission is sought, including options such as installation of energy efficiency measures, renewable and low carbon technologies and Sustainable Drainage Systems (SUDS). Opportunities for enhanced standards on larger-scale refurbishment works will be pursued and the appropriate re-use or refurbishment of historic properties is also encouraged (in line with Policy CP13). Standards achieved should be expressed in line with nationally recognised standards, namely Code for Sustainable Homes and BREEAM (or any future equivalents);

c) Avoiding developments in high risk flood areas as per the Strategic Flood Risk Assessment. The sequential and exceptions tests will be applied and flood risk alleviation may be required, taking into account cumulative impacts upon risk in the catchment. Assessments should also consider flood risk from other sources as appropriate, particularly surface water, by having regard to the Surface Water Management Plan;

d) Protection of the water environment. This can be achieved by assessing options for (and implementing where viable) incorporating Sustainable Drainage to improve water quality, including consideration of green roofs; de-culverting watercourses; attenuating surface water discharges to combined foul/surface water systems and reducing overflows. Developments should ensure there is adequate on and off-site drainage infrastructure in place to serve their needs without posing a risk to the environment, including foul drainage and waste water treatment capacity;

e) Incorporating landscaping and sustainable design measures that assist adaptation to climate change and minimise all forms of pollution, particularly via the use of multi-functional green infrastructure as per Policies CP5, CP10, CP12 and CP14;

g) Considering their potential to sterilise mineral resources in consultation with the County Council. Developments within Mineral Consultation or Safeguarding Areas should not sterilise or seriously hinder the extraction of minerals. Proposals will be expected to extract any viable mineral resources prior to development, if practicable, and where this would not have unacceptable impacts upon neighbouring uses or conflict with other Core Strategy policies (see CP12, CP14, CP15, CP16). Where prior extraction is not considered feasible evidence supporting this view should be submitted and may include the impact upon the development's viability, impracticalities of prior extraction and the over-riding need for the development. Developments should also address any issues of land stability and surface hazards resulting from the legacy of past mining activity using existing evidence and via further site investigation information where appropriate to ensure safe development.

Supplementary Planning Documents will set out further guidance on how to achieve sustainable construction solutions in the local context, including multi-functional green infrastructure guidance, potential local energy opportunities and developer contribution mechanisms.

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Appendix 2 –District Profile

The profile of the District sets the scene for the Local Plan by identifying the key issues and challenges faced. This section has been taken from Local Plan (Part 1) and updated as necessary, also showing where we know we will need updated evidence to inform the new plan.

District Profile

Sub-national Context

Cannock Chase District lies within Southern Staffordshire on the northern edge of the Black Country area. At the heart of the District lies the nationally significant Cannock Chase Area of Outstanding Natural Beauty and around 60% of the District is designated Green Belt, testament to its strategic role as part of the West Midlands rural-urban fringe. The District acts as a strategic link between wider Staffordshire and the West Midlands conurbation.

The strongest residential migration flows to and from the District have typically been with Lichfield, South Staffordshire, Stafford and Walsall²⁷. There are strong two way flows of commuters between Lichfield and Cannock Chase, between South Staffordshire and Cannock Chase, and between Walsall and Cannock Chase. The most common commuter destinations for Cannock Chase residents are Lichfield, Walsall, Stafford, South Staffordshire and Birmingham²⁸. The conurbation also offers larger-scale retail and leisure provision. In recognition of these key economic and social links the District Council is a member of both the Stoke on Trent and Staffordshire Local Enterprise Partnership (LEP) and the Greater Birmingham and Solihull LEP. It has also more recently become a non-constituent member of the West Midlands Combined Authority (LEP) which is a body that has devolved powers from central Government to implement budgets and policy in relation to key areas such as transport and housing.

Population

The District has a growing population of 98,513 (mid-2016, an increase of 1.1% since the 2011 Census) which is estimated to increase to 104,100 in 2036. In 2016 18.6% of Cannock Chase residents were aged 65 and over. The trend of an ageing population is evident with the proportion of residents aged over 65 in the District projected to rise faster than the National average – an increase of 23.1% by 2026. The proportion of Cannock Chase residents aged 85 and over is estimated to rise by 50% during the same period.²⁹ At the time of the 2011 Census 96.5% of residents described themselves as ‘White British’ – a smaller proportion than in the 2001 Census (97.5%). The District is becoming more ethnically diverse with the 2011 Census revealing a larger number of residents identifying with a variety of ethnic groups (3.5% -around 3,400 people). The next largest ethnic group are of Indian origin, at just over 1% of the population.

²⁷ Southern Staffordshire Strategic Housing Market Assessment (2012).

²⁸ NOMIS: Official Labour Market Statistics

²⁹ ONS Sub-national population projections

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Health and Education

Cannock Chase suffers from a relatively poor health profile compared to the national picture on all indicators. The District has particular health related issues in the areas of life expectancy and infant mortality, obesity, alcohol-related conditions, early deaths from cardiovascular conditions and rates of diabetes. The early death rate from heart disease has fallen but still remains higher than the national average³⁰. The 2011 Census indicates that 20.7% of residents in the District experienced a long-term limiting illness which was above the England average of 17.6%. The prevalence of long-term limiting illness increased to 60.9% among residents aged 65 and over which was again higher than the England average of 51.5%.

Evidence and monitoring for Local Plan (Part 1) shows that access to indoor leisure facilities in the north of the District has improved with the completion of Rugeley Leisure Centre and swimming pool. In 2012/13 Cannock Leisure Centre's new facilities became available to the public after undergoing major modernisation (and further improvements are planned). However the most recently produced evidence³¹ and monitoring highlights further improvements are required to meet the recognised needs of the rest of the District in terms of both indoor and outdoor facilities and in terms of quantity, quality and accessibility e.g. there is a need to increase playing pitch provision across the District. The evidence base for indoor and outdoor sports facilities is currently in the process of being updated.

Whilst the AONB is a vital asset for outdoor leisure and recreation the most recently produced evidence³² identified there are areas within the District deficient in access to alternative open spaces, particularly semi-natural sites. This evidence base will be updated. Monitoring of the Local Plan (Part 1) identifies there have been a number of new open and play spaces provided alongside new developments but that deficiencies are likely to still remain. Work is continuing on former stadium site in Cannock to provide an adventure play area, green gym equipment, BMX track and more which will improve access to healthy living opportunities in this area³³.

The District's educational performance has improved recently, however it continues to have lower levels of educational attainment compared to national and sub-national rates. The proportion of those achieving equivalent to NVQ Level 4 (equivalent to a HND or Degree level and above) remains below the national and West Midlands averages. GCSE attainment for Cannock Chase pupils is significantly worse than the England average. In addition there are inequalities within the district with achievement ranging from 25% in Cannock North ward to 59% in Hawks Green ward.³⁴

³⁰ Public Health England – Local Authority Health Profiles (2017)

³¹ CCDC Indoor and Outdoor Sports Facilities Assessment (2010)

³² CCDC Open Space Assessment (2009)

³³ CCDC Annual Report 2016/17

³⁴ NOMIS: Official Labour Market Statistics Cannock Chase Locality Profile (2016), Public Health England – Local Authority Health Profiles (2017)

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Community Deprivation

Cannock Chase District is the most deprived Local Authority in Staffordshire (excluding Stoke-on-Trent) and ranks 128th out of 326 local authority areas. Deprivation occurs mainly in Education Skills and Training, Employment, Health and Disability and Income³⁵. Such deprivation can be attributed to the legacy of industrial decline in the District reducing access to employment, but can also be related to the need for appropriate social infrastructure. It is estimated that approximately 23% of children in Cannock Chase are classified as living in poverty³⁶. Average gross weekly earnings for full time employees that are Cannock Chase District residents are around 6% lower than the Great Britain average, increasing to around 15% for female full time workers³⁷.

Crime

Recorded crime in Cannock Chase has shown an increase over recent years. During 2016/17 there were 6,966 crimes recorded. This is an 18% increase (1,085 crimes) when compared with the previous year and 14% higher than the number recorded in 2010/11. Key areas of concern include the levels of violent crime and increasing levels of domestic violence. Levels of anti-social behaviour have reduced.³⁸

Housing

Local Plan (Part 1) housing requirements were drawn from the Strategic Housing Market Assessment (SHMA, 2012) which tested a range of scenarios including 2008-based household projections (and updated 2011-based household projections) to recommend a range of provision for the District of 250 to 280 houses per annum.

From a detailed analysis of the market the SHMA identified a need for future provision to be smaller dwellings suited to younger people, whilst recognising the aspirations of people to live in larger properties (3 and 4 bedrooms). The SHMA report identified in Cannock Chase an annual need for 197 affordable dwellings.

The housing evidence base will need updating as we prepare the Local Plan to reflect to most up to date situation. The most recent 2014-based household projections indicate an increase from 42,250 households (2016) to 46,739 households (2036). The Government has recently consulted upon its draft standard housing methodology which indicates a housing requirement of 295 dwellings per annum (2016-2036) for the District.

Employment

The local economic base has developed and diversified significantly from the mining heritage of the not too distant past with expansion of the tourism sector and growth arising from businesses locating near the strategic M6 Toll/A5 corridor. The District now has a more

³⁵ Index of Multiple Deprivation, 2015

³⁶ www.endchildpoverty.org.uk

³⁷ NOMIS: Official Labour Market Statistics

³⁸ Office for National Statistics, www.police.uk, Public Health England – Local Authority Health Profiles (2017)

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diverse employment structure with 42% of the District employed in Group 1-3 occupations (including Managers, Directors, Professional, Associate Professional and Technical occupations). However, there is still an over representation of manufacturing, skilled trades and elementary occupations in comparison to regional and national averages. Figures show that the District has an over reliance upon jobs in the distribution and construction sectors (with the proportion of employee jobs in these sectors being almost double the national and regional averages) and that there is an under-representation of employee jobs in the service-based sectors such as professional services (including financial activities) and public administration.³⁹

The Districts employment rate has increased over the past few years and remains higher than both the regional and national average. Youth unemployment has increased slightly but remains under the national average. Over the past 4 years enterprises within the District have increased by almost 10%.⁴⁰ Out commuting (largely within Staffordshire and to the West Midlands conurbation) is an integral feature of the local labour market with commuting flows resulting in a population decrease of 8,655 in the District (i.e. the difference between those commuting in to the District and those commuting out of the District).⁴¹ Given the low levels of skills in the District (see Health and Education, above) there are also problems with linking residents to local jobs.

In an assessment Index of Resilience for Council's in England (Experian 2010) of resilience to economic changes, including public sector funding cuts, Cannock Chase was ranked 293rd from a total of 324 Council areas (with 1 being the most resilient). In the Business theme index, which assessed factors such as business density, business start-ups, and employment sectors, the District was ranked within the 10 least resilient areas in the Country. Key long standing economic structural weaknesses include the District being overly reliant on vulnerable traditional industry and manufacturing employment and the high proportion of young people in the area with poor skills and educational attainment levels.

Town Centres and Shopping

Cannock Town Centre is ranked 508 against other town centres and retail parks for 2016/17. The data also shows that Rugeley is at rank 608 and Hednesford is ranked 2,815. This reflects their smaller settlement size on a national register of retail centres.⁴² Cannock represents the largest town within the District's retail hierarchy and is suitable for larger scale retail and leisure developments. Hednesford town centre has undergone significant regeneration in recent years to deliver an improved retail and leisure offer for the area, as well as other public realm improvements e.g. at Hednesford Park. Rugeley town centre has also seen investment in terms of a new retail foodstore, improvements to the public realm and a flood alleviation scheme which will enable further redevelopment projects to be taken forward. There continue to be a number of local centres which serve local daily shopping needs in and around the District. The evidence base for retail needs will be updated. Since the Local Plan (Part 1) was adopted a retail designer outlet village has been approved at Mill

³⁹ NOMIS: Official Labour Market Statistics

⁴⁰ NOMIS: Official Labour Market Statistics

⁴¹ NOMIS: 2011 Census- Location of usual residence and place of work

⁴² Venuescore (Javelin Group)

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Green (just outside Cannock town centre boundary) which the updated retail evidence will need to take account of.

Transport and Infrastructure

The District is located at a strategic road/rail transport crossroads between the North West and South East via the M6T/M6 and West Coast Main Line railway and East-West A5/M54 corridor, and the West Midlands and wider Staffordshire. A new M6T/M6-M54 link road is also proposed as well as the long term upgrade of the A5 Trunk Road to 'Expressway' status. Rugeley benefits from the Rugeley Eastern Bypass and direct rail services to London on the West Coast Main Line.

The Rugeley-Hednesford-Cannock-Walsall-Birmingham, 'Chase Line' rail service continues to grow in its popularity and the three stations at Cannock, Hednesford and Rugeley Town carry over 700,000 passengers' pa. The £100m Chase Line electrification will be completed in December 2018 and see the introduction of faster, longer and more frequent services , including two trains per hour throughout the day to Birmingham, and new direct services to the NEC/Birmingham Airport and London Euston. At the same time the line speed will be increased from 45mph to 60mph.

The Council is also actively involved in the innovative Chase Line 'Stations Alliance', with the West Midlands Combined Authority, LEPs, Network Rail and West Midlands Trains (the new West Midlands franchise operator). Cannock station in particular is the focus of attention for a major upgrade, in view of its close proximity to the £120m, Mill Green retail designer outlet village, which will attract 3-4 million visitors per annum.

Rugeley has also benefited due to its position on the West Coast Main Line (WCML) including the introduction of hourly services to Crewe, Stafford, Milton Keynes and London. The High Speed 2 (HS2) railway from London to Crewe will not directly run through the District, however its power supply will be provided from existing grid stations within the former Rugeley Power Station site, itself the subject of a major employment/residential regeneration.

While there is a good core urban and inter urban bus service network from Cannock to Wolverhampton, Stafford, Lichfield, Walsall and Wolverhampton and from Rugeley to Stafford and Lichfield, these are not immune from the national trend in falling passenger numbers. Recent County Council budget cutbacks have led to the loss of evening services and there are no longer any Sunday bus services.

The historical development of the District has also provided a wealth of canal network assets which provide connections to neighbouring areas and potentially offer opportunities for improved linkages. Ongoing initiatives by the Lichfield and Hatherton Canal restoration Trust, propose the phased restoration of the Hatherton Canal, partly on a new alignment.

Environment

The District comprises land rising from the low lying, largely urbanised areas in the south-west and Green Belt area around Norton Canes in the south-east to the higher plateaux within the Cannock Chase AONB. These plateaux then fall to the wide valley of the River

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Trent with the urban area of Rugeley and Brereton bordered by Green Belt in the north. Cannock Chase AONB provides a strategic area of accessible countryside with conservation, recreation, economic and tourism benefits. The Green Belt is also important for recreation, maintaining the District's character and its wildlife and safeguarding the wider open countryside. The District supports 2 Special Areas of Conservation, 3 Sites of Special Scientific Interest, over 30 local Sites of Biological Interest, 3 Local Nature Reserves and 1 Local Geological Site. The southern part of the District also lies within the cross authority Community Forest of Mercia. However, some elements of the District's biodiversity assets are at potential risk of decline due to development and recreational pressures unless appropriate mitigation measures are put in place⁴³. This natural environment gives the District a valuable semi-rural landscape, which combined with the historical influence of human activities results in a distinctive landscape character.

The District's medieval origins, mining legacy and industrial/agricultural heritage provide a wealth of valuable assets, which contribute to this distinctive character and provide a range of recreation and tourism benefits. There are 8 Conservation Areas within the District (primarily focused around Rugeley), 70 listed buildings and 5 Scheduled Ancient Monuments. There are also a range of non-designated heritage assets including archaeological features of interest, potential sites of national importance related to military activities and locally significant historic farmsteads. The canal network represents a key heritage asset that can contribute towards the natural environment. The central landscape areas of the District are in a fairly good and strong condition overall and are of high sensitivity to change; those in the weakest and poorest condition are primarily at southern and eastern parts (around Norton Canes), mainly due to the extent of change in this area; although some parts are still sensitive to further change⁴⁴.

In addition, the District's mining legacy has resulted in a variety of issues and constraints. Surface hazards, such as mine entries and fissures, are present throughout the District and rising mine water is an issue that The Coal Authority is monitoring due to its potential pollution and flooding effects. Southern parts of the District are still classified as potential mineral resource areas for coal. Central and northern parts of the District are also classified as having potential mineral resources (sand and gravel).⁴⁵

Green Belt

Given that 60% of the District is designated Green Belt, it is a key feature of the District's overall character. It provides a range of multifunctional benefits (as outlined above) and serves to maintain the openness of the rural-urban fringe (with the West Midlands conurbation) as well as the District's separate urban areas and their identities. A Green Belt study (2016) provides an overview of the current condition of the Districts' Green Belt (in terms of how it performs against the nationally defined purposes of Green Belt).

⁴³ CCDC Appropriate Assessments (2009 onwards)

⁴⁴ Landscape Character Assessment for Cannock Chase District (2016) and Addendum (2017)

⁴⁵ Staffordshire County Council Minerals Local Plan (2017)

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Climate Change

The District's per capita carbon emissions are below the national average and they are the second lowest in Staffordshire. There has been a general reduction in the levels of CO₂ emissions from all sectors within the District. The overall 'Per Capita Emissions' has fallen from 6.3 (2005) to 4.2 (2015). The domestic sector is the largest source accounting for 39% of all emissions⁴⁶. There are currently four notable renewable/low carbon energy schemes running in the District⁴⁷. In terms of the impacts of climate change middle estimates suggest a temperature rise of between 1.4- 3.4 degrees up to 2080, with decreases in summer rainfall, increases in winter rainfall and a potential increase in flood risk⁴⁸.

Key Issues

From the profile the following key issues for the District can be identified:

- Levels of crime, and perceptions of crime, remain a concern;
- Low standards of health and educational attainment require improvement;
- Future housing needs, particularly affordable housing requirements, have to be met;
- Economic growth and regeneration needs have to be met and access to employment opportunities and local labour skills require improvement;
- Provision of comprehensive transport networks need to be better supported to help reduce social exclusion and unsustainable development impacts;
- The town centres need to adapt and increase their competitiveness to maintain local shopping provision and contribute to regeneration;
- The highly valuable and sensitive natural environment, historic environment and landscape character need to be protected and enhanced whilst meeting demands for recreation and economic activity;
- Potential challenges posed by the need to respond to climate change need to be tackled e.g. alternative forms of energy supply, addressing flood risk, helping local wildlife to adapt, along with wider sustainable development concerns. For example, air and water quality concerns as well as more specific local issues (such as those related to minerals and the coal mining legacy).

These District-wide issues manifest in the localities of the District in different ways, reflecting local features. The key points are summarised below with brief profile characteristics.

Cannock/Hednesford/Heath Hayes

- These areas are described together as they form a continuous urban area. The combined population is 65,423, 67% of the District total (2011 Census).

⁴⁶ Department for Business, Energy & Industrial Strategy

⁴⁷ CCDC Authority Monitoring Report 2016/17

⁴⁸ CCDC Strategic Flood Risk Assessment 2014

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- Parts of Cannock, Heath Hayes, Hawks Green, Pye Green and Hednesford have seen reduced levels or even loss of their bus services and are now more isolated. Social isolation is an issue for many people who do not access to cars. In contrast, rail services have seen significant improvements and continue to experience strong growth in passenger numbers.
- Housing provision is a mix of age, size and tenure. There have been a number of recent Council-led programmes to regenerate public housing estates which were of poor quality, being constructed from defective pre cast reinforced concrete.
- This urban area, particularly Cannock, provides the majority of employment opportunities for the District with particular concentrations along the A5/M6 Toll corridor, which links into the neighbouring West Midlands conurbation.
- Health provision is via small doctors' surgeries across the area rather than from larger health centres, with the exception of Hednesford. There are 14 primary and 4 secondary schools and a number of community facilities, including the Chase Leisure Centre.
- The area is served by a series of major open recreational spaces e.g. Hednesford Hills, a recently designated SSSI, and major parks at Cannock, Hednesford and Heath Hayes. Improvements to the quality of play areas/hubs have occurred including a Cannock Stadium and ongoing maintenance/improvements to the District's parks which have achieved 'Green Flag' status.⁴⁹ However, some residential areas do not have good access to children's play facilities. Indoor leisure provision requires improvement, which is being partly addressed via modernisation of the Chase Leisure Centre.
- Since the sixteenth century, coal extraction has had a major impact on the landscape character, resulting in extensive industrialisation. Cannock Town Centre Conservation Area, with its 12 listed buildings, requires management and investment to enhance its character whilst North Street, Bridgtown Conservation Area, illustrative of the area's growth during the late Victorian period, has benefited from recent investment and major enhancements.

Rugeley and Brereton

- The combined population of 24,650 is 25% of the District total (2011 Census).
- Rugeley town centre has had limited new investment since the mid 1980s and is in continued need of regeneration. However, more recent investment in the form of a new supermarket, public realm enhancements and a flood alleviation scheme have brought about new opportunities and improvements to the town. The Towers Business Park (developed on the former Lea Hall Colliery site) is now almost fully committed being home to major companies, such as Amazon. The now well established Eastern Bypass also provides links to nearby employment opportunities. However, some issues of out commuting and lack of access to local high quality employment opportunities remain.
- Rail services have seen significant improvements to Birmingham, London and the north-west. The off-peak Chase Line service frequency to Birmingham will be doubled to half

⁴⁹ CCDC Authority Monitoring Report 2016/17

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hourly from May 2018, while the £100m electrification scheme will be completed in December 2018, including the introduction of longer, faster services to Birmingham with direct services to Birmingham International (Airport/NEC) and hourly to London.

- Bus services have followed the national trend of gradual decline in passengers and a diminishing network. County Council budget cutbacks in April 2018, have led to the withdrawal of many evening services and there are no longer any Sunday bus services in the District.
- Apart from the Victorian residential streets around Rugeley Town Centre, the historic core of Brereton village and areas of north-west Ravenhill most housing is post 1945 with several estates of public housing including the former National Coal Board Pear Tree estate, which has environmental and infrastructure problems.
- There are two health centres, 9 primary schools, and 1 secondary school. There are also a number of community facilities including the recently developed Rugeley Leisure Centre and swimming pool. Despite being adjacent to the AONB, there is a lack of alternative recreational sites and deficiencies in access to play areas.
- There is a wealth of historic natural and built assets in the area e.g. 6 Conservation Areas in and around Rugeley Town Centre, along the Trent and Mersey Canal and at Main Road, Brereton. Rugeley's position alongside the strategic River Trent corridor has resulted in its development since early Domesday records and the layout of the town pattern is largely unchanged from the sixteenth century

Norton Canes

- The population of 7,479 is almost 8% of the District total (2011 Census). Originating as a mining village it expanded to include estates of public and private housing during the 1960/70s. There have been more recent expansions in the form of housing developments to the south east of the urban area (at the former Greyhound Stadium) and there is a large housing development planned for the south east of the urban area (450 homes). There are 2 primary schools, a secondary school, new library and community centre together with a limited range of local shops. A new health centre opened in late 2007. The centre and east of the village has relatively good bus services, however the southern parts of Norton Canes have lost their services, and as with the rest of the District, no longer have any Sunday bus services.
- Access to recreational sites in the area is relatively good, particularly given the proximity to the Chasewater Country Park (in Lichfield District). Access to indoor leisure facilities is mainly outside the settlement at Cannock, Burntwood or Walsall.

The Rural Areas

The Cannock Chase AONB contains one of the largest areas of readily accessible recreational land in the West Midlands, being a statutory designation under the Countryside and Rights of Way Act 2000. It is a significant asset for nearby communities as well as comprising important heathland areas covered by the European designated Special Area of

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Conservation (SAC). The landscape is dominated by forestry plantations, however within the AONB and around its fringes there have been, and continue to be, a number of influences on its landscape and heritage e.g. hunting and military activities, mining, agriculture, equestrian activity and recreation. Modern-day activities require careful management in view of the areas sensitivities.

- Slitting Mill, Prospect Village and Cannock Wood village are all situated in the northern area outside the Green Belt. All have village halls; however Prospect Village and Slitting Mill have no shops or schools. Cannock Wood has access to a local primary school and shop. Prospect Village, Rawnsley, Hazel Slade and Cannock Wood have a daytime and Saturday bus service to Cannock, Hednesford, Burntwood and Lichfield, albeit reduced in 2018. All Sunday bus services were withdrawn in April 2018 due to County Council budget cut backs. Slitting Mill has a limited demand responsive community bus service, the future of which is currently under review. Social isolation is now an issue.
- The rural area south of the M6 Toll contains the hamlet of Little Wyrley, scattered dwellings and farms, commercial developments at Watling Street, Lime Lane and a recently completed landfill site at the former Grove Colliery. It also contains the Cannock Extension Canal Special Area of Conservation (SAC). This area contains some of the most intact rural landscape character in the District, particularly south of the A5.
- The rural areas, by their largely undeveloped nature, have a unique character by virtue of the surviving historic farmsteads and field patterns, largely from the 18th and 19th centuries. However the District also retains a wealth of late medieval and early post medieval industrial sites including glass working, mining and metal working. Such sites throughout the West Midlands represent the first stirrings of what was to become the Industrial Revolution during the 19th Century, though by this time much of the industrial focus had moved away from the District. These assets are sensitive to development pressures and require careful consideration.

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Appendix 3 –Local Plan (Part 1) Vision

The District will continue to be made up of distinct communities with strong local character. People will be safer and healthier and will be proud of the area in which they live and work.

- People will be proud of where they live and work within Cannock Chase District and will take pride in encouraging others to visit the area. New developments will be designed to a high standard, carefully thought out to complement and enhance the surrounding area, minimise impact on existing residents and designed in such a way that opportunities for crime and anti-social behaviour are kept to a minimum. Appropriate redesign and uses will be promoted in places which are 'hot spots' for crime and anti-social behaviour as the opportunity arises, in order to reduce these problems. Partnership organisations and the local community will work together to ensure that local solutions are relevant to the different needs and aspirations of each community.
- People will be proud of their District's heritage, environment and town centres. They will have seen progress towards enhancement of the District's Conservation Areas in Rugeley, Brereton, Cannock town centre and Bridgtown, and safeguarding of other heritage assets across the District. They will continue to be proud of Cannock Chase Area of Outstanding Natural Beauty and the protected areas of open space and countryside.
- There will be plenty of choice and opportunity to live healthy lifestyles. The quality, quantity and range of accessible indoor and outdoor sport and recreation facilities will be improved, particularly leisure facilities around Cannock. Open spaces within the urban areas will be enhanced and local needs in terms of play facilities for children and young people will be met. There will be better links between the town and countryside where appropriate, and between urban open spaces.
- People will have easy access to a range of services which are relevant to their needs. Primary health care provision, such as doctor's surgeries, will be available from modern accessible buildings within all the main urban areas. People living in rural communities will be able to access health services through good public transport links and, where possible, through services brought directly to the village where there is particular need. There will also be access to a range of other services such as local convenience stores and community centres. These will be relevant to local needs and flexible in order to be able to adapt to future changes within the community, for example as the population ages.
- Housing will be of a good quality and will suit peoples' circumstances so they will have a choice of where and how to live. New housing will be built to the highest possible sustainable standards to ensure it is environmentally friendly and flexible to be able to adapt to the changing needs of residents. There will be a range of affordable and market housing which provides for local needs and which also encourages more people in managerial and professional jobs who work or invest in the District to live here. Estates of poor quality public housing will be redeveloped or redesigned to improve standards of living and the environment.

The potential of the District's accessible location along major transport routes will be maximised to achieve a thriving local economy.

- The range of employment opportunities available in the District will be widened, and local people will have the education, skills and training to access these opportunities. There will be new investment in areas of growth, and the levels of commuting will be reduced.

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Appendix 3 –Local Plan (Part 1) Vision

- Cannock, as the District's main strategic centre, will have a wider choice of non–food shopping and commercial leisure facilities. Rugeley town centre will serve the north of the District and surrounding rural parts of Stafford Borough and Lichfield District. It will see new investment in food and non–food retail, commercial and leisure developments guided by an Area Action Plan. Hednesford will see new shopping development to re-establish its role as one of the District's three town centres. The district centre at Hawks Green and local centres of Norton Canes, Heath Hayes, Chadsmoor, Bridgtown, Fernwood Drive and Brereton will have improved local facilities. In the rural areas, neighbourhood planning initiatives to retain or develop retail facilities will be supported as part of the Localism agenda.
- There will be more opportunities for sustainable transport across the District. Rail services will be faster and more frequent, including the introduction of new inter-regional services. There will be better integration between bus and rail services and improved services to the rural areas. A demand-responsive community transport system will have been introduced to reduce social isolation in those areas where conventional bus services are not appropriate.
- The cycle network will have been expanded and used for both work and leisure, routes will be attractive and link together more effectively.
- More people will want to stay in Cannock Chase District overnight or longer, taking advantage of the business and leisure opportunities available and the accessibility of appropriate areas of Cannock Chase, Chasewater and the open countryside.

People will lead greener, more environmentally friendly lifestyles, inspired by Cannock Chase Area of Outstanding Natural Beauty.

- New development will provide high quality design of both individual buildings and public spaces using sustainable principles and methods of construction. It will incorporate renewable or low carbon energy, water conservation, flood prevention, waste reduction and material management features. Measures for adapting to climate change and reducing the severity of its effects will be developed and used. Brownfield land regeneration opportunities will be maximised and key pollution hazards in the District will be managed and reduced (e.g. Bridgtown Air quality Management Area).
- People will be proud of their local environment which will be well managed. All of the District's landscapes, habitats, heritage assets and cultural heritage will be conserved and enhanced in a way which protects local identity and distinctiveness. There will be no inappropriate development within or on the edge of the Cannock Chase Area of Outstanding Natural Beauty. The Green Belt will be protected from inappropriate development, will be well managed and will be linked to the Area of Outstanding Natural Beauty. There will be a 'green corridor' of restored lowland heathland habitat linking the Cannock Chase Area of Outstanding Natural Beauty to Sutton Park.
- Cannock Chase Area of Outstanding Natural Beauty will be better known as a place for day visits and also as a place for longer stays nearby, as guided by the AONB Management Plan and Cannock Chase SAC mitigation measures. There will be greater understanding of the area's heritage e.g. former military sites. The network of open green space, including canals and the Forest of Mercia, will be strengthened and positively managed in the interests of recreation and biodiversity. Agriculture and forestry will continue to play major roles in managing the rural landscape.

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Appendix 4 –Priorities for Local Plan (Part 1) Objectives

Objective 1: Promote pride in attractive, safe local communities

- *To ensure the highest standards of good design of buildings and spaces are achieved to help promote sustainable communities*
- *To retain and enhance the distinct and separate character of the District's settlements to ensure people have a sense of belonging and pride*
- *To work with the Police and the community in promoting better design and use of spaces to minimise opportunities for crime, improving environmental quality of spaces, adopting 'Secured by Design' principles (or similar), ensure the safety of pedestrians/cyclists and promoting health through 'active design,' (i.e. design that encourages people to walk / cycle).*
- *To promote appropriate design and uses in town centres with 'active' street frontages and high quality public space to ensure centres are well used and cared for and to maximise community interaction whilst minimising the opportunity for crime and anti-social behaviour.*

Objective 2: Create healthy living opportunities across the District

- *To support improved health care provision;*
- *To help developments which cater for longer, healthier, more active and more independent living;*
- *To facilitate provision of accessible, good quality, sustainably managed open space, sport, physical activity, leisure and entertainment and community facilities;*
- *To encourage the use of canals and other watercourses in providing sport and leisure opportunities including walking and cycling; and*
- *To help support measures which address issues of obesity.*

Objective 3: Provide for housing choice

- *To facilitate sustainable housing provision.*
- *To manage the release of sufficient land for housing in appropriate locations.*
- *To help meet local need for both affordable and aspirational housing.*
- *To provide housing choices for an ageing population*
- *To cater for the needs of different communities*

Objective 4: Encourage a vibrant local economy and workforce

- *To maximise the strategic location of the District and provide a continuous supply of good quality accessible employment land to attract more new businesses.*
- *To help support improvements in workforce skills, a broader economic base and training opportunities to enhance local recruitment.*
- *To provide for the employment needs of existing local businesses.*
- *To facilitate a range of sizes and types of employment sites to meet modern business needs.*

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Appendix 4 –Priorities for Local Plan (Part 1) Objectives

- *To provide employment opportunities in locations which best respond to market demands and which will attract inward investment (ensuring consistency with other sustainable development principles of the Local Plan).*
- *To ensure that business locations and centres are accessible by public transport from all areas of the District, reducing travel needs where possible.*
- *To ensure the land based economies of the District, including agriculture and forestry, can continue to operate, diversify and prosper.*
- *To enable the growth of sustainable tourism balanced with the protection of the AONB and the District's two SACs.*

Objective 5: Encourage sustainable transport infrastructure

- *To implement a sustainable and integrated transport strategy that includes the continued development of the core strategic network.*
- *To reduce reliance on private cars for local journeys where possible, through spatial development choices and well designed layout of communities.*
- *To locate development in areas accessible by public transport, cycling and walking as well as reducing the need to travel.*
- *To achieve improvements to public transport, walking and cycling, including access for all sections of the community to work, shopping, health, education, leisure, valued environments and other facilities.*
- *To secure the continued development of the Chase Line rail services and infrastructure as the preferred means of transport to Walsall and Birmingham, in the existing and post 2015 franchise.*
- *To support the safe and efficient use of the highway network through traffic management schemes determined by local need.*
- *To support the construction of new roads only as a last resort and where they are related to environmental enhancement, public transport or road safety.*
- *To support sustainable freight distribution by road, rail and water.*
- *To safeguard land from prejudicial development required for new sustainable transport proposals, including road, rail, and water.*

Objective 6: Create attractive town centres

- *To ensure town centres maintain their positions within the retail hierarchy.*
- *To support growth of shops, offices, business, leisure, arts, cultural and tourism in town centres improving access to employment in order to achieve town centres with good vitality and viability.*

Objective 7: Provide well managed and appreciated environments

- *To protect, conserve and enhance the District's natural and historic environment assets, particularly the strategic Cannock Chase Area of Outstanding Natural Beauty,*

Appendices

Appendix 4 –Priorities for Local Plan (Part 1) Objectives

via the appropriate management of development pressures and maximise opportunities for access and enjoyment.

- *To conserve, expand and link natural habitats through habitat creation and improvement to ensure a robust, coherent network of sites that provides wildlife with the opportunity to prosper.*
- *To conserve and enhance significant elements of cultural heritage including designated sites and important elements of historic landscape character.*
- *To achieve new development designed to provide a high quality of built form and public realm which enhances the District's distinct natural and historic environmental assets.*

Objective 8: Support a greener future

- *To position Cannock Chase District to face the future changes and challenges of climate change via strategic development location choices and design standards.*
- *To reduce carbon emissions in line with national targets.*
- *To ensure sustainable resource use by reducing waste, increasing recycling and safeguarding potential minerals reserves.*
- *To promote appropriate renewable energy and green technologies.*
- *To maximise flood protection and manage the effects of flooding.*
- *To promote sustainable construction methods/materials including 'climate proofed' developments to assist adaptation;*
- *To reduce pollution and its impact on local communities and the environment, particularly to contribute in achieving good status in the local waterbodies as set out in the Water Framework Directive.*

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Air Quality Management Area	AQMA	An area designated by the local authority which is not meeting the national air quality objectives.
Local Air Quality Action Plan		A plan to tackle air pollution, particularly focused on AQMAs designated within a local authority.
Area Action Plan	AAP	An optional Development Plan Document. It is aimed at establishing a set of proposals and policies for the development of a specific area (such as a town centre or an area of new development).
Area of Outstanding Natural Beauty	AONB	A statutory National Landscape designation to provide special protection to defined areas of natural beauty.
Authority Monitoring Report	AMR	An annual report produced by the local authority that monitors the effectiveness of Local Plan policies e.g. number of new houses built, amount of new open spaces.
Birmingham City Council		The local Government body responsible for managing the City of Birmingham, including the Planning services.
Brownfield Land		Brownfield (also known as Previously Developed Land) is a previously developed site that is available for re-use, usually due to abandonment or under use.
Brownfield Development		Site available for re-use which has been previously developed and is abandoned or underused.
Brownfield Registers		A statutory list of previously developed sites that could be suitable for residential development.
Call for Sites		The process of collecting and collating information on potential development sites.
Community Infrastructure Levy	CIL	A charge on new developments that can be levied by local authorities (or other authorities with charging powers e.g. Mayor of London) to fund infrastructure projects. The charging rates are set locally and vary from one area to another e.g. on the types of development charged and the value of those charges. In Cannock Chase, the charges are currently £40 per sqm for residential development and £60 per sqm for out of town and all large foodstore retail development (subject to increases due to indexation).
Cannock Chase District Council	CCDC / CCC	The Local Planning Authority for Cannock, Rugeley, Hednesford, Norton Canes and neighbouring villages.
Conservation Area		Protected areas of special architectural or historic interest.

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Conservation Area Management Plans		Plans that set out how Conservation Areas should be managed to protect their historic assets and integrity.
County Council	CC	The upper tier of two-tier authorities covering a county wide area.
Density		The amount of development that a site can accommodate (often measured in dwellings per hectare for residential development)
Dwellings Per Hectare	DPH	Unit of land measurement relative to the amount of dwellings it could accommodate.
Design Supplementary Planning Document	Design SPD	A document providing additional planning information and guidance on design issues for development in Cannock Chase District.
Development Plan Document	DPD	Sets out the Local Planning Authority's policies and proposals for the development and status of land. It can include a Local Plan, Site Allocations and Area Action Plan documents amongst others.
Developer Contributions and Housing Choices SPD		A document providing additional planning information and guidance on developer contributions and housing provision within Cannock Chase District.
District Council	DC	The lower tier of two-tier authorities, responsible for local services.
Duty to Cooperate		This is a legal test that requires cooperation between local planning authorities and other public bodies to ensure Local Plan policies effectively address strategic issues e.g. infrastructure, housing. It is separate from but related to the Local Plan test of soundness.
Employment Land Availability Assessment	ELAA	A database of sites put forward by stakeholders including the Council and land owners to be assessed for their suitability for future employment uses.
Environmental Capacity Study		A study carried out to assess future development potential within Cannock Chase District.
Greater Birmingham Housing Market Area	GBHMA	A housing market area is a geographical area defined by household demand and preferences for all types of housing, reflecting the links between places where people live and work. This HMA is based on the wider Birmingham area.

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Green Belt		A policy and land use designation used to retain areas of largely undeveloped, wild, or agricultural land surrounding or neighbouring urban areas.
Green Belt Review		A process that sets out the methodology and mechanism for potential possible alterations to the Green Belt boundaries.
Green Space Network		A network of linked green infrastructure within Cannock Chase District that links urban areas to the countryside.
Greater Birmingham and Solihull Local Enterprise Partnership	GBSLEP	The Local Enterprise Partnership (see definition below) for this area, covering a number of local authorities including Cannock Chase District.
Gypsy, Traveller and Travelling Showpeople	GTTS	National Planning Policy defines 'Gypsies and Travellers' as 'persons of nomadic habit of life whatever their race or origin, including such persons who on grounds only of their own or family's or dependents' educational or health needs or old age have ceased to travel temporarily, but excluding members of an organised group or travelling showpeople or circus people travelling together as such'. 'Travelling Showpeople' are defined as 'members of a group organised for the purposes of holding fairs, circuses or shows (whether or not travelling together as such). This includes such persons who on the grounds of their own or their family's or dependents' more localised pattern of trading, educational or health needs or old age have ceased to travel temporarily, but excludes Gypsies and travellers as defined above'.
Gypsy, Traveller and Travelling Showpeople Accommodation Assessment	GTAA	An assessment of the accommodation needs of gypsy, traveller and travelling showpeople for the plan period. This is then used to identify how many new sites may be needed for such accommodation in the District.

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Habitats Regulation Assessment	HRA	The Habitats Regulations Assessment is a tool to identify whether there are likely to be any harmful effects from minerals and waste policies and development proposals on internationally important nature sites. The HRA considers how significant any impacts are likely to be, and identifies whether they can be reduced (mitigated) to protect these sites or whether it is not possible to offset any likely adverse effects. Internationally important nature sites include Special Areas of Conservation (SAC) which have important habitat features, Special Protection Areas (SPAs) which relate to important bird populations and Ramsar sites which are internationally important wetlands. Collectively, these are often referred to as Natura 2000 sites.
Hectare	HA	A unit of land measurement.
Housing and Planning Act 2016		An Act of Parliament that introduced changes to housing policy and the planning system.
Housing Delivery Test		An annual test (by central Government) of the extent to which a local authority is meeting its local housing requirements. Where the amount of new homes being built does not meet requirements there are different penalties dependent upon the level of under delivery.
Housing Needs Assessment		An assessment of the amount and type of housing accommodation required in the District, focused particularly upon affordable needs.
Indoor and Outdoor Sports Facilities Assessment		An assessment of the current quantity and quality of the local authority areas' facilities and an assessment of the future needs for indoor and outdoor sports provision (in quantity and quality terms), taking account of future population changes.
Infrastructure Delivery Plan	IDP	A plan to identify and aid implementation of the necessary social, physical and green infrastructure required to create sustainable communities.
Landscape Character Assessment		A detailed study that analyses and sets out different types of landscape within an area and their historical context.

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Local Enterprise Partnership	LEP	A body, designated by the Secretary of State for Communities and Local Government, established for the purpose of creating or improving the conditions for economic growth in an area.
Local Green Space	LGS	Local Green Space designation is a way to provide special protection for green areas of particular importance to local communities.
Local Nature Reserve	LNR	Local Nature Reserves (LNRs) are places with wildlife or geological features that are of special interest locally. There are over 1280 LNRs in England covering almost 40,000 ha
Local Plan		The Development Plan for a Local Planning Authority area. It can include Development Plan Documents such as Site Allocations and Area Action Plans.
Local Planning Authority	LPA	The authority responsible for planning functions within a District, County or any other type of administrative area.
Local Plan (Part 1)	LPP1	The adopted 2014 Development Plan Document that sets out the strategic planning policies and context for Cannock Chase District.
Local Plan (Part 2)	LPP2	The Development Plan Document that was intended to accompany LPP1 by providing further policy context and allocating sites for future development.
Mineral Safeguarding Areas		An area of land protected from development due to the presence of minerals within a site that could be required for future extraction.
Minerals Plan		A planning document that sets out future minerals needs within an area and protects mineral extraction sites to meet that demand.
Mitigation and Implementation Strategy		A framework that aims to provide protection against a potential threat and provide practical solutions or alternatives to solve the problem.
National Planning Policy Framework	NPPF	This document sets out the Governments planning policies for England and how they should be applied.

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Open Space Assessment		An assessment of the current quantity and quality of the local authority areas' open spaces and an assessment of the future needs for open space provision (in quantity and quality terms), taking account of future population changes.
Parking Standards, Travel Plans and Developer Contributions for Sustainable Transport SPD		A document providing additional planning information and guidance on transport related matters within Cannock Chase District.
Policy Map		A map that shows the location of planning designations, which are usually also set out in written planning policies.
National Planning Policy Guidance	NPPG	The Government planning advice that accompanies the National Planning Policy Framework.
Neighbourhood Plans		A plan prepared by a Parish Council or Neighbourhood Forum for a particular designated Neighbourhood Area.
Partner Authorities		The Government bodies working together as a team on a contract or project.
Retail and Leisure Study		A study on retail and leisure uses within Cannock Chase District, including existing and future capacity.
Safeguarded Land		Land that is protected for a specific future, often longer term, land use.
SAC Zone of Influence		An area within which new residential development must provide mitigation measures to avoid harm to Cannock Chase SAC.
Self Build Registers		A register of people who are interested in building their own dwelling within Cannock Chase District.
Self Build and Custom Housebuilding Act 2015		An Act of Parliament that sets out legislation on self build and custom house building.

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Appendix 5- Glossary

Phrase	Abbreviation	Definition
Site Assessment Matrix		A framework for assessing whether a site is suitable for a proposed use or designation.
South Staffordshire District Council	SSDC	The Local Planning Authority for South-West Staffordshire. It covers areas including Great Wyrley, Cheslyn Hay and Huntington.
Special Area of Conservation	SAC	Special Areas of Conservation (SACs) are protected sites under the European Community Habitats Directive. They provide increased protection to a variety of wild animals, plants and habitats and are a vital part of global efforts to conserve the world's biodiversity.
Stafford Borough Council	SBC	The Local Planning Authority for the Stafford area. It includes the northern part of Cannock Chase AONB, Brocton and Great/Little Haywood.
Staffordshire County Council	SCC	The upper- tier in a two tier Local Authority system County wide Planning Authority for Highways, Minerals and Waste planning matters.
Statement of Community Involvement	SCI	A statement of how Cannock Chase Council will consult the local community when preparing planning documents and consulting on planning applications.
Strategic Housing Land Availability Assessment	SHLAA	A database of sites put forward by stakeholders including the Council and land owners to be assessed for their suitability for future residential uses.
Strategic Housing Market Assessment		A report on the objectively assessed and evidenced development needs for housing within an area.
Stoke-on-Trent & Staffordshire Local Enterprise Partnership	SSLEP	The economic body for the Staffordshire County Council and Stoke On Trent Government areas. See LEP definition.
Supplementary Planning Document	SPD	A local development document that may cover a range of issues, thematic or site-specific, and provides further detail of policies and proposals in a 'parent' development plan document.
Sustainability Appraisal	SA	An appraisal of the economic, environmental, and social effects of a plan.

Appendices

Appendix 5- Glossary

Phrase	Abbreviation	Definition
Town and Country Planning Regulations 2012		Regulatory framework
Viability Assessment		An assessment of whether or not development is likely to be financially viable, taking into account a range of relevant factors including land values and costs, development costs, financing costs and developer profit. These assessments can be undertaken at a Local Plan level (i.e. how will Local Plan policies affect the financial viability of developments in the District generally) and at a site-specific/development level.
West Midlands Combined Authority	WMCA	A recently constituted authority formed of local authorities and Local Enterprise Partnerships (LEPs) chaired by the Mayor for the West Midlands. It enables the transfer of powers on decision making and funding from central Government to the West Midlands on specified areas (as set out within devolution agreements) e.g. transport, housing.

Report of:	Head of Economic Prosperity
Contact Officer:	Clare Eggington
Telephone No:	01543 464326
Portfolio Leader:	Economic Development & Planning
Key Decision:	Yes
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
STATEMENT OF COMMUNITY INVOLVEMENT

1 Purpose of Report

- 1.1 To agree a six week (minimum) period of public consultation for an updated draft Statement of Community Involvement (SCI) setting out the way in which the Council will consult on planning matters.

2 Recommendations

- 2.1 That Cabinet agree a six week (minimum) period of public consultation for an updated draft Statement of Community Involvement attached as **Appendix 1**.
- 2.2 That authority be given to the Head of Economic prosperity in consultation with the Cabinet Leader for Economic Development and Planning to make any non substantive changes considered necessary to the document which may need to reflect further legislative updates due to ongoing reform with the planning system nationally prior to consultation.

3 Key Issues and Reasons for Recommendation

- 3.1 The Planning and Compulsory Purchase Act 2004(as amended) requires that the Council produce a 'Statement of Community Involvement' (SCI) which sets out how the Council intends to achieve continuous community involvement in the preparation of plans and decision making for planning applications. The current SCI was adopted by Cabinet in March 2014 under the Town and Country Planning (Local Development)(England) Regulations 2012 (as amended).
- 3.2 Local Planning Authority's must review their SCI every five years from the adoption date. Recent changes set out in the Neighbourhood Planning Act

2017 amending the requirements of the Planning and Compulsory Purchase Act 2004 relating to preparation of an SCI and given effect through the Neighbourhood Planning Act 2017 (Commencement No 3) Regulations 2018 also necessitate an SCI update.

- 3.3 These changes relate to inclusion of policy for giving advice to neighbourhood planning groups and for involvement of communities and other interested parties in the preliminary stages of plan making (specifically in the exercise of functions for survey (section 13) and Local Development Scheme(section 15)). In updating the SCI the opportunity has been taken to update where necessary changes in local circumstances (such as in relevant community groups and the procedure for pre-application advice) and to set out the Council's approach to more recently introduced planning procedures (such as the Community Infrastructure Levy and Permissions in Principle). The update also takes account of the National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG) as amended.
- 3.4 The SCI does not propose new planning policy or identify new development sites, but primarily considers how best to involve different sectors of the community in plan preparation and in determining planning applications. It sets out how all sections of the community, from individual members of the public through to representative organisations, have better opportunities to participate in planning in the District. It deals with community involvement in the preparation of the Local Plan and Supplementary Planning Documents (SPD) and in the determination of planning applications, as well as community involvement in more recently introduced planning procedures such as the Community Infrastructure Levy (CIL) and Neighbourhood Planning. The Council's vision for the SCI is that: **'Everyone is given the opportunity to influence the future planning of Cannock Chase District and consequently take ownership of the Local Plan through stakeholder and community involvement.'**
- 3.5 There are a number of important benefits of achieving community and stakeholder buy-in, these include:
- Community commitment to the future development of the area
 - Promoting regeneration and investment, creating certainty and commitment to change
 - Providing a strong basis for successful negotiations on development proposals, including developer contributions; and
 - Providing a robust basis for addressing difficult decisions – it is important that in seeking to build consensus, addressing controversial issues is not avoided.
- 3.6 The constituent parts of the SCI are described in the report detail.

4 Relationship to Corporate Priorities

- 4.1 The SCI will help facilitate public consultation on all aspects of the Council's Priorities which have development implications.

5 Report Detail

- 5.1 **General Standards of Consultation** – the SCI sets out general standards of consultation that will be adhered to at all stages of plan making where consultation is undertaken. These will be applied to Local Plans, SPD and CIL charging schedules and are:

- Place relevant documents on the Council's website together with any supporting information needed to enable people to understand what they are being asked to comment on and state where and when documentation can be inspected;
- Make available all relevant material for inspection at the Council Civic Centre in Cannock for the period during which comments are being sought. Additionally libraries within the District will be used where appropriate;
- Contact specific, general and other consultees who may have an interest in the document and invite to make representations, advising where and when the relevant material can be inspected, how copies can be obtained, the closing date for representations and where to send any representations;
- Issue adverts and /or press releases to local newspapers circulating in the area as appropriate, advising where and when the relevant material can be inspected, how copies can be obtained, the closing date for representations and where to send any representations;
- Publicise consultation across the Council's communication channels including its website, social media sites and Chase Matters magazine issued to residents.
- Make available Plain English summary documents and/or leaflets as appropriate;
- Provide appropriate advice and information to the public as requested;
- Produce a report summarising consultation methods, representations made and Council responses (whether requiring a change to the plan or not) and make available on the Council's website before proceeding with a subsequent version of the plan and/or further consultation.

- 5.2 **Local Plan and Area Action Plans** – The Local Plan provides the key local statutory planning policy framework for the District. Effective community and

stakeholder involvement in its preparation is therefore very important. In applying the general standards of consultation set out above, the Council will ensure consultation and engagement is also in accordance with statutory provisions and in line with the relevant Regulations via consultation with specified statutory bodies and other parties at the necessary stages of the plan making process. The Council will publish all evidence used for developing the Local Plan (including Plain English summaries where appropriate) and the Local Development Scheme (LDS) (the project timetable for Local Plan documents) on its website when finalised. Evidence documents will be available to comment upon as part of Local Plan consultations. The Local Development Scheme requires the approval of full Council. In addition for each specific stage of Local Plan making additional standards will apply to reflect relevant regulation. These are detailed in the SCI.

- 5.3 **Supplementary Planning Documents (SPDs)** –SPDs are produced to support and elaborate the policies contained in the Local Plan. They provide additional information and policy guidance to support the implementation of a policy. The procedures for SPD preparation and therefore the consultation requirements are slightly more straightforward than for the Local Plan and are again outlined in the SCI.
- 5.4 **Duty to Co-operate** – The SCI commits the Council to producing a Statement of Compliance with the Duty to Co-operate which will set out how the District Council has co-operated with other bodies in the production of a Local Plan. This will include a listing of the organisations involved, a record of meetings and other consultation, a summary of the issues and details of the outcome achieved. In addition the Council will include consultation with other bodies, beyond the prescribed list, where this is of relevance.
- 5.5 **Community Infrastructure Levy (CIL)** – The CIL is a planning charge, the legislation for which came into force in April 2010. The Levy allows local authorities in England and Wales to raise contributions from developers to help pay for infrastructure that is needed as a result of development. Local Authorities who wish to charge the Levy must produce a Draft Charging Schedule setting out CIL rates for their area to be levied on the gross internal floor space of the net additional liable development. Before it is adopted by the Council, the Draft Charging Schedule has to be approved by an independent examiner. Cannock Chase Council's Charging Schedule was approved in February 2015 and the Council agreed to commence charging on 1st June 2015. The SCI sets out the consultation measures that will apply to each consultation step required for producing a CIL Charging Schedule or Review.
- 5.6 **Neighbourhood Planning** – Mechanisms for Neighbourhood Planning – Neighbourhood Plans, Neighbourhood Development orders and Community Right to Build (CRTB) – are also considered in the SCI. The Planning Policy pages on the Council's website will be used to provide further information; the Council will ensure that the Qualifying Body preparing a Neighbourhood Plan, Neighbourhood Development Order or CRTB is informed by email as to where the evidence base and LDS are located and when they have been updated.

- 5.7 The SCI clearly states that the Council will not produce a Neighbourhood Plan on behalf of a local community but will give assistance and advice to the Qualifying Bodies in the plan preparation process to facilitate proposals for Neighbourhood Plans. The Council, as the local planning authority, will, if requested, administer the formal designation of Neighbourhood Area(s) to be covered by Neighbourhood Plans(s) and where relevant the Council will formally approve a Neighbourhood Forum.
- 5.8 The Council will check a draft Neighbourhood Plan, Neighbourhood Development Order or CRTB to ensure that it meets all the relevant legislation and regulations and that it generally conforms to the strategic elements of the Local Plan. Subject to the above, the Council will arrange for an independent examination of a Neighbourhood Plan, Neighbourhood Development Order or CRTB. If the plan passes an examination, the Council, as local planning authority, will arrange a local referendum and if the referendum supports the document, the Council will adopt it as part of the overall development plan (which includes the Local Plan).
- 5.9 **Permissions in Principle (PiP)** – The PiP consent route is an alternative way of obtaining planning permission which separates the consideration of matters of principle for proposed residential led development from the technical detail of the development. The procedures and consultation/publicity/notification requirements are set out in Regulations.
- 5.10 **Development Management** – The SCI sets out the categories of planning applications and the forms of notification that apply, whether by newspaper advertisement, site notice or letter as well as describing the other ways in which copies of planning applications can be viewed and commented upon.
- 5.11 The decision making process for planning applications is set out in the SCI, including the forms of consultation that take place via pre-application advice and via statutory and non statutory consultations. Should an application be unsuccessful, the procedures for appeal are also outlined.
- 5.12 Finally the resource implications of effective community involvement are considered together with the management and monitoring of processes. Confirmation is provided that personal data collected during the planning process will fulfil the requirements of the General Data Protection Regulation which came into force on 25th May 2018.

6 Implications

6.1 Financial

There are no financial implications in the report; any inherent costs, should they arise, will be contained within approved budgets.

6.2 Legal

The legal implications are set out in the report.

6.3 Human Resources

There are no human resource implications in the report.

6.4 Section 17 (Crime Prevention)

There are no direct Crime Prevention implications in the report.

6.5 Human Rights Act

No Human Rights Act implications.

6.6 Data Protection

The Planning Policy Fair Processing Notice sets out how data is used in compliance with the GDPR.

6.7 Risk Management

None identified.

6.8 Equality & Diversity

The SCI will help to ensure the opportunity is given to all sectors of society to participate in local planning processes.

6.9 Best Value

None identified.

7 Appendices to the Report

Appendix 1 Draft CCDC Statement of Community Involvement 2018

Previous Consideration

Statement of Community Involvement 2014 Cabinet 20 March, 2014

Background Papers

CCDC Statement of Community Involvement 2014,
National Planning Policy Framework,
National Planning Policy Guidance

Appendix 1


Cannock Chase Statement of Community Involvement 2018

The Statement of Community Involvement (SCI) is produced by the Planning Policy Section of Planning and Economic Development Services at Cannock Chase Council. To order further copies or for information:

 **Write to:**

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- The Community Infrastructure Levy	
- Neighbourhood Planning	
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1. Introduction

The Planning and Compulsory Purchase Act 2004, requires the Council to produce a 'Statement of Community Involvement' (SCI) that sets out how the Council intends to achieve continuous community involvement in the preparation of plans and decision making for planning applications. Communities are involved through a process that;

- Is transparent and accessible – where information is readily available in a form that is easily understood and accessible, where the more traditionally hard to reach groups are fully engaged;
- Promotes participation and involvement – with clear opportunities for people to participate and make their views known, with the decision-makers clearly identified.

This document is a revised and updated version of the Council's SCI adopted in 2014. The SCI does not propose new planning policy or identify new development sites, but primarily considers how best to involve different sectors of the community in plan preparation and in determining planning applications. This document reflects the Town and Country Planning (Local Planning) (England) Regulations 2012, the Town & Country Planning (Development Management Procedure)(England) Order 2015, the Localism Act 2011, Section 13(2) of the Neighbourhood Planning Act 2017, the National Planning Policy Framework (NPPF) 2012 (as amended) and the National Planning Policy Guidance (NPPG) 2016 (as amended).

2. The Overall Approach to Community Involvement


The SCI sets out how all sections of the community, from individual members of the public through to representative organisations, have a range of better opportunities to participate in planning in the District. It deals with community involvement in the preparation of the Local Plan and Supplementary Planning Documents (SPD) and in the determination of planning applications as well as community involvement in other planning procedures such as the Community Infrastructure Levy (CIL) and Neighbourhood Planning.

The aim of an SCI is to make the planning system accessible to a wide range of people, leading to communities being well informed about how and when they are able to take part in the planning process. This is intended to result in greater participation and a more efficient and inclusive decision making process. Clearly, the scale of community involvement in the planning system has to reflect the resources the Council has available. To ensure the most efficient use of resources the approaches used have sought to make use of existing established networks wherever possible.

For community involvement to be successful, an inclusive approach is required that recognises the varied needs of different sectors of the community and the fact that some groups are better equipped to participate than others. Therefore, the Council seeks to apply the most effective way of enabling people to contribute throughout the process. This statement sets out how all sections of the community have the opportunity to participate in the better planning of the District through an approach which has taken into account its character and communities.

Involving all sectors of the community in plan making and decision making has benefits for the Council through increased awareness of planning issues. It can also help to generate a feeling of inclusion by the community in policy formulation. People living and working in the District can contribute their knowledge and understanding of the locality, its past and its distinctive and valuable features which might otherwise be overlooked. Stakeholders also have a key role to play in providing expertise in specialist areas that the Local Plan team may not have.

It is the role of the SCI to set the framework to allow the community of Cannock Chase to take an active part in planning its future. The Council's vision for the SCI is that:



“Everyone is given the opportunity to influence the future planning of Cannock Chase District and consequently take ownership of the Local Plan through stakeholder and community involvement.”

3. The Local Community

Understanding the characteristics of the District can help to identify any groups of residents who may have particular needs and therefore may be 'hard to reach'. This information will assist the Council when involving local people in the planning process.

The District has a growing population of 98,513 in mid-2016, an increase of 1.1% since the 2011 Census. The trend of an aging population is evident with the proportion of residents aged 65+ standing at 18.6% of the overall District population in 2016 and projected to rise faster than the national average.

The majority of the population (96.5%) at the 2011 Census described themselves as 'White British', a smaller proportion than at the 2001 Census (97.5%). The District is becoming more ethnically diverse with the 2011 Census revealing a larger number of residents (3.5%) identifying with a variety of ethnic groups. In 2016 25.4% of Cannock Chase residents aged 16-64 were estimated to have qualifications equivalent to NVQ4 and above. 25.6% of employee jobs were in the Wholesale and Retail trade (including repair of motor vehicles and motorcycles). Manufacturing, Transportation and Storage and Human Health and Social Work Activities also made up considerable proportions of employee jobs.

Data published by Staffordshire County Council indicates a learning disabilities prevalence of 0.6% among the District population in 2016/17. The 2011 Census indicates that 20.7% of residents experienced a long term limiting illness which was above the England average of 17.6%. The presence of long term limiting illness increased to 60.9% among residents aged 65+, again higher than the England average of 51.5%. Data for May 2017 indicates that around 5% of the District's population were claiming Disability Living Allowance, the highest rate in Staffordshire and above the England average of 3.4%¹. Work undertaken for earlier SCI 's identified the following groups of people as being potentially 'hard to reach':

- the elderly,
- young people,
- people with learning difficulties,
- the blind,
- the deaf,
- ethnic minority groups, which are relatively small,
- the disabled and those who have long term limiting illnesses.

These groups may be found concentrated in certain areas within local communities, particularly in the more deprived areas within the District.

Appropriate and more intensive methods of communication will be required to ensure that 'hard to reach' groups are involved in planning processes.

Recent experience in progressing the Local Plan for the District has indicated that the elderly and young people are potentially less hard to reach than some of the other groups by using methods of engagement such as workshops in schools or appropriate community events. Other groups remained harder to target and in the past Chase CVS has proved a useful organisation for facilitating contacts, including making contacts with resident 'champions' in more deprived areas. This organisation is now known as Support Staffordshire.

¹ Data sourced from Office for National Statistics and Staffordshire County Council, Cannock Chase Locality Profile (January 2018). For further insight into Cannock Chase see Cannock Chase Council District Needs analysis 2018 (forthcoming) and previous versions of the District Needs Analysis available via www.cannockchasedc.gov.uk

4. Involving the Community – General Approach

Community Involvement is about communicating information to people and gaining information from people in a collaborative process. The aim is to enable people of all abilities, colour, race, sex, religion, sexuality or age to access information which allows them to become involved collaboratively in planning the future of the District. The Council will be seeking to facilitate the involvement of the wider community through the approach outlined in this Statement. This is a critical element of the concept of “Localism” which now underpins the planning system.

There are a number of important benefits of achieving community and stakeholder involvement and subsequent buy-in, these include:

- Community commitment to the future development of an area;
- Promoting regeneration and investment, creating certainty and commitment to change;
- Providing a strong basis for successful negotiations on development proposals, including developer contributions; and
- Providing a robust basis for addressing difficult decisions – it is important that in seeking to build consensus addressing controversial issues is not avoided.

By involving the community in its widest sense it is possible to identify more clearly local priorities and needs. In addition, through local knowledge or personal understanding of the issues, solutions can often be identified more easily. Without the close involvement of the community there will be no ownership of the Local Plan and hence delivery will be much more difficult.

Those who may have a role or an interest in shaping the planning of the area, including local people, local organisations, local community groups, landowners and developers, regional organisations, national organisations and Government agencies should actively engage in the processes for plan making and determining planning applications . The level of engagement will vary depending on the nature of the plan or proposal.

The key to successful community involvement is engaging right across the community regardless of age, gender, religious values etc. It is important therefore that a range of different techniques for engagement are developed that will need to take into account the different requirements of the different sectors of the community.

Council Members. Councillors are kept up to date with relevant information and Councillors in turn keep constituents in their wards informed of progress on the Local Plan and on any key planning application issues for their area. Policy development is considered by an informal Member/Officer working group with formal reporting via Cabinet and Council where appropriate. Working groups are established as and when necessary. Planning applications are decided by a Planning Control Committee unless delegated to Council officers.

Parish/Town Councils. As community representatives at the grass roots, Parish and Town Councils both within and adjoining the District will have the opportunity to be frequently involved in all aspects of relevant planning, by being consulted on planning applications and planning policy documents.

4. Involving the Community – General Approach

The Chase Community Partnership. The partnership (the District's Local Strategic Partnership (LSP) brings together all the key stakeholders in the District and is used to help identify links between the Local Plan and other plans and strategies of partner organisations, providing the opportunity to ensure that these plans are appropriately reflected in the Local Plan.

Local People. The Council wishes to ensure that no one is excluded from the planning process and will therefore seek to make use of the groups/networks that already exist in parts of the District, such as resident or special interest groups. In addition the Council will pass information on relevant issues to the established community groups and attend meetings when requested, wherever practicable.

Neighbouring Authorities and Communities. Development proposals not only affect communities within a local authority's boundaries, but can directly or indirectly affect neighbouring communities. The Council will ensure that neighbouring local authorities, Parish Councils, and residents within adjoining local authorities areas are given the opportunity where appropriate to be involved in the planning process in Cannock Chase District. Where evidence might need to be considered by neighbouring authorities when producing or updating plans, this will be shared at the earliest opportunity. The importance of cross boundary co-operation has been recognised by the introduction of a "Duty to Co-operate."

National, Regional and Local Organisations. The Council understands that many local, regional and national organisations have to deal with a significant amount of information being forwarded to them for comment. Existing networks/stakeholder groups will be utilised wherever possible and the Council will maintain its database of organisations to ensure that they are all made fully aware of key stages of consultation.

Agents/Developers. This group includes landowners and those with potential development interests. Many of these are already involved in planning applications, are aware of the Local Plan and are likely to maintain their involvement. Within the area, there is a wealth of knowledge and expertise that will contribute to the delivery of the Local Plan and SPDs.

Business Groups. A number of existing business networks are already established within the District and officers will utilise these groups, working closely with officers in Economic Development, to generate a two way flow of information. The creation of Local Enterprise Partnerships (LEP's) has provided an increased opportunity for engagement with the business community.

Hard to Reach groups. The sectors of the local community who may be harder to reach, were identified in section 3 and particular effort will be made to ensure that they are not excluded from planning processes.

5. Involving the Community – Plan Making

General Standards of Public Consultation

The following general standards will be adhered to at all stages of plan making where consultation is undertaken. These will be applied to Local Plans, SPD and CIL charging schedules (see section 8)

- Place relevant documents on the Council website together with any supporting information needed to enable people to understand what they are being asked to comment on and state where and when documentation can be inspected;
- Make available all relevant material for inspection at the Council Civic Centre in Cannock for the period during which comments are being sought. Additionally libraries and other public venues within the District will be used where appropriate;
- Contact specific, general and other consultees who may have an interest in the document and invite to make representations, advising where and when the relevant material can be inspected, how copies can be obtained, the closing date for representations and where to send any representations;
- Issue adverts and/or press releases to local newspapers circulating in the area, as appropriate, advising where and when the relevant material can be inspected, how copies can be obtained, the closing date for representations and where to send any representations, and use the Council's website, Chase Matters magazine and social media channels to raise awareness of consultation events.
- Make available Plain English summary documents and/or leaflets as appropriate;
- Provide appropriate advice and information to the public as requested;
- Produce a report summarising consultation methods, representations made and Council responses (whether requiring a change to the plan or not) and make available on the Council's website before proceeding with a subsequent version of the plan and/or further consultation.

5. Involving the Community – Plan Making

The Local Plan and Area Action Plans (AAP's)

The Local Plan provides the key local statutory planning policy framework for the District. Effective community and stakeholder involvement in its preparation is therefore very important.

In applying the general standards of consultation set out earlier in this document, the Council will ensure consultation and engagement is in accordance with statutory provisions and in line with the relevant Regulations. This will include consultation with specified statutory bodies and other parties at the necessary stages of the plan making process.

The Council will publish on its website (www.cannockchasedc.gov.uk/planningpolicy) all completed evidence used for developing the Local Plan (including Plain English Summary documents where appropriate). It will also provide a record of what evidence has been commissioned and the expected date for completion and publication of this.

The most up to date Local Development Scheme (the project timetable for Local Plan documents) will be published on the Council's website at the above link. The Local Development Scheme requires the approval of full Council before it can be published.

Evidence documents will be available to comment upon as part of Local Plan consultations.

For each specific stage of Local Plan making the following additional standards will apply:

Regulation 18: preparation of a Local Plan

This statutory stage requires the Council to consult on the subject of the Local Plan (for example is it District wide or a more targeted Action Plan) and what that Plan ought to contain. Usually, this will be done in the form of an issues, or issues and options paper.

For this stage we will:

- Discuss the scope of the Plan, and issues needing to be addressed (and options for dealing with these where applicable) with partners and in existing forums/groups, as appropriate.
- Arrange events and/or workshops to discuss issues and proposals, as appropriate. Place emphasis on understanding community views at early stage of plan making and explore and resolve conflicts as far as possible.
- Organise 'face-to-face' discussions if requested and appropriate.

Preparation of Draft Local Plan

This is a non statutory stage and will not apply for all Local Plans. Where a draft Local Plan (which may sometimes be called 'Preferred options) is produced we will:

- Seek consensus in emerging planning policy position via discussion with partners and in existing forums/groups and in events and/or workshops.
- Arrange events and/or workshops to discuss issues and proposals, as appropriate.
- Organise 'face-to-face' discussions if requested and appropriate.

5. Involving the Community – Plan Making

Regulation 19 Stage: Publication of Local Plan

- Send a statement of the representations procedure and a statement of the fact that the proposed submission documents are available for inspection and the times at which they can be inspected to all of the consultees that were invited to comment in earlier plan making stages.
- Publish for a minimum six weeks consultation period.
- Seek views on whether the document is legally compliant and sound.
- Discuss outstanding issues with partners and existing forums/groups.
- Organise 'face-to-face' discussions if requested and appropriate.

Submission of Local Plan

- Submit the document and relevant supporting information to the Secretary of State for independent examination.
- Notify specific and general consultation bodies that the documents are available for inspection at the above locations.
- Notify others who have requested to be informed when the document is submitted.

Examination of Local Plan

An Inspector, appointed by the Secretary of State, will examine the document. The Inspector will consider whether the preparation of the Plan has been legally compliant.

- Publish details of the time and place at which the Independent Examination is to be held and the name of the Inspector.
- Notify those who made representations at the Publication stage (and have not withdrawn their representations) of relevant matters the Inspector will discuss at the Examination Hearings. If the Plan is legally compliant the inspector will then consider whether the document is 'sound'. (It will be considered sound if it is positively prepared, justified, effective and consistent with national policy).
- Publish documents relevant to the Independent Examination on the Council's website.

Publishing the Inspector's report

- Publish the Inspectors recommendations and reasons for those recommendations at the Council's Civic Centre in Cannock and libraries within the District and on Council's website. The Inspector who carried out the Independent Examination will produce and publish an Inspector's Report. Notify those who have requested to be notified of the recommendations, that the recommendations are available. The Inspector will recommend that the document is: Adopted; Adopted with recommended modifications (if the Council asks the Inspector to suggest modifications to make the document sound); or Not adopted.

5. Involving the Community – Plan Making

Adopting the Local Plan Document

- Publish the Local Plan Document, Adoption Statement, Sustainability Appraisal and details of where and when the document can be viewed

If the document is recommended for adoption (with or without recommended modifications) the Council will consider the Inspector's report and whether it wishes to adopt the document as recommended by the Inspector.

- Send copy of the adoption statement to the Secretary of State.

- Send copy of the Adoption Statement to anyone who has asked to be notified of the adoption of the document.

If the Council decides to adopt the document, this will be by the Full Council, with any main modifications as required

- Use local media/press to advertise the adoption of the Local Plan Document.

- Where applicable, incorporate Main Modifications suggested by the Inspector to ensure the Plan is sound and potentially additional modifications (any additional modifications must not materially affect the policies).

It should also be noted that there is now a requirement (introduced on April 6th 2018) to review Local Plans five years from adoption to see if any policies need to be updated. If they do not, the Council must publish its reasons for this decision. If policies do need reviewing, then the processes for consulting on a Local Plan will be followed as set out above and in line with statutory procedures.

5. Involving the Community – Plan Making

Supplementary Planning Documents (SPDs)

SPDs are produced to support and elaborate the policies contained in the Local Plan. They provide additional information and policy guidance to support the implementation of a policy. The procedures for SPD preparation are slightly more straightforward than for the Local Plan, as set out below:

Early Community Involvement

- Nature of community involvement will depend on the nature of the document being produced.
- If a site specific SPD is being produced for a major development site, early community involvement will focus on those who live and work in the vicinity of the site. The Council's approach will focus on events involving local residents, businesses etc. from the local area, and will wherever possible be held within that community.
- If SPD is of a more technical nature e.g. car parking standards, the Council's approach will focus more on engaging specialist stakeholders e.g. developers, highway engineers etc.
- Main purpose of this stage is to gather information to consider issues and options.

Formal Consultation

- Consult for no less than 4 weeks and no more than 6 weeks - in most cases the Council will seek to undertake formal consultation for 6 weeks.
- For site specific documents, continue emphasis on engaging those directly affected by the proposal. Notification of the details of the SPD sent to those adjoining the site together with arrangements for consultation.
- Where necessary, hold further public events and advertise locally.

Adoption

- Post detailed response to representations on website.
- Post details of the adoption of the final SPD, and information on how to obtain copies of the SPD and the appropriate Cabinet report on website

Sustainability Appraisal and other Evidence Base documents

A Sustainability Appraisal of the economic, environmental and social effects of a Plan is carried out from the outset of the Local Plan preparation process to ensure decisions are made which accord with sustainable development. Regulation 4 of the Environmental Assessment of Plans and Programmes Regulations 2004 defines certain organisations with environmental responsibilities as consultation bodies – in England, Historic England, Natural England and the Environment Agency. The Sustainability Appraisal will be published for consultation comments alongside the appropriate stages of the Local Plan for a minimum of six weeks.

Other Evidence Base documents may involve targeted specific consultations as part of their production, dependant upon their nature, as and when appropriate. All Evidence Base documents that are finalised and published will be available for comment as part of Local Plan consultations.

6. Involving the Community – More Recent Planning Procedures

The Duty to Co-operate

The Localism Act and the National Planning Policy Framework (NPPF) place a duty on local planning authorities and other bodies to cooperate with each other to address strategic issues relevant to their areas. The ‘Duty to Co-operate’ came into effect in November 2011 and requires continuing constructive and active engagement on the preparation of DPDs and activities relating to the sustainable development and use of land, in particular in connection with strategic infrastructure. Paragraph 181 of the NPPF states that *‘Local planning authorities will be expected to demonstrate evidence of having successfully co-operated to plan for issues with cross boundary impacts when their Local Plans are submitted for examination’*. The Council will engage in Duty to Co-operate as required by the most recent and up to date provisions of the legislation.

The bodies that are bound by the Duty are:

- Local Planning Authorities
- County Councils
- Local Enterprise Partnerships
- Environment Agency
- Historic England
- Natural England
- Civil Aviation Authority
- Homes England
- Clinical Commissioning Groups
- Office of Rail and Road
- Local Integrated Transport Authority
- Highways Authorities
- Local Nature Partnerships

Duty to Co-operate Statement of Compliance

- The Council will produce a Statement of Compliance with the ‘Duty to Co-operate’ at the Local Plan Publication stage which will set out how the District Council has cooperated with other bodies in the production of the plan. This will include a listing of the organisations involved, a record of meetings and other consultation, a summary of the issues and details of the outcome achieved. In addition, the Council will include consultation with other bodies, beyond the prescribed list, where this is of relevance.
- Where the Duty to Co-operate gives rise to any significant changes to the content of the Local Plan, these will be subject to consultation in accordance with the procedures set out in this SCI.

6. Involving the Community – More Recent Planning Procedures

The Community Infrastructure Levy

The Community Infrastructure Levy (CIL) is a recently introduced planning charge, the legislation for which came into force in April 2010. The Levy allows local authorities in England and Wales to raise contributions from developers to help pay for infrastructure that is needed as a result of development. Local authorities who wish to charge the Levy must produce a Draft Charging Schedule setting out CIL rates for their areas – which are to be expressed as pounds per square metre (£/sq.m), as CIL will be levied on the gross internal floorspace of the net additional liable development. Before it is adopted by the Council, the Draft Charging Schedule has to be approved by an independent examiner.

The requirements which a CIL Charging Schedule has to meet are set out in:

- The Planning Act 2008
- The CIL Regulations 2010, as amended (which also set out consultation requirements)

The National Planning Practice Guidance (section on CIL).

Consultation is an important requirement in preparing a CIL because of the need for it to fit local circumstances and to have a positive impact on development. The Guidance states that:-

The Levy is expected to have a positive economic effect on development across a Local Plan area. When deciding the Levy rates, an appropriate balance must be struck between additional investment to support development and the potential effect on the viability of developments.

This balance is at the centre of the charge-setting process. In meeting the regulatory requirements (see Regulation 14(1), as amended by the 2014 Regulations), charging authorities should be able to show and explain how their proposed Levy rate (or rates) will contribute towards the implementation of their relevant plan and support development across their area.

The Council's CIL Charging Schedule was approved by the Inspector on 10th February 2015 following submission for Examination on 31st October 2014 after a six week consultation period. The Council at its meeting on 15th April 2015 agreed to commence introduction of charging on 1st June 2015. The Council has produced a 'CIL Guidance for Landowners and Developers' document which sets out in detail how CIL will operate in the District. The CIL charge will apply to new floorspace resulting from most types of residential development, including in some cases change of use to residential, and some major retail developments. It will not apply to other forms of built development.. The CIL charging rate is arrived at using evidence of infrastructure needs, funding gaps and development viability. Accompanying the Schedule is a list of projects(a Regulation 123 List) taken from the Infrastructure Delivery Plan which will be partly or wholly funded from CIL.

6. Involving the Community – More Recent Planning Procedures

CIL Charging Schedule

In Cannock Chase District, the general consultation measures set out in section 5 will apply to each consultation step required for producing a CIL charging schedule or review. The CIL Regulations 2010 (as amended) governing these consultation stages will be adhered to. The Government is currently consulting on changes to CIL, including the consultation requirements for adoption of a CIL Charging Schedule. The Council will therefore consult in line with the latest requirements and will issue updates to summarise these on the website.

The relevant consultation stages are:

Preliminary Draft Charging Schedule

- Publish preliminary Draft Charging Schedule and relevant evidence e.g. viability assessments, draft Infrastructure List
- Consult with prescribed 'consultation bodies' including neighbouring local planning authorities, Staffordshire County Council and Parish Councils. Consult with local residents and those carrying out business in the District.
- Collaborate on infrastructure priorities with Staffordshire County Council and other relevant agencies/bodies such as the Highways Agency, Environment Agency and AONB Unit
- Engage with local developers and others in the property industry
- Engage with other local interest groups, and voluntary organisations, as appropriate
- Consult for at least six weeks

Draft Charging Schedule

- Publish Draft Schedule and relevant evidence (including 'Statement of the Representations Procedure')
- Consult with prescribed 'consultation bodies' including neighbouring local planning authorities, Staffordshire County Council, Parish Councils and other parties, as appropriate
- Consult for at least six weeks
- Accept valid requests to be heard before the examiner at the CIL examination
- Produce and publish statement of modifications (if necessary) for further four week consultation beginning with the day the Draft Charging Schedule is submitted to the examiner.
- Inform those persons previously invited to make representations that the statement has been published.
- Accept valid requests to be heard before the examiner at the CIL examination on modifications

Examination

- Notice given to those who have requested to be notified of the submission for examination
- Notify relevant parties of examination hearings sessions at least four weeks in advance, or two weeks where a statement of modifications has been published and one or more requests to be heard made.
- Examiner encouraged to share draft programme for the hearings at an early stage and inform those who wish to attend (and similar for pre hearing meeting if considered necessary)
- Examiners recommendations – notice given to those who have requested to be notified of the examiner's report.

Adoption

- Charging Schedule formally adopted by resolution of full Council (if approval recommended by examiner). Commencement date to be inserted into Charging Schedule – notice given to those who have requested to be notified of adoption.
- Six month period for 'correctable errors' to be made known to the Council. If required Council to republish Charging Schedule with 'correction notice'.

6. Involving the Community – More Recent Planning Procedures

Neighbourhood Planning

There are three main mechanisms for Neighbourhood Planning – Neighbourhood Plans, Neighbourhood Development Orders and Community Right to Build. Each enables a community to achieve different things.

A Neighbourhood Plan is a way of helping local communities to influence the planning of the area in which they live and work. It can be used to:

- Develop a shared vision for a neighbourhood.
- Choose where homes, shops, offices and other development may be built.
- Identify and protect important local green spaces.
- Influence what new buildings should look like.

A Neighbourhood Development Order can help to implement a shared vision by granting planning permission to certain types of development in certain locations, without the need to submit a planning application to the local planning authority. A Neighbourhood Development Order can apply to all of a Neighbourhood Plan area, or a particular site within the neighbourhood.

The Community Right to Build (CRTB) allows local communities to undertake small-scale, site-specific, community-led developments. It is a particular type of Neighbourhood Development Order which allows community organisations in some cases to bring forward small scale development on specific sites without following the usual planning permission process. However, a CRTB need to be in conformity with the Local Plan and, if applicable, the Neighbourhood Plan for any given area. A CRTB needs to relate to an approved Neighbourhood Area (see 8.19 below). As with Neighbourhood Plans and Development Orders, a CRTB is subject to an independent examination and a referendum and the Local Authority needs to be involved in these stages in the same way.

The process for preparing a Neighbourhood Plan and a Neighbourhood Development Order is similar. Unlike Local Plans, Neighbourhood Plans and Neighbourhood Development Orders are not prepared by the local planning authority. There are two types of ‘qualifying body’ that can prepare a Neighbourhood Plan or a Neighbourhood Development Order:

- **Parish and Town Councils:** In areas where a Parish or Town Council exists, these are the organisations which will usually be responsible for a Neighbourhood Plan, but other parts of the community may prepare a plan if they are established as a neighbourhood area. A Neighbourhood Plan can, but does not have to, cover the whole area of the parish or town.
- **Neighbourhood Forums:** Where a Parish or Town Council does not exist, community members, including those with business interests in the area, can come together to create a Neighbourhood Forum. Only one Neighbourhood Forum is allowed to exist for each neighbourhood to be covered by a Neighbourhood Plan.

Consultation and community involvement are important elements in the Neighbourhood Planning process. At the Issues and Draft Plan stages, this will be the responsibility of the plan making body, but the District Council has a significant role at the other stages identified below, including, the proposed Neighbourhood Plan Area, the proposed creation of a Neighbourhood Plan Forum, the Independent Examination and the Local Referendum.

6. Involving the Community – More Recent Planning Procedures

The requirements for consultation are set out in the 2012 Town And Country Planning, England - The Neighbourhood Planning (General) Regulations 2012 (as amended), In each case, the regulations refer to the need for the District Council to; - *“publicise..... on their website and in such other manner as they consider is likely to bring the area application to the attention of people who live, work or carry on business in the area to which the area application relates”*

The NPPG explains the Neighbourhood Plan system including the key stages and considerations required and the Neighbourhood Planning Act 2017 updates the legislative requirements.

The Council’s role in Neighbourhood Planning

The Planning Policy pages on the Council’s website will be used to provide further information; the Council will ensure that the Qualifying Body preparing a Neighbourhood Plan, Neighbourhood Development Order or CRTB is informed by email a) as to where the Evidence Base is located and when it has been updated and b) as to where the Local Development Scheme (the project timetable for Local Plan documents) is located and when it has been updated. The District Council will make available Neighbourhood Planning guidance to Parish and Town Councils and Neighbourhood Forums.

The Council will not produce a Neighbourhood Plan, Neighbourhood Development Order or CRTB on behalf of a local community but will give assistance and advice to Qualifying Bodies in the plan preparation process to facilitate proposals.

The Council, as the local planning authority, will, if requested, administer the formal designation of Neighbourhood Area(s) to be covered by Neighbourhood Plan(s).

Where relevant the Council will formally approve a Neighbourhood Forum.

The Council will check a draft Neighbourhood Plan, Neighbourhood Development Order or CRTB to ensure that it meets all the relevant legislation and regulations and that it generally conforms to the strategic elements of the Local Plan.

Subject to the above, the Council will arrange for an independent examination of a Neighbourhood Plan, Neighbourhood Development Order or CRTB.

If the plan passes an examination, the Council, as local planning authority, will arrange a local referendum.

If the referendum supports the document, the Council will adopt it as part of the overall development plan (which includes the Local Plan).

Other means of stimulating community involvement, as outlined in this SCI, will be used according to local circumstances. Parish and Town Councils and Neighbourhood Forums will be encouraged to apply the principles set out in the SCI to their own consultation and community engagement programmes.

6. Involving the Community – More Recent Planning Procedures

Permission in Principle

The Permission in Principle consent route is an alternative way of obtaining planning permission which separates the consideration of matters of principle for proposed residential-led development ('Permission in Principle') from the technical detail of the development ('Technical Details Consent').

The procedures and consultation/publicity/notification requirements that the Council will adhere to are set out in:

- Town & Country Planning (Brownfield Land Register) Regulations 2017
- Town & Country Planning (Permission in Principle) Order 2017,

Key requirements include the need for site notices; website-based notices; directly consulting key persons, bodies or authorities (where necessary). The time periods for consultations are also specified e.g. publicity must be undertaken for at least 21 days. Guidance on key points is contained in the National Planning Policy Guidance 2017. Additional arrangements for applications which may affect the setting of Listed Buildings are set out in Regulation 5A of the Town and Country Planning (Listed Buildings and Conservation Areas) Regulations 1990.

Permission in Principle is triggered when suitable sites are entered in Part 2 of the Council's Brownfield Land Register (subject to undertaking necessary publicity, notification and consultation). Once the necessary secondary legislation has been introduced it will also be possible to obtain Permission in Principle through the Local Plan/Neighbourhood Plan Site Allocation process or via an application process for non-major development.

Technical Details Consent can be obtained via an application process in accordance with the Permission in Principle from 1st June 2018.

7. Involving the Community – Planning Applications

This section sets out how people have the opportunity to become involved in the decisions being taken on individual planning applications.

The Government sets out minimum standards for consultation on planning applications in the Town and Country Planning (Development Management Procedure) (England) Order 2015. There are three categories of application, which require differing levels of publicity:

Categories of Planning Application

1. All applications subject to an environmental assessment, all applications which are a departure from the Development Plan, and all applications affecting public rights of way are required to be publicised by the display of a notice on the site, and by the placing of an advertisement in a local newspaper.

2. Other applications defined as “major” applications by the Town and Country Planning (Development Management Procedure) (England) Order 2015 are required to be publicised by the display of a site notice or letters written to adjoining owners/occupiers of land, and by placing an advertisement in a local newspaper. (Major applications are those comprising a residential development of more than 10 dwellings, or residential development in outline form on a site of 0.5 hectares or more, or the erection of other buildings creating 1,000 square metres of floor space, or outline applications on sites of 1 hectare or more.)

3. All other applications are publicised by the display of a site notice

For the following application types, newspaper advertisements may be required in addition to site notices and/or neighbour notification:

- Applications for Listed Building Consent,
- Applications affecting the setting of a Listed Building
- Applications affecting the character or appearance of a Conservation Area

The Council’s policy on publicity for planning applications was adopted in June 2003 following a “Best Value” review of the Planning Service. It exceeds the statutory requirements and guidance set out in the Town and Country Planning (Development Management Procedure) (England) Order 2015. The categories of applications to which the Publicity Policy applies are:

- Applications for full planning permission
- Applications for outline planning permission
- Applications for approval of reserved matters where these include one or more element involving siting, design, means of access and landscaping
- Advertisement applications
- Applications for Listed Building Consent
- Applications for prior notification of telecommunications, agricultural and forestry development
- Applications for Certificates of Lawfulness of Existing Development.

7. Involving the Community – Planning Applications

Applications for Permissions in Principle (PiP's) for minor residential development of land may be submitted from 1st June 2018 (see also Section 6 above). A consequent application for Technical Details Consent (TDC) has then to be determined in accordance with the Permission in Principle; the result would be the grant of full planning permission. Community involvement procedures will follow the requirements set out in the relevant regulations and order.

Significant amended or additional details relating to any of the above categories of application received whilst an application is being processed are also publicised.

A considerable amount of negotiation takes place on a large number of applications, particularly the major ones. This is a very important and crucial part of the development control process, steering development towards a more acceptable form and therefore acting in a positive manner. This dialogue between planning officers and developers and their professional advisors is something which the Government and this Council actively encourages.

Section 122 of the Localism Act 2011 makes it a requirement for applicants for a development of a description specified within a Development Order to carry out pre-application consultation on the proposed application and to demonstrate how they have taken account of the responses resulting from that consultation.

7. Involving the Community – Planning Applications

Forms of Notification of Planning Applications

1. Newspaper advertisement

The following categories of application are publicised by way of newspaper advertisement:-

- Applications including an Environmental Statement.
- Departures from the Development Plan.
- Applications affecting public rights of way.
- Major applications (see above).
- Applications for Listed Building Consent.
- Applications for development affecting the setting of a Listed Building or a Conservation Area.

2. Site notices

Brightly coloured site notices are displayed in connection with the applications categories noted above :

3. Notification by letter

Occupiers of properties, whether residential or business or community services (e.g. schools, churches, community halls) are notified by letter of all applications listed above. The extent of notification will depend on the nature of the application.

- **Householder applications (extensions to dwellings, buildings within the curtilage of dwellings, walls and fences).** Notification in these cases involves those neighbouring properties directly adjoining the application site boundary.
- **New build developments and Changes of Use where the impact is of the activities taking place at the site.** Notification in these cases involves those neighbouring properties directly adjoining the application site boundary.
- **New build development and Changes of Use where the effect of traffic flows to and from the site can be of significant impact.** Notification in these cases involves those neighbouring properties directly adjoining the application site boundary
- **Telecommunications masts.** On this category of application, notification is based on the distance the property is away from the site of the mast and all properties within 100m radius are consulted on such applications.

Content of notification letters, site notices and newspaper advertisements

All the published material contains a description of the application, where it can be viewed, the timescale for responses and the offer of an appointment with the case officer to discuss the matter. Information is also given about the Council's Consultations Charter relating to planning applications, a copy of which is enclosed with the notification letters. Finally, reference is also made to the Local Code of Conduct for the Planning Process which explains the decision-making procedures, copies of which are available at Council offices and also on the Council's website.

7. Involving the Community – Planning Applications

Other ways in which information can be obtained on applications being considered by the council are:

- **Weekly List of Planning Applications.** This is made available on the Council's website and contains basic information about the location of the proposed development and a description of it.
- **Availability of copies of applications.** Applications relating to Rugeley and Brereton have copies on deposit at the Area Office in Rugeley. To conform with the Government's targets for electronic communication, the Council provides all information on 'live' planning applications and those determined after 2010 on the Council's website.
- **Copies with Parish and Town Councils.** Parish and Town Councils are notified as part of the consultation process and invited to inspect applications on the Council's website.
- **Exhibitions and presentations.** For applications which would involve major new development affecting a substantial area of the district, e.g. large new housing estates, employment sites or town centre redevelopment, plans are displayed in an appropriate location close to where the development is taking place, e.g. libraries and community centres. When it is appropriate to explain complex proposals, planning officers attend such exhibitions. Planning Officers attend meetings of Parish and Town Councils (or their respective planning committees) when requested to do so to explain the contents of applications to members of these Councils and any members of the public who may be present at such meetings.
- **Home visits.** People notified of applications, but who are unable to visit Council Offices or libraries to view plans because of mobility problems can arrange for a home visit by the Case Officer.
- **Office meetings.** Case officers are available, by appointment, at the Civic Centre to meet people wishing to discuss applications in which they have an interest.

Responding to Publicity about Applications

All comments which people wish to be taken into account in the decision making process need to be made in writing either by letter, email or by completing a comments form available at Council offices.

Timescale for responses

21 days is allowed for responses to initial notification of applications and a minimum of 10 days for re-notification on amendments.

7. Involving the Community – Planning Applications

The decision making process

The Council's published Code of Conduct for the Planning Process explains how decisions are made on planning applications. It sets out which decisions are delegated to officers and how comments made as a result of publicity on applications are considered, in most cases, by the Planning Control Committee before making a decision. The provision for people to address the Planning Control Committee when it is meeting to determine applications is also explained. Finally, the local Consultations Charter which is sent out to people notified of planning applications includes a list of relevant planning considerations at a general level and what are not, in order to assist people in making comments which can be taken into account in the decision making process. Information received from Statutory Consultees as a result of consultations will be taken into account when drafting any necessary conditions and S.106 Agreements.

Process following a decision

A letter is sent to everyone who has submitted written comments (whether by post or e-mail), advising them of the decision on the planning application (whether or not it was determined by officers under Delegated powers or at Committee). Copies of planning decisions are provided as a matter of procedure. The decision, if taken at Committee, is also publicised in the Committee minutes on the Council's website

Appealing a decision

If an applicant has an application refused or disagrees with conditions attached to the granting of permission they have a right of appeal. This right of appeal does not extend to a person notified of an application – known as a third party.

If and when an appeal is received, anyone who wrote in on the application is notified in writing of the appeal, and information is provided on how to make their views known (either in writing in a written representations appeal, or in person at an informal hearing or public inquiry). There is no need to re-submit previous information sent in on the planning application as all this information will be copied and sent to the Inspectorate. Councillors are also notified.

Where an informal Hearing or Public Inquiry is to be held to consider an appeal a site notice is erected and the appeal is publicised in the press, including the date, time and the location of the hearing/Inquiry. Third parties are able to attend both informal Hearings and Inquiries and speak, subject to the discretion of the Inspector, who may limit the number of individuals wishing to make very similar points.

Consultation on Planning Applications and other applications submitted under the Town and Country Planning Acts

This part of the process includes both the statutory requirements for consultation prior to decision being made on applications, most of which are included in the Town and Country Planning (Development Management Procedure) (England) Order 2015, and non-statutory consultation with organisations with expertise to contribute to the process.

Pre-Application Advice. Planning officers are available to offer pre-application advice by telephone, meeting or in writing. Meetings will be based on a 'Duty Officer' system from 1st April 2018. At this date also fees will be introduced for pre-application advice on 'major developments' (defined as proposals for 10+ dwellings, a site area of over 0.5 hectares or floorspace of over 1000 square metres); otherwise there remains no charge. Other

7. Involving the Community – Planning Applications

professional advice can be made available at this stage, both ‘in-house’ and externally, for example from Landscape Architects, Arboriculturalists, and the Council’s Ecologist. Partner organisations, most commonly the Environment Agency, Natural England and the Highways Agency will provide pre-application advice co-ordinated by Planning Officers. Staffordshire County Council Transportation will provide pre-application advice directly on payment of a fee. Staffordshire County Council Historic Environment Team will provide a charged-for pre-application advice service for developers and a charged-for curatorial service for archaeological contractors from 1st May 2018. Article 22 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 relates to the duty to respond to consultations within 21 days, which is an appropriate target in relation to the provision of pre-application advice.

Application Consultations – Statutory. In most cases this takes place in writing, with copies of applications or the relevant parts of applications provided. The County Council Highway Authority, the Environment Agency and the Coal Authority also provide standing advice in appropriate cases in order to speed up the process. The Highway Authority also provides advice via visits to the District Council by Highway Engineers, when required.

Application Consultation – Non-Statutory. This includes both internal (other Council departments) and external bodies with expertise relevant to particular types of application. Consultation is in writing with copies of applications or the relevant parts of applications provided.

8. Management and Monitoring

The Council's Planning Teams seek to adopt a positive approach to involving external groups and individuals in planning processes. By ensuring that community involvement is targeted and realistic the Council aims to make the best use of the resources available to it, recognising that existing networks linked to other plans and programmes will be particularly valuable. The costs of community involvement will be met from dedicated budgets. Where possible, joint community consultation and engagement will be undertaken. Community involvement in the Development Management process, following procedures in Section 7, is an integral part of the processing of planning applications.

The management of resources and their availability for community involvement will be dependent on the progress made on the preparation of relevant documents. Monitoring progress in plan making and an assessment of the success of various community involvement exercises will inform the Council on the need to review, and where necessary, amend the SCI.

The SCI will be reviewed as appropriate in the light of changes in national legislation and policy, joint working experiences and consultation with stakeholders. This might include changes to reflect best practice in community/stakeholder involvement, managing expectations more effectively or addressing specific problems or concerns in relation to joint working. We are legally required to review the SCI at least every five years.

It is the Governments' intention to move towards the reporting of key Local Plan information and monitoring (including developer contributions) in an Open Data format. This has recently been tested via the Brownfield Registers. Open Data standards effectively seek to ensure that each Local Authority is reporting key information in the same way (using compatible software) so that the data can be readily gathered, combined and analysed by the Government. This is likely to require some additional resources in order to be compliant with the required Open Data standards (as learnt from experience with the Brownfield Register).

8. Data Protection

For many aspects of the Planning Process we will need to gather personal data. Our reasons for this, and the type of data required will vary depending upon the particular procedure and stage in the process.

When we collect such data we will ensure that we do so in a clear and legally compliant manner to fulfil the requirements of the General Data Protection Regulation which came into force on 25th May 2018. The relevant Fair Processing Notices can be found on the data protection pages of the Councils website and can also be found on all forms which we use for consultation purposes.

Report of:	Head of Housing & Partnerships
Contact Officer:	Peter Grinnell
Telephone No:	01543 464524
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
FORMER GROVE COLLIERY OFFICE BUILDING,
137 LIME LANE, LITTLE WYRLEY

1 Purpose of Report

- 1.1 Seek Cabinet authority to declare the above property surplus to Council requirements and authorize its marketing for sale.

2 Recommendations

- 2.1 That Cabinet approve the Recommendation set out in Section 5.2 of the report for the above property to be declared surplus to Council requirements and to authorize its marketing for sale.
- 2.2 That Cabinet delegates authority to the Head of Economic Development to instruct agents to market the above property for sale and to take all other actions required to implement the recommendation.
- 2.3 That Cabinet grants authority for the Head of Economic Development to dispose of the above property at market value.

3 Key Issues and Reasons for Recommendation

- 3.1 The former Grove Colliery Office Building is located on a Council owned site of some 0.42 acres on Lime Lane close to the former Grove Colliery Site and comprises a derelict two storey office building of approximately 697 square metres (7,500 sq ft).
- 3.2 The buildings have remained vacant for many years and are derelict as evidenced by a recent condition survey which indicates a projected cost of £1.258M to put the building back in to repair.
- 3.3 The continued retention of the building would impose additional ongoing costs for the Council in keeping the premises secured and dealing with matters of anti social behaviour.

- 3.4 It is considered most likely that any prospective purchaser will wish to demolish the existing building and redevelop the site subject to planning permission. The location of the property is such that there is likely to be limited demand given both the potential costs of demolition and the nearby land uses.

4 Relationship to Corporate Priorities

- 4.1 In accordance with the Council's Asset Management and Energy Management Strategy 2013 – 2018 the Council will use its non-operational assets to generate capital receipts and where possible support the growth and regeneration plans for the District.

5 Report Detail

- 5.1 The proposed sale of the above property will not only avoid ongoing maintenance and security costs for the Council but also generate a capital receipt the level of which will be determined by market demand.
- 5.2 It is therefore recommended that the property to be declared surplus to Council requirements and marketed for sale.

6 Implications

6.1 Financial

The Council holds the Grove Colliery site (19.86 acres) as General Fund Development land. The property will be fully exposed to the market and the price will be determined by competitive tender. There is no current budgetary provision for any repairs to the building on site.

6.2 Legal

Section 123 of the Local Government Act 1972 allows the Council to dispose of its land in any manner it wishes for the best consideration that can reasonably be obtained.

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

See above

7 Appendices to the Report

Appendix 1 Site Plan

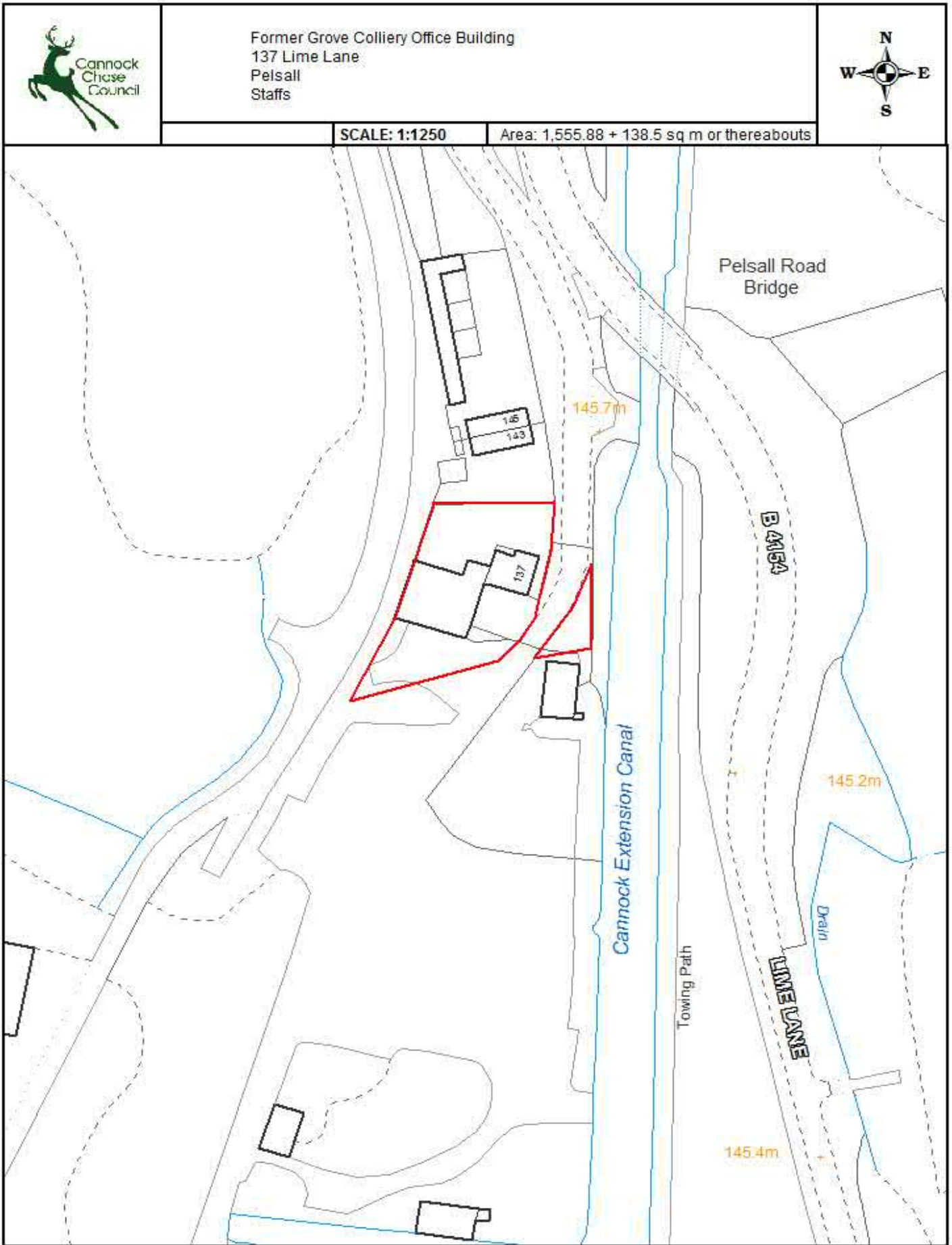
Previous Consideration

None

Background Papers

None

Appendix 1



Report of:	Head of Housing & Partnerships
Contact Officer:	Peter Grinnell
Telephone No:	01543 464524
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
LAND TO THE NORTH OF 385 NORTON ROAD, HEATH HAYES

1 Purpose of Report

- 1.1 Seek Cabinet authority to declare the above property surplus to Council requirements and authorize its marketing for sale.

2 Recommendations

- 2.1 That Cabinet approve the Recommendation set out in Section 5.2 of the report for the above property to be declared surplus to Council requirements and to authorize its marketing for sale.
- 2.2 That Cabinet delegates authority to the Head of Economic Development to instruct agents to market the above property for sale and to take all other actions required to implement the recommendation.
- 2.3 That Cabinet grants authority for the Head of Economic Development to dispose of the above property at market value.

3 Key Issues and Reasons for Recommendation

- 3.1 The site is located on a Council owned site of approximately 0.42 acres (0.186 ha) on Norton Road within close proximity to the Five Ways Island and Cannock Road (A5190). It is overgrown and has a number of self set trees on it.
- 3.2 On 3 April 2003 Cabinet resolved that subject to the grant of outline planning consent the land be disposed of on the open market for residential development purposes. This resolution was not implemented and the site has remained vacant and overgrown since.
- 3.3 Updated outline planning consent for residential development purposes has recently been obtained under application number CH/17/351. A number of trees on the site are, and will continue to be, protected by Tree Preservation Orders.

4 Relationship to Corporate Priorities

- 4.1 In accordance with the Council's Asset Management and Energy Management Strategy 2013 – 2018 the Council will use its non-operational assets to generate capital receipts and where possible support the growth and regeneration plans for the District.

5 Report Detail

- 5.1 The proposed sale of the above property will not only avoid ongoing maintenance costs for the Council but will also generate a capital receipt the level of which will be determined by market demand.
- 5.2 It is therefore recommended that the property to be declared surplus to Council requirements and marketed for sale.

6 Implications**6.1 Financial**

Any future receipt from this site will be treated as a Capital Receipt for the General Fund.

6.2 Legal

Section 123 of the Local Government Act 1972 allows the Council to dispose of its land in any manner it wishes for the best consideration that can reasonably be obtained.

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

See above

7 Appendices to the Report

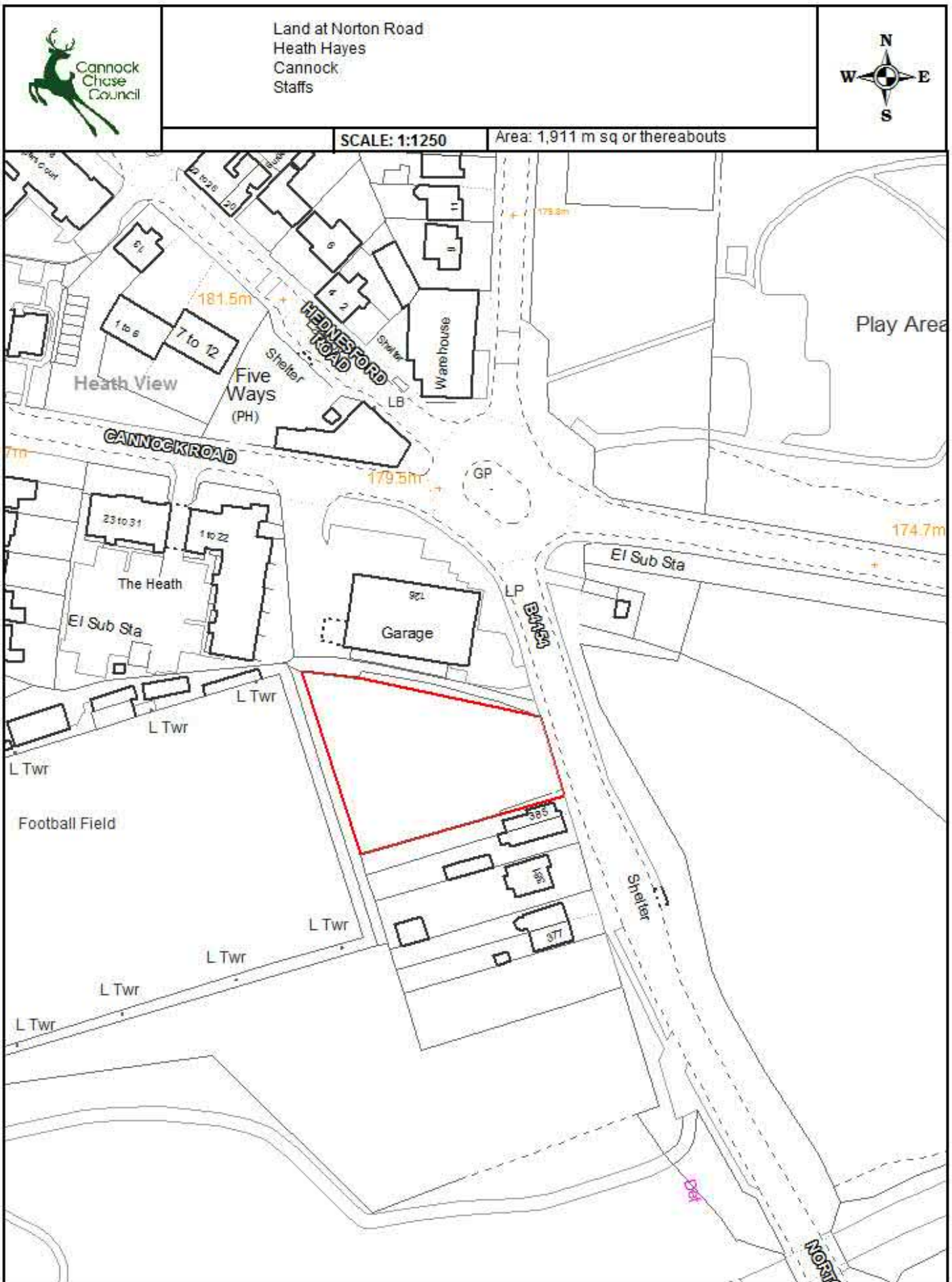
Appendix 1 Site Plan

Previous Consideration

None

Background Papers

None



Report of:	Head of Housing & Partnerships
Contact Officer:	Peter Grinnell
Telephone No:	01543 464524
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET**14 JUNE 2018****LAND TO THE NORTH-WEST OF ST PETER'S C OF E PRIMARY SCHOOL,
RESERVOIR ROAD, HEDNESFORD****1 Purpose of Report**

- 1.1 Seek Cabinet authority to either the transfer the Council's freehold interest in the above property on favourable terms, or the grant of a 125 year academy style lease, to the Future Generation Trust being the proposed Academy Trust for St Peter's C of E Primary School which is in the process of converting to Academy Trust status.

2 Recommendations

- 2.1 That Cabinet approve the Recommendation set out in Section 5.3 of the report for either: -
- (i) the freehold interest in the above property be transferred to the Future Generation Trust at nil consideration to facilitate the conversion of St Peter's C of E Primary School to Academy Trust status; or
 - (ii) the grant of a 125 year lease in the Department for Education standard form to the Future Generation Trust at a peppercorn rent consideration to facilitate the conversion of St Peter's C of E Primary School to Academy Trust status.

and confirms which option it prefers.

3 Key Issues and Reasons for Recommendation

- 3.1 St Peter's Church of England Primary School, Reservoir Road, Hednesford is currently in the process of converting to Academy Trust status. The school buildings are owned by the Lichfield Diocese and part of the school grounds are owned by Staffordshire County Council. The rest of the school grounds, comprising the playing fields shown edged red on the attached plan, are owned by the Council (the "Playing Fields").

- 3.2 The Playing Fields, together with other land forming part of Hednesford Hills, were given to the Council by the Marquess of Anglesey in 1933 subject to a restriction that the land could only be used for public recreation purposes.
- 3.3 The Council leased the Playing Fields (circa 4,390 square metres) to Staffordshire County Council (in its capacity as local education authority) in 1960 at a nominal rent for use by the school as playing fields. The lease contains an acknowledgement that the Marquess of Anglesey consented to the Playing Fields being used for this purpose. The lease also permitted the County Council to erect boundary fencing around the edge of the playing field. This lease continues to run.
- 3.4 In 1968 the Council applied to register the land given to it by the Marquess of Anglesey (including the Playing Fields) as common land under the Commons Registration Act 1965. The Playing Fields are registered as common land, although in fact the land is fenced off and forms part of the school grounds.
- 3.5 As part of the conversion to academy status the Academy Trust, the Future Generation Trust, have advised the Council that they need to secure a long term interest in the Playing Fields. The Academy Trust's solicitors have advised that they cannot take over the 1960 lease to Staffordshire County Council because this does not give them sufficient security in the Playing Fields to meet the Department for Education's conversion criteria.
- 3.6 The Academy Trust's solicitors have asked that the Council grants the Academy Trust, as a minimum, a 125 year lease of the Playing Fields at a nominal rent. This lease would need to be in a standard form issued by the Department for Education. Alternatively, the Council could transfer ownership of the Playing Fields to the Academy Trust. The Academy Trust's preferred option however is that the Council transfer ownership of the Playing Fields to them for a nominal consideration. The Academy Trust is aware that the land is registered common land and accepts that the transfer of ownership from the Council to the Trust will not affect that designation.

4 Relationship to Corporate Priorities

- 4.1 In accordance with the Council's Asset Management and Energy Management Strategy 2013 – 2018 the Council will use its non-operational assets to support community wellbeing.

5 Report Detail

- 5.1 If the proposed transfer of the freehold interest of the above property is adopted as the preferred option this will maintain the existing use of the land as playing fields and reflect their registration as common land so that the transfer of ownership from the Council to the Trust will not affect that designation but will remove the Council's liability in relation to the same. The alternative of the grant of a 125 year academy lease at a peppercorn rent could leave the Council with responsibilities for the land both in terms of latent liabilities and due to its designation as common land.

- 5.2 The existing lease of the property to Staffordshire County Council will be surrendered simultaneously with the transfer or grant of a 125 year lease.
- 5.3 It is therefore recommended that either: -
- (i) the freehold interest in the above property be transferred to the Future Generation Trust at nil consideration to facilitate the conversion of St Peter's C of E Primary School to Academy Trust status; or
 - (ii) a 125 year lease be granted in the Department for Education standard form to the Future Generation Trust at a peppercorn rent consideration to facilitate the conversion of St Peter's C of E Primary School to Academy Trust status.

6 Implications

6.1 Financial

The Council holds its interest in Hednesford Hills as a Community Asset valued at £1,500. The playing fields referred to in the body of the report represent approximately 0.436% of the total area owned by the 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

See above

7 Appendices to the Report

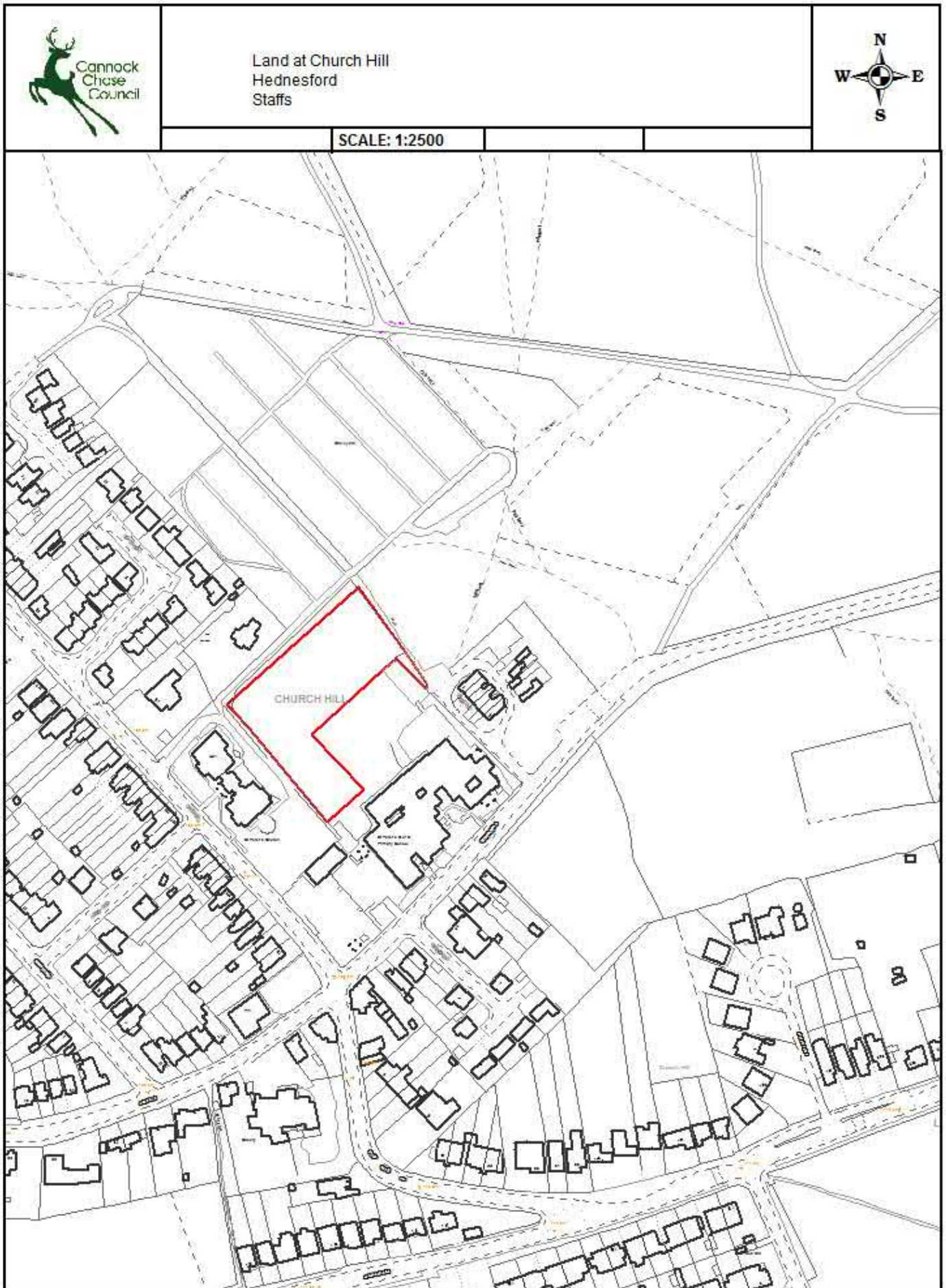
Appendix 1 Site Plan

Previous Consideration

None

Background Papers

None



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Report of:	Head of Housing & Partnerships
Contact Officer:	Rhiannon Holland
Telephone No:	01543 464526
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
POLICY IN RESPECT OF APPLICATIONS FOR RENT SUBSIDY FROM
COMMUNITY/VOLUNTARY ORGANISATIONS

1 Purpose of Report

- 1.1 To seek Cabinet approval to the draft policy attached as Appendix 1 in respect of community/voluntary organisations wishing to lease Council owned land/premises at a subsidised rent.

2 Recommendations

- 2.1 That Cabinet reviews the draft policy attached as Appendix 1 in respect of community/voluntary organisations wishing to lease Council owned land/premises at a subsidised rent and approves the policy for implementation.
- 2.2 That, if approved, Cabinet delegates authority to the Head of Housing and Partnerships to implement the policy in respect of community/voluntary organisations wishing to lease Council owned land/premises at a subsidised rent.

3 Key Issues and Reasons for Recommendation

- 3.1 Section 123 Local Government Act 1972 requires that a local authority obtains best consideration in the disposal of its land (which generally means obtaining market value). The term "disposal" includes the grant of a lease for a term of over seven years
- 3.2 A local authority can however can grant a lease of more than seven years at an undervalue (ie. below market value), if it can demonstrate that the arrangement contributes to the improvement of the social, economic or environmental well-being of the area, or its inhabitants.

- 3.3 When existing leases of Council land/premises approach expiry Property Services implement lease renewal action under the provisions of the Landlord and Tenant Act 1954 (where applicable) and in accordance with the requirements of the Local Government Act 1972. Action by the Council in accordance with the relevant legislation often results in market rental values that are considerably higher than tenants have previously paid.
- 3.4 The Council has been approached on a number of occasions by organisations run as voluntary or community organisations who contend that payment of a market rental will render them unable to continue to operate. On this basis they generally seek a lease or a renewal lease at a favourable rent that is below market value.
- 3.5 The decision as to whether the occupation of Council owned land/premises by a particular organisation contributes to the “well-being” of an area or its inhabitants, and should be granted a lease at a favourable rent, is currently beyond the extent of officers’ delegated authority. Consequently, where an organisation seeks to occupy Council owned land/premises at a favourable rent then a report to Cabinet is required.
- 3.6 To date Cabinet has considered each approach from voluntary/community organisations on an individual basis. There are currently no standard criteria that the Council applies when assessing whether an organisation satisfies the test of “well-being”. This leaves the Council vulnerable to accusations of inconsistency regarding favourable rents for community/voluntary organisations.
- 3.7 The draft policy attached as Appendix 1 sets out criteria by which applications for a favourable rent will be decided by the Council. In addition, the draft policy contains operational standards and examples of good practice that the Council expects an organisation in receipt of a favourable rent to adhere to.

4 Relationship to Corporate Priorities

- 4.1 The proposed policy contributes towards the Council’s corporate priority of Community Wellbeing.

5 Report Detail

- 5.1 A voluntary organisation is defined as one that exists to provide a specialist or contracted service to its users, is led by a management board, has an income and a formal structure. A community organisation is a member led group, formed to pursue a common interest or cause and has a less formal structure. Both voluntary and community organisations may or may not be registered charities.
- 5.2 The Council has been approached on a number of occasions by organisations run as voluntary or community organisations who contend that payment of a market rental will render them unable to continue to operate. On this basis they generally seek a lease or a renewal lease at a rent that is below market value.

- 5.3 To date Cabinet has considered each approach from voluntary/community organisations on an individual basis. There are currently no standard criteria that the Council applies when assessing whether an organisation satisfies the test of “well-being”. This leaves the Council vulnerable to accusations of inconsistency regarding favourable rents for community/voluntary organisations.
- 5.4 The adoption of a standard policy for assessing applications from voluntary/community organisations will provide consistency and fairness for applicants as they can be aware from the outset what the Council expects of any organisations for which it grants a favourable rent. Such a policy will also enable the Council to be transparent in its decisions to grant favourable rents to organisations.

6 Implications

6.1 Financial

The adoption of a standard policy for assessing applications from voluntary and community organisations for a subsidised rent will have financial implications for the Council as the budgeted Rent levels will be reduced.

However, these cannot be quantified in this report as they will vary on an individual property basis and will need to be the subject of further reports.

Legal

Section 123 of the Local Government Act 1972 provides that a local authority cannot dispose of land for less than the best consideration that can reasonably be obtained in the market, without the consent of the Secretary of State. The Secretary of State has given a general consent (in the General Disposal Consent 2003) for local authorities to dispose of land (including by the grant of a lease) at an undervalue where such an arrangement would contribute to the promotion or improvement of economic, social or environmental well-being of the area of its inhabitants.

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**

See above

7 Appendices to the Report

Appendix 1: Rent Subsidy Applications – Policy and Guidance Note.

Previous Consideration

None

Background Papers

None

Rent Subsidy Applications – Policy and Guidance Note

This guide sets out the conditions that voluntary and community groups need to comply with to be granted a rent subsidy when leasing land/premises from the Council.

1 Introduction

- 1.1 The Council recognises and respects the independence and value of the voluntary and community sector in the Cannock Chase District. It acknowledges the freedom of each organisation to choose its own area of activities and methods of working in accordance with the aims and objectives or terms of reference set out in its governing document. Such organisations make a significant contribution towards one of the Council's corporate priorities - Community Wellbeing.
- 1.2 A voluntary organisation is defined as one that exists to provide a specialist or contracted service to its users, is led by a management board, has an income and a formal structure.
- 1.3 A community organisation is a member led group, formed to pursue a common interest or cause and has a less formal structure.
- 1.4 In this context the Council will consider applications from community/voluntary organisations (including registered charities) for a rent subsidy to enable them to lease Council owned land/premises at a favourable rent ie. below market value. Any such application must be made before the lease is completed.
- 1.5 The policy is intended to provide a simple transparent process that aligns the grant of leases at favourable rents with the Council's corporate priorities. Each case will be treated strictly on its merits and all customers will be treated fairly and equally when the policy is applied.
- 1.6 The decision as to whether or not an organisation satisfies the Council's criteria for a favourable rent is entirely at the Council's discretion as is the amount of rent subsidy the Council will grant.

2 General

- 2.1 The organisation must be non-profit making. Any excess income generated by the organisation must be used for the benefit of the community it serves, in line with its aims and objectives. A realistic and open policy with regard to reserves will be expected to be in place.
- 2.2 The organisation must take positive steps to involve residents and users of services in its management and activities. User feedback should be obtained on a regular basis in order to monitor service provision. Evidence of this will form part of the Council's criteria when assessing whether or not to grant a lease at a favourable rent (examples would be: feedback and consultation exercises, residents and users as part of management committees and involved in shaping/delivering activities, encouraging volunteers from the District etc.)
- 2.3 The organisation must be able to demonstrate that the services provided from the Council owned land/property benefit the local community and that the majority of the beneficiaries are Cannock Chase residents. The organisation must also acknowledge the Council's assistance in any literature and publicity about the work of the organisation, should a lease at favourable rent be granted.
- 2.4 The organisation must be non-party political. Its funds must not be used to pay for publicity which appears to support any political party.

3. Use of the Building or Land

- 3.1 All requests for a favourable rent must be submitted with a proposal that summarises the proposed use of the land or buildings. The property must only be used for the purposes set out in the proposal and in the lease. Any future change in use must be discussed in advance with the Council's Property Services Team and may affect the organisation's ongoing eligibility for a favourable rent.
- 3.2 All leases to organisations at a favourable rent will not be assignable by the organisation, nor will the organisations be permitted to sublet the whole or any part of the land/building leased.
- 3.3 The organisation must ensure that the building it occupies remains compliant with Health and Safety Legislation including all requirements in relation to the provision and maintenance of a health and safety file which the Council may request a copy of at any time.

4. Management Structure

- 4.1 The organisation must have a governing document (or constitution) which is acceptable to the Council. This must provide for equality of opportunity, openness,

user participation and democratic processes. A copy of this document must be submitted to the Council with an application for a favourable rent. The Council must be given advanced notice of any proposed changes to the governing document. Any proposed changes must be in line with charity and company law if appropriate.

- 4.2 The organisation must have a management committee (or equivalent) as specified in its governing document. Members of the committee should be elected or appointed in accordance with the requirements of the organisation's governing document.
- 4.3 The organisation must nominate a member of the management committee to be the main contact for all matters relating to the organisation's lease of a building or land and must notify the Council of any changes to its nomination.

5 Financial Procedures

- 5.1 When making an application for a favourable rent the organisation is required to submit to the Council its annual financial accounts, certified by an accountant, for the three years immediately preceding the application date.
- 5.2 If in receipt of a favourable rent the organisation is required to submit annual financial accounts for all income and expenditure when requested by the Council.
- 5.3 Information on all other sources of funding for the organisation must be made available if and when requested by the Council.
- 5.4 The organisation must be adequately insured to cover all risks (eg. public liability; theft; employer's liability; third party damages). In addition, where premises are not insured by the Council, fire and building insurance should also be maintained by the organisation. The Council accepts no liability for any losses, claims, damages, compensation etc. arising from the existence of and in connection with the organisation.
- 5.5 The Council is committed to the fight against fraud in all its forms. An organisation that fraudulently tries to apply for a favourable rent by falsely declaring its circumstances or providing a false statement or evidence in support of its application may have committed an offence under the Theft Act 1968. Where the Council suspects that such a fraud may have occurred, the matter will be investigated as appropriate and this may lead to criminal proceedings being instigated.

6 Corporate Plan

- 6.1 The Council is committed to working with its partners to deliver current corporate and service priorities. All organisations occupying Council owned land/premises at a favourable rent must be able to demonstrate that their activities make a positive

contribution to the Council's Corporate Priorities: Promoting Prosperity and Community Wellbeing. The Council's policy will be updated to tie in with Corporate Priority reviews.

7 Policies

7.1 The Council expects good practice in all organisations that are delivering a service in Cannock Chase District. The following are recommended as good practice and the Council may request a copy of relevant documents at any time:

- Fair employment practices
- A written compliments, comments and complaints procedure
- Working towards an appropriate Quality Standard.

8 Safeguarding

8.1 If the organisation works with children and/or vulnerable adults it must be able to demonstrate that it has an appropriate safeguarding policy and has carried out the necessary checks, through the Disclosure and Barring Service, on its paid and volunteer staff and carry out relevant risk assessments to ensure safety.

9 Equal Opportunities

9.1 The Council expects all organisations in receipt of a favourable rent to ensure services provided can also be accessed by the wider community regardless of age, gender, race including colour, ethnic or national origins and nationality, disability, pregnancy and maternity, marital or civil partnership status, sexual orientation, gender reassignment, religion or belief ("the protected characteristics").

9.2 The organisation must have a written Equalities and Diversity Policy that applies to all its activities ie. employment, service delivery etc. and must be able to demonstrate that the policy is being implemented, monitored and evaluated regularly.

The organisation's Equalities and Diversity Policy must comply with its statutory obligations under all relevant legislation including the Equality Act 2010.

10 Environmental

10.1 The Council expects all organisations in receipt of a favourable rent to be able to demonstrate that it operates in an ethical, sustainable and environmentally friendly manner at all times and that its activities contribute to developing sustainable communities.

10.2 Contributions can include recycling material, buying from local suppliers and upkeep of premises.

11 Failure to comply with conditions

11.1 In the event of an organisation failing to comply with any of the above conditions, the Council reserves the right to implement a rent review procedure to increase the rent to a market rent.

DOCUMENT CONTROL		
Title	Rent Subsidy Applications	
Owner	Property Services	
Amendment Dates		
Version / Approval	Author	Date
Draft 1	R Holland	May 2018
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