



**Please ask for:** Matt Berry  
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6 October 2021

Dear Councillor,

**Cabinet**

**6:00pm on Thursday 14 October 2021**

**Meeting to be held in the Council Chamber, Civic Centre, Cannock**

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

Yours sincerely,

**T. Clegg**  
**Chief Executive**

To: Councillors:

Lyons, Mrs. O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Neighbourhood Safety & Partnerships Portfolio Leader
Jones, Mrs. V.	Community Engagement, Health & Wellbeing Portfolio Leader
Sutherland, M.	District Development Portfolio Leader
Johnson, J.P.	Environment & Climate Change Portfolio Leader
Fitzgerald, Mrs. A.A.	Housing, Heritage & Leisure Portfolio Leader
Hewitt, P.M.	Innovation and High Streets Portfolio Leader

# Agenda

## Part 1

**1. Apologies**

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

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

**3. Updates from Portfolio Leaders**

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

**4. Minutes**

To approve the Minutes of the Meeting held on 9 September 2021 (enclosed).

**5. Forward Plan**

Forward Plan of Decisions to be taken by the Cabinet: October to December 2021 (Item 5.1 – 5.2)

**6. Destination Staffordshire Partnership**

Report of the Head of Economic Prosperity (Item 6.1 – 6.17).

**7. Statement of Common Ground Between Cannock Chase DC and Solihull MBC**

Report of the Head of Economic Prosperity (Item 7.1 – 7.15).

**8. Car Park Incentive Scheme Update**

Report of the Head of Economic Prosperity (Item 8.1 – 8.11).

**9. Climate Emergency – Consultation and Community Engagement**

Joint Report of the Head of Environment & Healthy Lifestyles and the Head of Governance and Corporate Services (Item 9.1 – 9.8).

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Cabinet**

**Held on Thursday 9 September 2021 at 4:00 p.m.**

**In the Council Chamber, Civic Centre, Cannock**

**Part 1**

**Present:**

**Councillors:**

Lyons, Mrs. O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Neighbourhood Safety & Partnerships Portfolio Leader
Jones, Mrs. V.	Community Engagement, Health & Wellbeing Portfolio Leader
Sutherland, M.	District Development Portfolio Leader
Johnson, J.P.	Environment & Climate Change Portfolio Leader
Fitzgerald, Mrs. A.A.	Housing, Heritage & Leisure Portfolio Leader
Hewitt, P.M.	Innovation and High Streets Portfolio Leader

**33. Apologies**

None received.

**34. 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.

**35. Updates from Portfolio Leaders**

**(i) Leader of the Council**

The Leader updated in respect of the following:

- **Covid-19 Transmission / Vaccine Update**

There had been a concerning increase in confirmed cases across Cannock Chase, with the District now having the highest case rates per 100,000 population in Staffordshire, as well as being above both the West Midlands and England averages. The majority of cases were amongst 11- to 17-year-olds.

There had also been a decrease in the number of people coming forward for testing, so Members were again asked to encourage residents to undertake regular lateral flow tests, or PCR tests if displaying Covid-19 symptoms.

- **National Emergency Services Day**

Today was 'national emergency services day'. A special flag had been raised outside the Civic Centre at 9am to celebrate the selfless work of emergency services workers, and importantly, volunteers from across the NHS and our emergency services – including police, fire and rescue, maritime, and search & rescue.

(ii) **Community Engagement, Health & Wellbeing**

The Portfolio Leader updated in respect of the following:

- **Cannock Hospital Minor Injuries Unit**

At the last Cabinet meeting the Portfolio Leader reported that herself and the Leader of the Council had written to the Chief Executive of Cannock Hospital, Professor David Loughton, regarding the continued closure of the Minor Injuries Unit (MIU) at the hospital.

Professor Loughton had since replied to advise that he and the Commissioners for South West Staffordshire were in discussion around the new service models to be agreed post-Covid and hoped to be able to confirm them by the end of August. However, as Professor Loughton had not given any reassurances about the MIU reopening and no further update received, it was agreed a letter be sent to the Chief Executive of Staffordshire Clinical Commissioning Groups, Marcus Warnes, to highlight the important of access to the MIU in the protection of the health of Cannock Chase residents.

A copy of the letter was then read out by the Portfolio Leader as follows:

"We write as Cannock Chase District Council's Portfolio Holder for Community Engagement, Health & Wellbeing, and the Leader of the Council to make you aware that we have written to Professor David Loughton, Chief Executive, to express our concern that as yet there has been no announcement of the reopening of the Minor Injuries Unit (MIU) in Cannock Chase. We fully appreciate that there was a need to close it last year as staff from the unit had to be redeployed to other critical areas of the hospital, due to the pressures of Covid. In his response Professor Loughton explained that Covid had led to a review of all commissioned services and that by the end of August the service model will have been agreed.

Many of our Members at the District Council are receiving a significant number of complaints from their residents about the lack of the facility now that society is reopening.

This unit provides a valuable service to local residents with minor injuries and ailments, who would otherwise have to travel to one of the A&E departments, where not only would they be taking up resources which are needed for those with more serious conditions and illnesses, they would probably have to endure long waits to be seen.

We understand that local hospitals are currently preparing for "winter pressures" which they usually do around this time in an effort to prevent a winter crisis. This year there will be additional pressures from Covid however residual and the backlog of those patients whose conditions have deteriorated during the Covid period.

The MIU is a trusted and well-respected service we believe plays a key role in our local urgent care pathway diverting people from A&E and reducing the pressure whilst providing a locally accessible service.

Professor Loughton was not able to give us any reassurances around the future of the MIU in Cannock. However, on behalf of Cannock Chase residents we hope that both the lead provider and the commissioners for South West Staffordshire will give due consideration to the reopening of the MIU.”

The Leader requested that further updates be provided once a response to the letter had been received.

### **(iii) District Development**

The Portfolio Leader updated in respect of the following:

- **Staffordshire Back to Business**

Staffordshire Back to Business was a Countywide initiative where the nine councils had pooled resources utilising their Additional Restrictions Grant (ARG) allocation to support businesses through the pandemic. This Council had invested in the following two initiatives using £302,000 worth of ARG funding:

1. Staffordshire 500 – a major incentive programme to support businesses to develop apprenticeship opportunities, contributing to the costs associated with recruiting and retaining an apprentice.
2. Free Training Top-Up for Employers – offers businesses with grants of up to £5,000 to top-up training or upskill employees.

Across all districts and boroughs in Staffordshire the total number of apprentices from approved applications was 147. From that number, Cannock Chase currently accounted for 38 approved applications, this being the highest number across all districts and boroughs in Staffordshire so far.

### **(iv) Environment & Climate Change**

The Portfolio Leader updated in respect of the following:

- **Trial of New Larger Litter Bins**

Sadly, one of the three new bins at the Cross Keys, Hednesford, had been destroyed by fire. The cause of the fire was unknown at this time. It was planned to replace the bin with the same time again. The other two bins were however working well.

- **Rejected Loads**

There had only been one rejected recycling load for the month of August 2021, which was an improvement on the same month last year.

- **National HGV Driver Shortage**

The Council was aware of a national shortage of HGV drivers that was having some impact on refuse collections across the country. To date however Cannock Chase had not seen any such impact. The Council was working with its waste and recycling contractor, Biffa Municipal, to mitigate the risk of the shortage impacting upon collections in the District.

**(v) Neighbourhood Safety & Partnerships**

The Portfolio Leader updated in respect of the following:

- **Community Safety Partnership Strategic Board**

The Portfolio Leader would be chairing his first Community Safety Partnership Strategic Board meeting on Wednesday 22 September. The Board would meet three times per year and it was an opportunity for all partners to send their strategic leads to discuss issues of community safety across Cannock Chase.

- Following the change in Administration and some Councillors leaving, the Portfolio Leader would be looking to refresh the list of attendees, explore who else might be represented and with a focus on all partners making a full contribution both in terms of attendance and submitting agenda items.

**36. Minutes**

**Resolved:**

That the Minutes of the meeting held on 5 August 2021 be approved.

**37. Forward Plan**

The Forward Plan of Decisions for the period September to November 2021 (Item 5.1 – 5.2) was considered:

**Resolved**

That the Forward Plan of Decisions for the period September to November 2021 be noted.

**38. Quarter 1 Performance Report 2021/22**

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 6.1 – 6.52).

**Resolved:**

That the first quarter progress and performance information relating to the delivery of the Council's priorities as detailed at report Appendices 1a-1c and 2a-2c, be noted.

**Reasons for Recommendations**

The performance information allowed Cabinet to monitor progress in delivery of the Council's Corporate Priorities.

**39. Proposed Art Installations to Play Area and Open Space at Penny Cress Green, Norton Canes**

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 7.1 – 7.8).

**Resolved:**

That:

- (A) Approval be granted to proceed with the proposed art installations and improvement to the play area and open space at Penny Cress Green, Norton

Canes, ('The CEMA') as set out in the report and the indicative plan attached at Appendix 1 of the report.

- (B) £15,088.45 from existing S106 funds be included into the Capital Programme for 2021-22, and £12,000 be accepted from the Forest of Mercia Community Interest Company for the project.
- (C) Permission to spend up to an additional £27,088.45 be granted, to deliver the arts and soft landscape proposals for this project as set out in the report.
- (D) Authority be delegated to the Head of Environment and Healthy Lifestyles, in consultation with the Housing, Heritage and Leisure Portfolio Leader, to agree the project detail and to take such actions as may be necessary to progress decisions (A) to (C), above, within the approved budgets.

### **Reasons for Decisions**

A contribution of £15,088.45 from the Council's S106 fund, collected following the Class A1 Store extension of Sainsburys Supermarket Ltd, situated at the Orbital Retail Centre, Voyager Drive had been identified that could be used "*for the built environment, arts and public realm improvements*".

The Forest of Mercia had identified funding to the value of £12,000 to contribute to the CEMA public open space project. These funds were from central Government to tackle Climate Pollution by planting native trees and shrubs around the Country.

The Council was keen to progress this proposed development and for it to be completed by the second quarter in 2021. To achieve this deadline, it would be necessary to include the estimated cost of the proposed scheme in the Council's Capital Programme for 2021-22 and to secure approval to spend the S106 funds to develop and deliver the scheme within the budget approved.

At this stage it was envisaged that any ongoing revenue costs associated with the maintenance of the installed art works would be met from the existing maintenance budgets. Should this position change as the details of the scheme were clarified, then a further report to Cabinet may be necessary.

The meeting closed at 4:25 p.m.

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LEADER

**Forward Plan of Decisions to be taken by the Cabinet: October to December 2021**

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

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

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

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, PO Box 28, Beecroft Road, Cannock, WS11 1BG or via email at [membersservices@cannockchasedc.gov.uk](mailto:membersservices@cannockchasedc.gov.uk)

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

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Destination Staffordshire Partnership	Head of Economic Prosperity / District Development Portfolio Leader	14/10/21	No	No		N/A
Statement of Common Ground between Cannock Chase DC and Solihull MBC	Head of Economic Prosperity / District Development Portfolio Leader	14/10/21	No	No		N/A
Car Park Incentive Scheme Update	Head of Economic Prosperity / Innovation and High Streets Portfolio Leader	14/10/21	No	No		N/A
Climate Emergency – Consultation and Community Engagement	Head of Environment & Healthy Lifestyles / Environment & Climate Change Portfolio Leader and Community Engagement, Health & Wellbeing Portfolio Leader	14/10/21	No	No		N/A
Strategic Risk Register	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	11/11/21	No	No		N/A



## Agenda Item 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
2020/21 Infrastructure Funding Statement	Head of Economic Prosperity / District Development Portfolio Leader	11/11/21	No	No		N/A
Voluntary Sector Community Support	Head of Housing and Partnerships / Neighbourhood Safety & Partnerships Portfolio Leader	11/11/21	No	No		
Leisure and Culture Services Management Fee 2022/23	Head of Environment & Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	11/11/21	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
Commonwealth Games 2022 – Additional Funding Options	Head of Environment & Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	16/12/21	No	No		N/A
Waste Collection Contract Post-2023	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	16/12/21	Yes	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	

<b>Report of:</b>	<b>Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Debbie Harris</b>
<b>Contact Number:</b>	<b>01543 464490</b>
<b>Portfolio Leader:</b>	<b>District Development</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/10/21</b>

**Cabinet**  
**14 October 2021**  
**Destination Staffordshire Partnership**

**1 Purpose of Report**

- 1.1 To update Members as a follow up to the March 2019 Cabinet report setting out a review of the Destination Management Partnership (DMP) / Destination Staffordshire and proposed arrangements for tourism delivery going forward.
- 1.2 To advise on a series of options that should be considered when making decisions on how best to proceed with tourism delivery in Cannock Chase.
- 1.3 To seek approval to meeting increased subscription fees of £15K per annum for the next two years being sought by the DMP from its public sector partners.

**2 Recommendation(s)**

- 2.1 Cabinet to agree that the Council should retain its membership of the DMP until at least 31 March 2024. Ahead of this date, a review of the DMP should take place to evaluate the value for money from the service being provided with the Head of Economic Prosperity providing a further report to Cabinet.
- 2.2 That Cabinet agrees to the request to increase the Council's membership contribution to Destination Staffordshire for 2022-23 and 2023-24 from £3,000 per annum to £15,000 per annum.
- 2.3 That Cabinet agrees that the cost of the increased financial contribution is met from the existing budget allocated to the 2020-2030 Economic Prosperity Strategy given that the proposal delivers against the Council's aspiration to develop the District as an attractive visitor destination.
- 2.4 To delegate authority to the Head of Economic Prosperity in consultation with the Head of Law & Administration and Portfolio Leader for District Development to enter into any agreements necessary to monitor performance and to agree a set of performance indicators that can be managed and monitored on a regular basis.

### 3 Key Issues and Reasons for Recommendations

#### Key Issues

- 3.1 Staffordshire County Council (SCC) hosts and part funds the operations of the DMP and it has recently carried out a review of the work of the DMP. As part of this review there was some acceptance that change needed to take place not least due to the impact of Covid-19 and the decline in private sector sponsorship.
- 3.2 SCC has indicated that it wishes to build on the extensive support it has already delivered to Staffordshire businesses in the past year. SCC wish to develop a revitalised DMP with other local authorities and has an ambition to reignite tourism in Staffordshire and attract more visitors to the county and deliver greater economic impact.
- 3.3 The recently launched Staffordshire brand and story and brand-new refreshed approach to marketing the county presents a further opportunity to 'reboot' the activities and priorities of the DMP and provides the impetus to reinforce Staffordshire's position as a tourism destination.
- 3.4 It is anticipated that the proposals will help the visitor economy emerge from the current difficult period, take advantage of the 'Staycation' opportunities that lie ahead and build a better future for tourism and for the people who work within the industry in Staffordshire.
- 3.5 The private sector members of the DMP are not able to meet their funding obligations (£90K) in the short term hence the requirement to increase subscription fees for public sector partners as a means of sustaining the partnership. Furthermore, through targeted activity the DMP is inviting new businesses to join the partnership at zero or reduced cost for the 2021 season.
- 3.6 SCC have indicated its refreshed focus for the DMP will include the following:
  - **Targeted marketing and campaigns** to maximise Staffordshire's profile and to attract more visitors.
  - **Overseeing and commissioning research and intelligence** to inform the activities of the visitor economy sector and to shape the county's offer and future priorities.
  - **Lobbying and advocacy work** to influence key policy makers to shape the direction of the sector and maximise Staffordshire's role and profile.
  - **Business support activities and signposting** to help the visitor economy renew and transform following on from the Covid 19 pandemic.
- 3.7 As part of the approval of the Council's Economic Prosperity Strategy in January 2020 it was proposed to invest additional resources into developing the Council's own capacity through the appointment of additional staff focussed on Tourism delivery. A key ambition of the Strategy is to develop the District's visitor economy and creating a distinctive and identity for the District. Additional revenue to cover increased subscription fees of the DMP for a 3 year period (including this financial year) can be met from the existing budget allocated to the Economic Prosperity

Strategy. Cabinet should note that the items agreed in the previous budget report related to the Economic Prosperity Strategy haven't been able to be delivered due to the Covid-19 pandemic and a wider review of the Strategy will be progressed by officers. Members should be aware that should they choose to invest in the DMP at the increased subscription level that this will be in place of any local tourism activity.

- 3.8 It is proposed that payment of the subscription fees to the DMP will be encapsulated into a Grant Recipient Agreement (legal agreement) or a Service Level Agreement between the parties so performance can be easily monitored and measured. This will require performance indicators to be agreed upfront and reviewed on a regular basis by officers.

#### **Reasons for Recommendations**

- 3.9 A direct approach has been made to the Leader of the Council following a review of the DMP undertaken by SCC to seek a substantial increase in current subscription fees.
- 3.10 A decision on retaining membership of the DMP is necessary in order to concentrate limited Council resources on delivery and to enable the Council to maximise the potential to develop the District's visitor economy.

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

- 4.1 Developing and promoting the visitor economy directly contributes to the Council's corporate priority to support economic recovery.

#### **5 Report Detail**

- 5.1 The DMP was launched in April 2006, and the Council became a Board Member during the initial developmental phase of the Partnership. The current Board Member representative is Cllr Mike Sutherland (Portfolio Lead for District Development).
- 5.2 The Council currently pay £3,000 per annum in terms of its annual subscription fees for being a Member of the DMP. These costs are met from existing Tourism (Economic Development) budgets.
- 5.3 The DMP (Destination Staffordshire) is a primarily public Destination Management Organisation. Its primary administration and operational delivery sit within Staffordshire County Council's Business and Enterprise team, and the majority of its funding comes from the public sector (either by local authority or via grant funding).
- 5.4 The overarching priority of the DMP is to set the direction for Staffordshire's visitor economy sector and deliver activities to attract more visitors into the county.
- 5.5 The DMP has a total annual operating budget of £260k (2020/21 budget), Staffordshire County Council is the main funding partner (contributing £125k per annum). In addition, from the District and Borough Councils of Staffordshire and Stoke-on-Trent City Council a further £45k in public sector funding is currently

committed, giving an overall public sector contribution of circa £170k.

- 5.6 Staffordshire is home to world-class visitor attractions that attract visitors from across the UK and beyond every year. Furthermore, the county's tourism, hospitality and leisure sectors contribute £1.87billion to the Staffordshire economy every year.
- 5.7 Cannock Chase is a significant contributor to the Staffordshire tourism offer and offers a variety of visitor attractions including the Cannock Chase Area of Outstanding Natural Beauty and linked attractions but also new attractions such as the new McArthurGlen Designer Outlet. Maximising the benefits from visitors to the Outlet remains a key objective of the Council and the concept of linked trips to other areas of the District is essential to create prosperity for all parts of the District. Furthermore, the District hosts the 2022 Commonwealth Games mountain biking event and there are huge opportunities to build the profile of the District in the run up to and during the games and create a lasting legacy.
- 5.8 Since March 2019 (when the last review was carried out) the Council has produced its own Visit Cannock Chase leaflet to coincide with the opening of the Designer Outlet which promotes the tourism offer to a variety of visitors. This leaflet has been sponsored by a few partners and is being distributed across not just the immediate District but wider West Midlands. The leaflet had cost initially circa £5060 to produce but after taking sponsorship into account this figure has dropped to circa £180 which has been met from tourism budgets.
- 5.9 QR posters and codes have also been promoted for the visit leaflet and work has been carried out to make the leaflet interactive to users.
- 5.10 A small Tourism budget circa £16,000 has been accrued over recent years in readiness for the production of the visit leaflet and it is hoped that these funds can aide further joint marketing with McArthurGlen going forward and /or pay for a small social media/marketing campaign for the leaflet's promotion.
- 5.11 There is no staff resource at present focussed solely on delivery of a Tourism service for the Council. Staff resources will need to be considered if the Council wishes to provide a full Tourism Service going forward as current staffing levels do not provide capacity to perform this function in Economic Development.
- 5.12 In June 2021, the Chair of the DMP, wrote to the Leader of the Council, requesting that the Council reviews its financial contribution to the DMP which is currently £3,000 per annum (Appendix 1). The letter requested that the Council along with other District/Borough Councils in Staffordshire increases its contribution to £15,000 per annum, recognising that the private sector partners are not able to contribute funding at this time, due to the difficulties that they have faced during the Covid-19 pandemic. In return for the enhanced level of contribution, the DMP will seek to enhance its capacity to support the visitor economy and grow the value and volume of tourism in Staffordshire.
- 5.13 In July 2021, the Leader of the Council confirmed in writing to the Deputy Leader of Staffordshire County Council and Chair of the DMP, that the Council would be able to increase its contribution to £15,000 for 2021/22, utilising existing budgets (Appendix 2). However, the Leader confirmed that any increased contribution from 2022/23 onwards, would need to be subject to a Cabinet report and decision.

A request to the DMP was made for further information on the benefits of increasing the Council's contribution.

5.14 In August 2021, the Assistant Director for Business & Enterprise at Staffordshire County Council wrote to the Head of Economic Prosperity setting out the benefits of an 'enhanced contribution' (Appendix 3). The enhanced offer sets out proposals focused on a number of themes as follows:

- (i) Targeted marketing and campaigns to enhance Staffordshire's profile.
- (ii) Overseeing and commissioning research and intelligence to inform the activities of the DMP and shape the offer and future priorities.
- (iii) Lobbying and advocacy work to influence key policy makers and maximise Staffordshire's role and profile.
- (iv) Business support activities to help local tourism businesses recover and renew following the pandemic.
- (v) Launching and building the new Staffordshire story and place brand resources to promote and grow the Staffordshire visitor economy.

5.15 Following the request from the DMP, the Council has a number of options for consideration of how best to proceed including:

- (A) Continue to support the visitor economy in a limited way via tourism leaflet and existing membership contribution to DMP i.e., £3,000 per annum.
- (B) Enhanced contribution to DMP - increasing contribution from £3,000 to £15,000 per annum over a 3-year period (including this financial year).
- (C) Invest in our own tourism offer – potentially via creating a Tourism Officer post, ringfencing a dedicated marketing and promotion budget and creating our own digital offer.

Pros and cons of each option:

<b>Option</b>	<b>Pros</b>	<b>Cons</b>
<b>A</b>	Status Quo – no change to service delivery and reduced ability to influence. No further cost to the Council.	Doesn't maximise the potential of the District or its assets. Unlikely to capitalise upon major opportunities within the District.  Destination Staffordshire may not be sustainable without enhanced contributions from Districts/Borough Councils due to reduced ability of private sector to contribute funding.
<b>B</b>	Enhanced two tier working with the County Council and partnership with private sector	Making sure the District gets its share of investment can be difficult due to competing interests.

	<p>and other District/Borough Councils.</p> <p>Potential increased profile of District's offer as a destination due to enhanced DMP marketing campaign.</p>	<p>At this time, the DMP is unable to quantify the actual potential benefits in terms of increases to value / volume of the District's visitor economy. As such it is difficult to provide to members an estimate of the potential return on investment.</p>
<b>C</b>	<p>The Council keeps control of its tourism activity and create own identify and brand.</p>	<p>Less impact as budgets considerably smaller.</p> <p>Significant cost of establishing Tourism Officer post, marketing budget and digital offer.</p>

5.16 To maximise the benefit of an increased contribution to the DMP, there are a number of ideas that the Council can put forward to improve the current Staffs DMP offer for Cannock Chase; these include:

- Developing an overnight /short stay package for each District and a campaign and use a marketing distribution company to produce some marketing material to support promoting this – success of this can be measured by actual effect on overnight stays with local hotel operators.
- Have a rotating feature to Staffordshire DMP (advertising, website, social media campaign) so each District gets chance to promote its own tourism offer and brand.
- Develop a package of linked attractions and experiences to encourage visitors to spend more time within the county and visit different Districts.
- Maximise the opportunities created by the new McArthurGlen Designer Outlet, further enhancement of the Cannock Chase AONB offer (in a sensitive and controlled way) and Commonwealth Games Mountain Biking Event which will have global reach and profile.

5.17 Overall it is considered that the Council has a real opportunity to benefit from a 're-booted' and refreshed DMP and there is scope to capitalise upon the increased demand for domestic 'staycations' over the next few years. There is the potential to benefit from greater scale and impact by participating in a county wide Destination Management Partnership and the District has a growing offer that is a key component of the county wide visitor offer. The Council could seek to invest its resources in its own tourism resource, but this is unlikely to deliver the same level of impact than an enhanced DMP.

5.18 It is recommended to Cabinet that the Council agrees to increase its financial contribution for the next two years. However, it is important that the Council regularly reviews the performance of the DMP and monitors its effectiveness. A formal review should take place before 31<sup>st</sup> March 2024, to enable the Council to determine whether to continue with its membership and what level of financial contribution should be provided, with the expectation that the private sector should be able to increase its contribution in future years. This review will be progressed

by the Head of Economic Prosperity with a report coming back to Cabinet setting out how the DMP has helped to develop the District's visitor economy with appropriate performance management included to enable members to consider its future direction.

## 6 Implications

### 6.1 Financial

A report was taken to Cabinet on 30th January 2020 which presented the Economic Prosperity Strategy for adoption; the original Action Plan was as follows:

Item Of Expenditure	2020-21 (£)	2021-22 (£)	2022-23 (£)
Marketing / Branding Campaign	50,000	50,000	50,000
Tourism / Town Centre Officer Post	0	45,000	45,000
Skills Officer Post	0	40,000	40,000
Growth Opportunities Study	30,000	30,000	0
Visitor Economy Strategy	0	15,000	0
Managed Workspace / Business Hub Feasibility Work	30,000	0	0
<b>TOTALS</b>	<b>110,000</b>	<b>180,000</b>	<b>135,000</b>

The Plan was approved and £110,000 was built into 20-21 Approved Revenue Budgets, however because of COVID the implementation of the Plan was delayed and the whole of the Budget unspent and rolled over into 2021-22.

The Total funds are being reallocated as part of a refreshed Economic Prosperity Strategy currently being produced by the Head of Economic Prosperity. Should Members approve the increase in the Council's membership contribution to Destination Staffordshire for 2022-23 and 2023-24 from £3,000 to £15,000 per annum then the annual increase in costs will be funded from within the approved budgets.

There are no additional Financial Implications for the Council as a result of this report.



## 6.2 Legal

Consideration will need to be given as to whether legal agreements will be required to cover the performance management and monitoring matters that are mentioned in the report. If these matters are set out in legal agreements then the performance measures will need to be clearly defined and the methodology and frequency for performance reporting and monitoring will need to be set out in the agreement.

## 6.3 Human Resources

The tourism function is part of the Economic Development Service but there are no dedicated Tourism officers within the Service.

The DMP employ its own staff via SCC to provide their services. Staffing costs will be borne by SCC as the host organisation for the DMP.

## 6.4 Risk Management

Biggest risk is to make sure the Council obtains value for money and tangible outputs/benefits from its investment in subscription fees. A proper mechanism and legal agreement between the parties would help to address this alongside key performance indicators and regular monitoring.

## 6.5 Equality & Diversity

None

## 6.6 Climate Change

None

# 7 Appendices to the Report

Appendix 1: DMP letter to Council Leader

Appendix 2: CCDC letter of commitment £15K for 2021/22

Appendix 3: Staffs DMP – Enhanced offer

## Previous Consideration

Cabinet 14 March 2019 –Review of Tourism Provision

## Background Papers

None

enjoy Staffordshire



Our Ref: AH/DMP

Contact: Andrea Sammons  
Tel: 01785 276261  
Email: andrea.sammons@staffordshire.gov.uk

Date: 17<sup>th</sup> June 2021

Destination Staffordshire  
Staffordshire County Council  
2 Staffordshire Place, Tipping Street,  
Stafford, Staffordshire ST16 2DH

Councillor Olivia Lyons  
Leader of Cannock Chase Council  
Civic Centre  
Beecroft Road  
Cannock  
WS11 1BG

Dear Olivia,

**Re: Contributions to Staffordshire Destination Management Partnership**

This has been a year when Staffordshire, its Districts, Boroughs, and businesses have faced unprecedented challenges. It is clear that the public sector has most definitely “stepped up” working to protect our economy and to ensure that when we are through these uncertain times, our economy can once again thrive. As Staffordshire’s Destination Management Partnership (DMP), we must commend the efforts of you and your Officers.

It has also been a year of great uncertainty and resilience from our private sector partners who have had to deal with lock downs and uncertainty over when they can trade again. What is clear is that the sectors of leisure, tourism and hospitality have been hardest hit by the pandemic, through not being able to trade and with uncertainty over future regulations and requirements. But it is also clear that the government has provided unprecedented levels of support which is so very much welcomed.

Collectively the sectors have a significant value within Staffordshire, supporting some 32,000 jobs and contributing £1.87 billion to our economic output. Yet the true impact of Covid 19 has yet to be quantified and now is the time that the DMP is asking that we can, together, refocus and double our efforts to support these sectors who employ so many people from our communities.

At the Destination Staffordshire Board meeting on 9<sup>th</sup> March 2021 an outline of proposals designed to kickstart our visitor economy was set out, discussed and positively received by Board members. The proposals are centred around four key themes underpinned by two enablers as set out below:

[www.enjoystaffordshire.com](http://www.enjoystaffordshire.com)

Destination Staffordshire is a public and private sector organisation formed to develop, manage, and promote Staffordshire’s visitor economy

**Enablers:**

- **Enhanced two tier working between District and Borough Councils, Stoke-on-Trent City Council and Staffordshire County Council**, creating greater connectivity between Staffordshire wide and local issues and delivery mechanisms.
- **Utilising the Staffordshire story and place brand resources**, Enjoy Staffordshire assets and established channels to promote and grow the Staffordshire visitor economy and bringing the story to life through compelling examples.

**Key themes:**

- **Targeted marketing and campaigns** to maximise Staffordshire's profile and to attract more visitors.
- **Overseeing and commissioning research and intelligence** to inform the activities of the visitor economy sector and to shape our offer and future priorities.
- **Lobbying and advocacy work** to influence key policy makers to shape the direction of the sector and maximise Staffordshire's role and profile.
- **Business support activities and signposting** to help the visitor economy renew and transform following on from the Covid 19 pandemic.

Based around this revised activity, the need for us to show strong leadership and work collaboratively to promote our respective localities that collectively fall under the Enjoy Staffordshire brand, has never been greater.

Staffordshire County Council has recognised the fragility of our current approach in testing times and has proposed that it will make an enhanced financial investment into Destination Staffordshire. This allows us to give the sector resilience and a renewed impetus as we seek to attract more visitors to our broad range of assets and encourage more people to enjoy our wonderful visitor economy offer.

This equates to an additional £200,000 investment in 2021/22 with the emphasis of promoting our leisure, tourism, and hospitality sectors in summer 2021. Staffordshire County Council are working to appoint a Visitor Economy Partnership Development Manager to act as an advocate for our sectors which is welcomed, equating to an additional investment of around £195,000 over three years.

To support the private sector membership of the DMP, and to complement the activity of the County Council around place branding, we are mindful of the pressures that you face but would be most grateful if you could review your current contribution of £3,000. When the DMP launched there was consensus that each partner funded the DMP to the tune of £15,000 per annum and we are therefore asking you to support the partnership at a time when it is most needed with a return to this level of investment.

Through the “reboot” of your contribution, we can help reshape and deliver our priorities with a clear spotlight on local activity, translated into county wide, sub regional and a national approach to promoting our offer to the British public. Amplifying local activity generating visitors both from within, but critically external to our borders. Whilst I appreciate the timing is difficult, the funding to recommence this year is crucial in being able to take advantage of forthcoming opportunities to promote our destination.

This increased investment will enable the DMP to continue whilst the private sector is not able to meet its funding obligations (£90K) in the short term. It will enhance our capacity to support the sector, build on the activities of the partnership and increase the marketing of our destination.

Of further note, through targeted activity the DMP is inviting new businesses to join the partnership at zero or reduced cost for the 2021 season, we are also working to grow the critical mass of the partnership and with it, the value and volume of tourism in Staffordshire.

The DMP are keen to make sure that we get the most value out of our investment, if you are in agreement, we would also be most grateful for your nomination of a key contact officer who will be able to work with us as part of a stakeholder working group which will shape, steer and deliver against our enhanced activity as we progress further, not least amplifying and integrating local level activity. Please return your nominations to Andrea Sammons (email – [andrea.sammons@staffordshire.gov.uk](mailto:andrea.sammons@staffordshire.gov.uk)) at your earliest opportunity.

Thank you in advance for your contribution.



**Councillor Philip White**

Chair of the Destination Staffordshire Board

**Co-signed by the following Members of the Destination Staffordshire Board**

- *Francis Jackson, General Manager, Alton Towers Resort*
- *Clare Furnell-King, General Manager, Double Tree by Hilton Stoke-on-Trent*
- *Philippa Rawlinson, Managing Director, The National Memorial Arboretum*
- *Hayley Mival, The National Trust – Shugborough Estate*
- *Julie Arnold on behalf of Staffordshire Waterways Group*
- *Simon Warburton, Executive Director, Lichfield Cathedral*
- *Paul Williams, Tourism Consultant and Chair of Stoke-on-Trent Cultural Destinations*



27<sup>th</sup> July 2021

Cllr Philip White  
Chair – Destination Staffordshire Board  
Destination Staffordshire  
2 Staffordshire Place  
Tipping Street  
Stafford  
ST16 2DH

Dear Philip,

**Re: Contribution to Staffordshire Destination Management Partnership**

Thank you for your letter dated 17<sup>th</sup> June 2021. In your letter you set out a request for Cannock Chase Council to increase its contribution to the Destination Staffordshire Partnership from £3,000 per annum to £15,000. This is in recognition of the fact that the private sector is not able to fulfil its funding obligations in the short term.

It is exciting to hear that there are plans to re-boot the Partnership to take advantage of the opportunities to promote the county as a tourism destination and to encourage more people to come and visit some of the wonderful attractions that are on offer.

The visitor economy is already an important sector for Cannock Chase and the Council is keen to develop a distinctive and attractive identity for the District, capitalising on its environmental assets and recognising that the new McArthurGlen Designer Outlet is significantly enhancing the District's profile and reputation. We have a massive opportunity to maximise the expected 3 million visits per year to the Designer Outlet along with additional visitors for the 2022 Commonwealth Games Mountain Biking event and the global publicity that this will generate.

There is clearly strong synergy between our ambitions and the vision of the Destination Staffordshire Partnership, and the Council is very keen to make the most of its involvement in the Partnership. Whilst you will appreciate that the Council's financial position is challenging and it is difficult to make a long term financial commitment, I am able to confirm that we are in a position to increase our contribution to £15,000 for the 2021/22 financial year.

In return I would expect that the Council is provided with regular performance information to ensure that it can assess performance and impact and naturally I would expect members and officers to be fully involved in taking the Partnership forward.

In terms of our contribution for 2022/23 and 2023/24, I am not at this stage able to confirm whether the Council can commit to an increased contribution. This will need to be subject to a Cabinet report and decision, likely to be in September. To assist with this process, I would appreciate further information on the benefits of increasing our investment to support the overall business case that will be presented to Cabinet. Please can this information be sent to Dean Piper, Head of Economic Prosperity [deanpiper@cannockchasedc.gov.uk](mailto:deanpiper@cannockchasedc.gov.uk) as soon as possible.

I would like to invite you to come and meet with myself, the Portfolio Leader for District Development, and senior officers to discuss how we can build our relationship. I will ask our PA team to contact your secretary to arrange a mutually convenient time.

I look forward to working with you to develop and grow our visitor economy and make the most of the exciting opportunities coming our way over the next few years.

Yours sincerely

A handwritten signature in black ink that reads "O. Lyons". The signature is written in a cursive style with a long, sweeping tail on the letter 'S'.

Cllr Olivia Lyons  
Leader, Cannock Chase Council

Copy to:

Cllr Mike Sutherland, Portfolio Leader for District Development  
Tim Clegg – Chief Executive  
Bob Kean – Interim Managing Director  
Dean Piper – Head of Economic Prosperity

enjoy Staffordshire



Our Ref: AH/DMP

Contact:

Tel: 01785 276261

Email: andrea.sammons@staffordshire.gov.uk

Date: 3<sup>rd</sup> August 2021

Destination Staffordshire  
Staffordshire County Council  
2 Staffordshire Place, Tipping Street,  
Stafford, Staffordshire ST16 2DH

**By e mail to all Directors of Staffordshire and Stoke-on-Trent Local Authorities**

Dear Colleagues

**Re: Staffordshire Destination Management Partnership – Enhanced Offering**

You will recall that in late June 2021, the Chair of the Destination Management Partnership (Councillor Philip White) wrote to Leaders of all District and Borough Councils and City of Stoke-on-Trent Council.

Following on from that letter, a meeting of the Staffordshire Economic Growth District Directors on 2<sup>nd</sup> July and the DMP Board meeting on 26<sup>th</sup> July it was agreed to prepare a brief note setting out some of the proposed enhancements and their potential benefits both in providing a collective Staffordshire identity and setting out a compelling locally distinctive offer.

In essence rebooting the DMP with full contributions from Boroughs, Districts and the City Council, equating to £15k each will help us to promote Staffordshire together, mutually benefitting from increased volume and value of tourism activity and I am most grateful for those partners who have been able to confirm their contributions so far.

Given the nature of the proposed investment it is difficult to accurately predict a set of 'key performance indicators' against which progress or success could be managed. It is also important to realise it will take some time for us to be able to quantify the impact of the benefits of investment decisions that we are making now.

By developing our enhanced approach to two tier working, we will give you the opportunity to shape and set the parameters and measures of success in a manner that best reflects your local priorities.

We are sure you will appreciate that the key initial focus should therefore be seen as one of enhanced collaboration and joint working to repay and maximise investment and ultimately generating further market penetration for our visitor economy and its businesses.

Our proposals were based around 4 key themes and 2 enablers, and we set out below how there are being progressed along with future planned activity from the proposed increased levels of investment.

Staffordshire County Council has already earmarked an additional investment of £200,000 into these activities and of course, the success and future development and growth of these activities will be dependent on our collective investment and efforts to promote Staffordshire as a great place to live, visit and enjoy.

**Key themes:**

☐ **Targeted marketing and campaigns** to maximise Staffordshire's profile, and the respective contributor City/District and Boroughs, to attract more visitors.

a. The launch of the 'feel free' campaign as endorsed through the DMP Board meeting in March 2021. Circa £150,000 marketing budget for enhanced destination marketing through to Spring 2022. Greater integration and input with local campaigns.

b. Initial Social Media Digital Spring campaign led to 13 million impressions, 400,000 views and 2.79% click through rate (above travel industry averages). There may be an opportunity to provide further break down and analysis to understand key areas of activity.

c. Development of the Staffordshire Destination Video (which can be tailored to seasonal activities and has longevity beyond the current season) and associated paid for advertising, including Sky AdSmart TV through to Spring 2022.

d. Through digital platforms alone, the Summer campaign has an estimated reach of 48 million impressions.

e. Opportunity to use the 'Feel Free' campaign material and associated photography and videography for tailored and locally distinctive marketing.

f. Tailored web content for the specific 'destination' pages on the Enjoy Staffordshire website, allowing for locally preferred marketing messages and links to locally specified websites and social media platforms.

☐ **Overseeing and commissioning research and intelligence** to inform the activities of the visitor economy sector and to shape our offer and future priorities.

a. Commissioning of a new DMP visitor economy strategy. Contributing partners will be able to influence with the specification for tender, procurement exercise and appointment of consultants. Contributing partners and businesses will have a key role in inputting to the strategy.

b. Contributing partners to collectively agree the research programme and what is required now and over the next 3 years that would benefit all partners. What, where, when, who?



- c. Economic impact of tourism research at local authority level and county wide level to be provided for contributing partners. The value of the Staffordshire visitor economy in 2019 was valued at £1.87 billion with 28 million visitors and 32,000 jobs in the wider sector. Working in collaboration we will look to commission the most effective research to understand how the volume and value of our visitor economy is performing.
- **Lobbying and advocacy work** to influence key policy makers to shape the direction of the sector and maximise Staffordshire's role and profile.
  - a. The appointment of a Visitor Economy Partnership Development Manager to act as an advocate for the sector and establish future revenue opportunities
  - b. As identified above, the future direction of the Staffordshire visitor economy will be shaped by the visitor economy strategy and the collaborative approach to its production.
  - c. Using appropriate formal and informal relationships and networks to push the Staffordshire message , embracing those local authority partners that participate, and reiterating local distinctiveness.
- **Business support activities and signposting** to help the visitor economy renew and transform following on from the Covid 19 pandemic.
  - a. Targeted Business to Business Membership campaign running during Spring 2021 to promote new membership
  - b. Encouraging all district / borough / city tourism businesses to take advantage of the current free membership opportunity and basic listing on the Enjoy Staffordshire website. Partner funding has and will enable this so that the associated businesses can benefit directly from the resources and support available.
  - c. Relaunch of the Staffordshire Tourism & Good Food Awards to recognise and reward excellent businesses in the tourism, hospitality and leisure sector and provide a mechanism for them to compete on the national stage.

**Enablers:**

- **Enhanced two tier working between District and Borough Councils, Stoke-on-Trent City Council and Staffordshire County Council**, creating greater connectivity between Staffordshire wide and local issues and delivery mechanisms.

- a. we have asked for nominations from partners to join our Stakeholder Working Group which will provide the key officer level direction to shape and truly deliver on the above proposals.
  - b. The Assistant Director for Business and Enterprise will lead on the Stakeholder Working Group until the appointment of the Visitor Economy Partnership Development Manager.
  - c. There are likely to be significant opportunities for economies of scale through joint procurement and other joint working targeted towards the needs of the sector.
- **Utilising the Staffordshire story and place brand resources**, Enjoy Staffordshire assets and established channels to promote and grow the Staffordshire visitor economy and bringing the story to life through compelling examples.
    - a. The successful launch and development of the Staffordshire Story and associated resources is already raising profile and creating substantial new opportunities including through the Ambassadors network. Working through the Stakeholder group, there is an opportunity to engage, shape and benefit from the Staffordshire story for respective localities.

I do hope that the above provides you with an indication of the key priorities that we are proposing to launch. I would however like to make one final plea. We do understand the pressures and challenges we all face to deliver our respectively demanding and yet always rewarding key priorities. If we are truly to maximise the benefit of the tourism, hospitality, and leisure sectors to our respective areas, we do need engagement from key officers. We cannot simply operate a “pay and the DMP will deliver” approach. You know your areas and programmes in detail, and we need to capture that and represent it at a DMP level. Collaboration, partnership, and communication is a key component of this reboot to help us maximise the benefits from this investment.

We very much hope and look forward to your organisation joining us in this exciting journey to really kick start the Staffordshire visitor economy.

Yours sincerely



**Anthony Hodge**  
**Assistant Director for Business and Enterprise, Staffordshire County Council**

<b>Report of:</b>	<b>Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Sushil Birdi</b>
<b>Contact Number:</b>	<b>01543 46326</b>
<b>Portfolio Leader:</b>	<b>District Development</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/10/21</b>

## **Cabinet**

**14 October 2021**

### **Statement of Common Ground between Cannock Chase District Council and Solihull Metropolitan Borough Council**

#### **1 Purpose of Report**

- 1.1 To seek approval to agree a Statement of Common Ground (SOCG) with Solihull Metropolitan Borough Council that outlines the levels of engagement on strategic cross-boundary matters in the preparation of the Local Plan.
- 1.2 Authority is also sought to delegate authority to the Head of Economic Prosperity in liaison with the District Development Portfolio Leader to agree future Statements of Common Ground that relate to Local Plan matters.

#### **2 Recommendation(s)**

- 2.1 That Cabinet approves the Statement of Common Ground between Solihull Metropolitan Borough Council and Cannock Chase District Council attached in Appendix A and authorises the Head of Economic Prosperity to sign the Statement of Common Ground in consultation with the District Development Portfolio Leader.
- 2.2 That Cabinet approves the delegation of future Statements of Common Ground related to Local Plan matters to the Head of Economic Prosperity in consultation with the District Development Portfolio Leader.

#### **3 Key Issues and Reasons for Recommendations**

##### **Key Issues**

- 3.1 Solihull Metropolitan Borough Council have submitted their Local Plan to examination which is due to start 27<sup>th</sup> September 2021. Sessions will be held in October and November through to 9<sup>th</sup> December 2021. Solihull have sought to

agree a Statement of Common Ground with a number of Local Authorities to assist the examination.

- 3.2 A key element of the examination will consider whether Solihull have satisfied the requirements of the Duty to Co-operate. The examiner will explore whether Local Authorities have engaged effectively on strategic cross-boundary matters in the preparation of the plan.
- 3.3 Statements of Common Ground are used to document areas of agreement but also areas of disagreement where a resolution has not been found. Cannock Chase will, in the preparation of the new Local Plan, look to secure similar SoCG's.
- 3.4 Cannock Chase does not need to enter into a SoCG as the Solihull Local Plan Examination will explore the area of strategic cross-boundary collaboration without one, although this would be made much easier with a SoCG. The examiner would note the existence of a SoCG and determine the extent of hearings on such matters prioritising those areas that are contested.
- 3.5 It would be in Cannock Chase's interest to enter into SoCG's as they will set out the District's collaboration with neighbouring authorities that will feed into our own Local Plan evidence base. In turn, this would focus a Local Plan examination and potentially reduce the number of hearing sessions and consequently reduce the time and cost of the examination in public.

#### **Reasons for Recommendations**

- 3.3 Statements of Common Ground are used to document areas of agreement as well as areas of disagreement where further discussions are needed. Cannock Chase will, in the preparation of the new Local Plan, look to secure similar SoCG's. Alternatively, Cannock Chase does not need to enter into a SoCG as the Solihull Local Plan Examination will explore the area of strategic cross-boundary collaboration without one as SoCG's with other Local Authorities are available. The examiner would note the existence of SoCG's and determine the extent of hearings on such matters prioritising those areas that are contested.
- 3.4 It would be in Cannock Chase's interest to enter into SoCG's as it will set out the District's collaboration with neighbouring authorities that will feed into our own Local Plan evidence base. In turn, this would help focus a Local Plan examination and potentially reduce the number of hearing sessions and consequently reduce the time and cost of the examination in public

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

- 4.1 This report supports the Council's Corporate Priorities as follows:
  - (i) **Supporting Economic Recovery** – Ensuring sufficient supply of employment land and workspaces for small business; regeneration and reshaping of Cannock and Rugeley Town Centres; increasing affordable housing and well-designed communities are key aspects of the emerging Local Plan.
  - (ii) **Supporting Health and Wellbeing** – The Local Plan will identify opportunities for funding to invest in local facilities and contribute to the Council's Health, Wellbeing and Physical Activity Strategy. It will support vulnerable groups,

older people and those living with disabilities to live healthier and more independent lives and help to reduce the impact of Climate Change, and provide improvements to parks, green spaces and countryside along with protecting and enhancing the natural environments.

## 5 Report Detail

- 5.1 Statements of Common Ground are a public record of areas of agreement and disagreement between signatory authorities in relation to strategic cross boundary issues. The Localism Act 2011 places a legal duty on Local Planning Authorities, County Councils in England and public bodies to engage constructively, actively and on an ongoing basis with each other to maximise the effectiveness of local plan preparation relating to strategic cross-boundary matters. These statements should be updated as necessary to reflect progress in addressing these strategic issues through the Duty to Co-operate. SoCG's are useful in a Local Plan Examination in Public to assist the examiner in identifying areas of agreement and the areas that will not be contended. The examination can then focus on matters that require discussion and deliberation during the hearing sessions.
- 5.2 The National Planning Policy Framework (NPPF) revised 20<sup>th</sup> July 2021 sets out the Government's planning policies for England how they should be applied. The NPPF provides guidance on the preparation of Local Plans and a framework to meet housing and other development needs at a local level. References to Statements of Common Ground are provided below.
- 5.3 Chapter 2 'The presumption in favour of sustainable development' paragraph 11 states that:

Plans and decisions should apply a presumption in favour of sustainable development.

For **plan-making** this means that:

a) all plans should promote a sustainable pattern of development that seeks to: meet the development needs of their area; align growth and infrastructure; improve the environment; mitigate climate change (including by making effective use of land in urban areas) and adapt to its effects;

b) strategic policies should, as a minimum, provide for objectively assessed needs for housing and other uses, as well as any needs that cannot be met within neighbouring areas \*, unless:

i. the application of policies in this Framework that protect areas or assets of particular importance provides a strong reason for restricting the overall scale, type or distribution of development in the plan area; or

ii. any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in this Framework taken as a whole

\* *As established through statements of common ground*

- 5.4 Chapter 3 'Plan-making' paragraph 23 under 'Maintaining effective co-operation':
- In order to demonstrate effective and on-going joint working, strategic policy-making authorities should prepare and maintain one or more statements of common ground, documenting the cross-boundary matters being addressed and progress in cooperating to address these. These should be produced using the approach set out in national planning guidance and be made publicly available throughout the plan-making process to provide transparency.
- 5.5 The Council has a legal duty to have regular communication with Duty to Co-operate (DTC) partners on matters regarding the Local Plan. It is good practice to meet with DTC partners as part of the regular communication that takes place between statutory bodies to discuss areas of joint working such as cross boundary and cross topic issues. Regular meetings have taken place between Authorities comprising the Greater Birmingham and Black Country Housing Market Area (GBCHMA) with a view to working towards resolving the GBCHMA housing shortfall.
- 5.6 In February 2018, the Strategic Growth Study (SGS – produced by GL Hearn / Wood) was published. This study provided an update on the overall housing needs across the housing market area and the shortfall in supply. It provided an analysis of the potential options for addressing this shortfall. Subsequent Position Statements have been provided to document progress in meeting the shortfall.
- 5.7 The Statement of Common Ground between Cannock Chase and Solihull sets out the areas of agreement between both authorities as well as areas that are not yet agreed and require further discussion. In essence Cannock Chase agrees that the legal obligations under the duty to co-operate have been complied with.
- 5.8 The SoCG acknowledges Solihull's contribution towards the GBCHMA shortfall through some Green Belt release but states Cannock Chase's view that the level of contribution should be seen as a minimum. Furthermore, during the preparation of the Solihull Local Plan the Black Country Housing shortfall was emerging and Solihull will not seek to address this until the next Local Plan review. This is a point of contention and the SoCG refers to Cannock Chase's view that Solihull's plan does not provide sufficient flexibility to enable it to assist in meeting the needs arising in the HMA and therefore fails to plan for the long term of the Green Belt.
- 5.9 Solihull's Local Plan Examination in Public will commence 27<sup>th</sup> September 2021 with hearing sessions planned over 22 days running to 9<sup>th</sup> December 2021. The SoCG (Appendix A) if approved will be signed by both parties and will be submitted during the examination.
- 5.10 Statements of Common Ground, at Cannock Chase, are required to be reported to Cabinet for approval and authority to sign the document. Looking forward to the new Cannock Chase Local Plan, a number of SoCG's will be progressed with neighbouring authorities, agencies and public bodies to support the Local Plan. It is proposed to delegate authority to the Head of Economic Prosperity in consultation with the District Development Portfolio Holder in order to streamline processes and allow the new plan to proceed with minimal delay.

## Summary/Conclusions

- The SoCG (Appendix A) documents the extent of strategic cross-boundary discussions that have taken place between Solihull Metropolitan Borough Council and Cannock Chase District Council in the context of the Greater Birmingham and Black Country Housing Market Area.
- That both Councils were active participants in the HMA wide Strategic Growth Study undertaken by GL Hearn/Wood.
- The SoCG meets the NPPF requirement to satisfy the duty to co-operate illustrating the areas of agreement, disagreement and areas for further discussion.
- That Cannock Chase and Solihull have met their legal obligations under the Duty to Co-operate
- The SoCG highlights Cannock Chase's view that the Solihull Local Plan does not provide sufficient long-term flexibility for consideration of further shortfalls in the Housing Market Area.
- Cannock Chase will progress SoCG's as a means of demonstrating compliance with the duty to co-operate.

## **6 Implications**

### **6.1 Financial**

There are no direct financial implications for the Council as a result of this report any additional costs will need to be contained within approved budgets for the Local Plan. As referred to in par 3.4, It is hoped that by entering into SoCG's of this nature will focus a Local Plan examination and potentially reduce the number of hearing sessions and consequently reduce the time and cost of the examination in public.

### **6.2 Legal**

The Council, as local planning authority, is required by the Localism Act 2011 to engage constructively, actively and on an ongoing basis so that strategic, cross boundary matters are dealt with effectively in the Local Plan. By entering into the Statement of Common Ground it is complying with that Duty to Co-operate. Liaison with Legal Services will be necessary to finalise the wording and detail of the Statement of Common Ground and any future statements.

### **6.3 Human Resources**

None

### **6.4 Risk Management**

None

6.5 **Equality & Diversity**

None

6.6 **Climate Change**

None

<b>7 Appendices to the Report</b>
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Appendix A: Statement of Common Ground between Cannock Chase District Council and Solihull Metropolitan Borough Council

**Previous Consideration**

None

**Background Papers**

None



## STATEMENT OF COMMON GROUND (SOCG) BETWEEN: SOLIHULL MBC (SMBC) and CANNOCK CHASE DC (CCDC)

### 1. Introduction

1. The content of this SOCG is to inform the submission of the SMBC local plan and ongoing works associated with the delivery of The UKC Hub development proposals in particular.
2. This SOCG has been prepared in accordance with national guidance and is intended to cover matters of strategic importance relevant to the signatories to this SOCG. It covers both areas of agreement and areas that remain subject to further discussion.
3. CCDC and SMBC agree that they have complied with their legal obligations under the duty to cooperate and any areas where the authorities are not in agreement relate to the soundness of their plans.

#### Period Covered by SOCG

4. From July 2015 when SMBC commenced work on updating the current adopted development plan (the Solihull Local Plan Dec 2013) and it remains a live document to be updated as necessary.

### 2. Geography Covered

#### Housing Market Area (HMA)

5. Solihull is one of 14 authorities that make up the Birmingham & Black Country HMA, the others being:
  - Birmingham CC
  - Bromsgrove DC
  - Cannock Chase DC
  - Dudley MBC
  - Lichfield DC
  - North Warwickshire DC (also located with the Coventry & Warwickshire HMA)
  - Redditch DC
  - Sandwell MBC
  - South Staffordshire DC
  - Stratford upon Avon DC (also located with the Coventry & Warwickshire HMA)
  - Tamworth DC
  - Walsall MBC
  - Wolverhampton CC
6. Through membership of the West Midlands Combined Authority, the following authorities also have a relationship with Solihull MBC:
  - Coventry CC
  - Nuneaton & Bedworth DC
  - Rugby DC
  - Shropshire C

- Telford & Wrekin C
- Warwick DC
- Warwickshire CC

### 3. Areas Solihull MBC & CCDC are in Agreement

#### Housing Need

7. Solihull MBC Council and CCDC have been active members of the GBSLEP HMA Technical Officers Group since it was created and have contributed to all discussions relating to the delivery of unmet housing need with the HMA
8. This engagement has been ongoing and effective in so far as it has resulted in unmet housing need (to 2031) within the HMA being reduced from 37,572<sup>1</sup> dwellings in 2015 to 2,597<sup>2</sup> dwellings as at 2019.
9. The 2,597 shortfall noted above represents the position using land supply as at 1<sup>st</sup> April 2019, and as such does not yet include contributions towards the shortfall from authorities that have published plans or emerging plans since then. This includes both Lichfield and South Staffordshire.
10. At this time, both parties recognise that SMBC have made a commitment to accommodating 2,000 dwellings towards the unmet housing need for the HMA, and recognise that the final details of that contribution must be tested through a Local Plan process in accordance with national guidance. This is primarily associated with the need to release land from the Boroughs Green Belt to support any contributions it makes. This 2,000 contribution has been taken into account in arriving at the 2,597 shortfall (as at April 2019) noted above. CCDC have consistently stated that there needs to be greater flexibility within the Plan and that the 2,000 dwelling contribution should not be seen as a maximum.
11. It is acknowledged that SMBC have published consultation material relating to its Local Plan review process at the following dates and stages:
  - Scope, Issues and Options – November 2015
  - Draft Local Plan – November 2016
  - Draft Local Plan Supplementary Consultation – January 2019
  - Draft Submission Plan – October 2020
12. In each case CCDC have been consulted on these documents and have consistently raised the same points via their representations at each stage prior to the Draft Submission Plan. CCDC did not make any representations on publication of the Draft Submission Plan.
13. It is acknowledged that both SMBC and CCDC were active partners as part of the HMA wide commission undertaken by GL Hearn to produce the Strategic Growth Study.
14. It is noted that in December 2019 BCC published an updated Local Development Scheme (LDS), which concluded that an early review [of the 2017 BDP] was not required. This stated that *“the Local Planning Authority will start scoping out the work needed to undertake this in 2020 and set out a timetable for any BDP update, if necessary, in the next version of the LDS by January 2022.”* At this early stage Birmingham CC has not made any request to any LPA

<sup>1</sup> Strategic Housing Needs Study Stage 3 (PBA August 2015)

<sup>2</sup> HMA Position Statement No. 3 September 2020 – Table 5 to reflect the position as of the Apr 2019 base date.

within the HMA to help with housing need beyond 2031, nor has it set out what any extent of shortfall beyond 2031 may be.

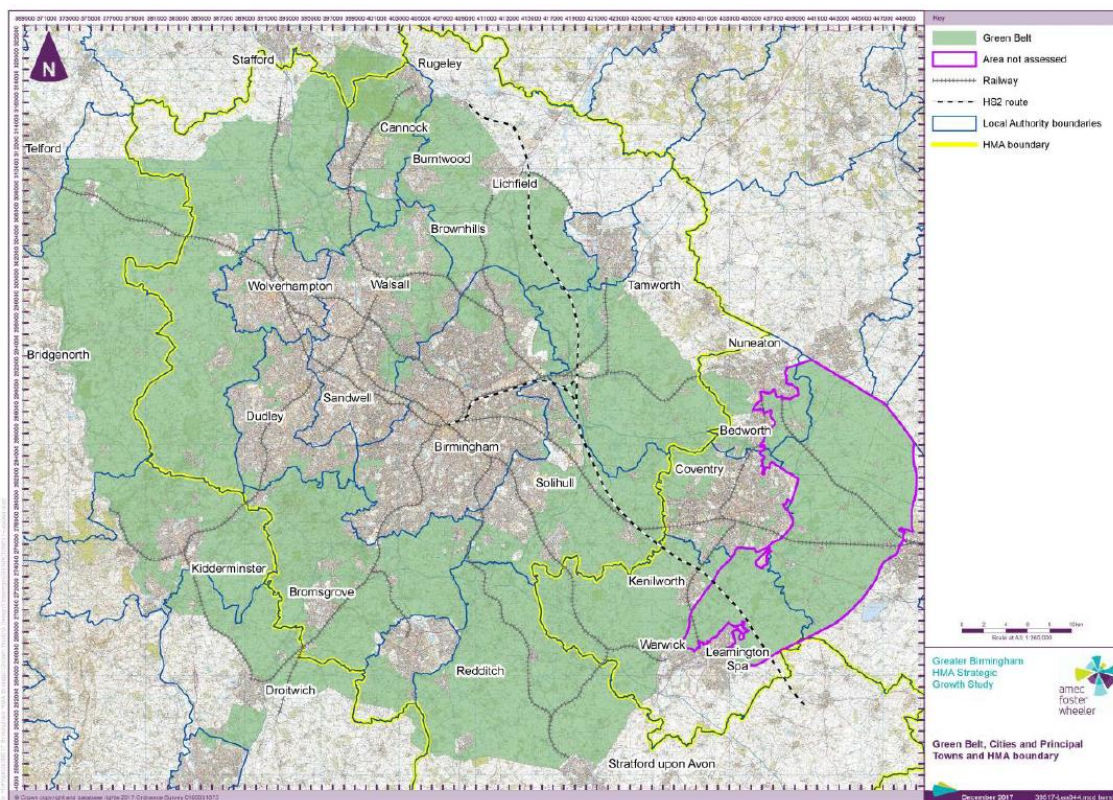
15. On the 4<sup>th</sup> August 2020 The Association of Black Country Authorities wrote to all members of the HMA regarding the challenges facing the Black Country Joint Plan review in so far as they related to matters of Housing and Employment land supply. This letter supports the ongoing duty to cooperate process in so far as it relates to the Black Country Joint Plan, but also plan preparation and review for recipient authorities (extent subject to stage of plan making). The letter identified that the Black Country Authorities are preparing a Draft Plan for consultation in summer 2021, with an aim to produce a Publication Plan in summer 2022 and adopt the Plan in early 2024. Despite initial work around urban capacity and potential Green Belt release within the Black Country area, and potential contribution to unmet needs proposed by other authorities there remains a significant level of unmet need in the order of at least 4,500 - 6,500 homes and up to 292 ha-570ha of employment land up to 2039.
16. Given the timetable at play here it is the view of SMBC that there remains a significant amount of work to be undertaken to evidence this shortfall and review the overall need in light of recent government changes to the Standard Methodology which, given the timeframes involved, will affect the continued development of the Black Country Plan. Any final shortfall will also be subject to testing through further consultation and public examination. SMBC therefore commits to continuing to work alongside the Black Country Authorities and other members of the wider HMA to review the evidence which supports the unmet need but notes that any outstanding need retains significant uncertainty and is also likely to be relevant towards the latter half of the Plan Period (post 2031 for example). Given the likelihood of a Local Plan review within SMBC prior to 2031 (having regard to the position with the BCC Local Plan and national planning system/guidance), SMBC is of the view that this issue can be more constructively and effectively managed as part of its next Local Plan review CCDC is of the view that the Plan contains insufficient flexibility to enable it to assist in meeting the needs arising in the HMA and fails to plan for the long term of the Green Belt.
17. CCDC agree with SMBC that the Council has complied with it's legal obligations under the duty to cooperate and if there is a difference between Solihull and CCDC that this is around the issue of the soundness of the plan.

### **Housing Opportunities in the Urban Area or Beyond the Green Belt**

18. From the onset of the Boroughs Local Plan Review in 2015 it has been clear that significant housing pressures existed across the HMA, and beyond. Prior to the onset of the Plan review, SMBC notes that the development and examination of the BCC Local Plan which, following the publication of the Inspectors report in 2015, confirmed a significant shortfall in housing need that was required to be met within the wider HMA. In part of reaching this decision BCC were deemed to have demonstrated exceptional circumstances to justify the release of Green Belt land. In the proceeding 5 years SMBC have also noted the development and examination of other Local Plans across the HMA (for instance Bromsgrove) that exceptional circumstances were demonstrated to justify the release of Green Belt land to meet housing needs.
19. In addition, SMBC are active members of the Coventry, Solihull and Warwickshire Planning Officers Group and engaged actively with the respective authorities in relation to the development and adoption of their Local Plans and the Memorandum of Understanding that underpinned them. This is a further important step as each authority demonstrated exceptional circumstances to justify the release of land from the Green Belt to meet the housing needs of the HMA. In the case of Stratford and North Warwickshire (where this

matter remains subject to a live EIP), active proposals are also made to support the GBBC HMA.

20. Notwithstanding the above approximately 67% of the Boroughs land area is covered by Green Belt with significantly limited brownfield opportunities within the urban area or the rural settlements. As part of developing the Solihull Local Plan the Borough have been active participants in the HMA Strategic Growth Study, which included looking at options of density and brownfield land as a primary option ahead of releasing land from the Green Belt. In this respect SMBC have sought to maximise the efficiency and deliverability of land within its existing urban areas.
21. Lastly, the plan below shows the extent of Green Belt coverage across the West Midlands Area. SMBC are mindful that a key part of the NPPF, and draft proposals for the future national planning system, is the principle of Sustainable Development and conversely the importance of meeting development needs as close as possible to where they arise. In SMBC's view the above summary therefore clearly demonstrates that it would be unsustainable and inappropriate not to plan positively for meeting local housing needs within the Borough and where possible any of the unmet need within the wider HMA, especially arising from Birmingham given the geographical relationship and level of connectivity. This therefore provides part of the justification for exceptional circumstances in Solihull and demonstrates how SMBC have engaged with and supported the wider HMA in considering the most sustainable options for meeting development needs.



The West Midlands Green Belt and Greater Birmingham HMA (Figure 24 from Strategic Growth Study (GL Hearn Feb 2018))

### UK Central

22. The UKC Hub area is recognised as being of strategic importance to the local, regional and national economy. It will provide for an effective and efficient use of land associated with the development of HS2 and facilitate future and long term economic growth for the area. This will also include significant connectivity improvements with other areas both to the north and

south east. The development proposal is supported by the WMCA and Mayor for the West Midlands.

23. As part of the next iteration of the plan, CCDC notes SMBC published updated evidence regarding housing and economic development needs in the form of a Housing & Economic Development Needs Assessment (HEDNA). The HEDNA includes analysis of employment forecasts including a scenario relating to potential above trend growth at the UK Central Hub. In doing so it uses commuter patterns from the 2011 census that indicate 25.3% of the workforce are Solihull residents.

### Employment Land

24. CCDC has not approached SMBC to ask for assistance in accommodating employment land that cannot be accommodated within CCDC.

### Minerals

25. SMBC has been an active member of the West Midlands Aggregates Working Party, which provides a forum for discussion of strategic matters relating to minerals, and for agreeing Local Aggregate Assessments.
26. SMBC was actively involved in the preparation of the West Midlands Metropolitan Area Local Aggregates Assessment 2015, which sets out the annual apportionment for sand and gravel for the sub-region. An update to the LAA 2015 is being prepared. The LAA makes clear that Solihull is the principal contributor to the sub-regional apportionment figure for sand and gravel aggregates of just under 0.5 million tonnes per annum (which amounts to over 90% of the supply from the sub-region).
27. Discussions have taken place with Warwickshire County Council in May 2019 and with WCC and Walsall MBC in February 2020. Walsall is the only other source of primary sand and gravel aggregates in the Metropolitan Area. These discussions have resulted in a draft SOCG prepared by WCC for its EIP. The draft SOCG acknowledges that there will be some sterilisation of mineral resources in Solihull due to HS2, but indicates that SMBC is not currently seeking compensation from WCC for the potential loss through any Plan requirement.

## 4. Areas Subject to Ongoing Discussion

28. The only area of outstanding discussion relates to the delivery of homes to meet unmet housing need within the HMA beyond 2031. This need is likely to arise from Birmingham and the Black Country and will be the subject of on-going duty to cooperate discussions. The Plan fails to enable sufficient flexibility to address shortfalls given the inability to accommodate sufficient land outside the Green Belt within this Local Plan.
29. Whilst both parties agree that work through the Duty to Cooperate has been ongoing, constructive and effective in so far as the level of unmet need up to 2031 in the HMA Position Statement no.3 has reduced, it is acknowledged that some HMA authorities believe that SMBC could do more to deliver additional homes to address the shortfalls. Both parties agree that this does not amount to a legal deficiency in relation to the Duty to Cooperate, but could be perceived as a matter of soundness. Both parties agree that such matters will be tested further through the public examination.

## 5. Areas Subject to Disagreement

30. There are no areas of disagreement outstanding – other than as set out above at this stage.



## APPENDICES

### A. Relevant Notable Events/Timeline

#### 2014

31. November – Publication of the Strategic Housing Needs Study Stage 2 (Peter Brett & Associates (PBA)). This study considered both geographies and needs/supply across the study area and was commissioned by the Greater Birmingham and Solihull LEP<sup>3</sup> and the 4 Black Country authorities.

#### 2015

32. January – Inspectors interim report into the Birmingham Development Plan confirming the appropriateness of the HMA geography.
33. August - Publication of the Strategic Housing Needs Study Stage 3 (PBA). This provided an update to the stage 2 study and noted the BDP Inspectors comments on the HMA geography. The housing need/supply balance across the HMA was noted to result in a shortfall of 37,572 dwellings<sup>4</sup>.
34. September – HMA Housing Conference (hosted by SMBC at the NEC). The conference was attended by representatives of all 14 HMA authorities and typically included a relevant Cabinet Member, Director/Head of Service and Heads of Policy. It was agreed:
- That the housing shortfall (37,500) is a shared problem for the HMA authorities;
  - To collaborate as part of our duty to co-operate to find a solution;
  - To share resources, expertise and provide mutual support towards a solution;
  - To establish HMA Technical officer group.

35. November – SMBC publishes Scope, Issues and Options consultation.

#### 2016

36. January - HMA Housing Conference (hosted by SMBC at Solihull College).
37. March – Inspectors final report into the Birmingham Development Plan issued. The Inspector took into account the Strategic Housing Needs Study (both stage 2 and 3). He concluded that the city had a need for 89,000 dwellings and a supply of 51,100, leaving a shortfall of 37,900 dwellings.
38. November SMBC publishes Draft Local Plan consultation.

#### 2017

39. January – Birmingham Development Plan adopted, thus quantifying (at 37,900 dwellings<sup>5</sup>), through an adopted plan, the extent of the Birmingham shortfall which is the principal cause of the HMA shortfall. The plan recognises that the “Council will also play an active role in promoting, and monitor progress in, the provision and delivery of the 37,900 homes required

<sup>3</sup> Although it was noted that some authorities in the LEP are not part of the HMA, and some authorities not part of the LEP are part of the HMA.

<sup>4</sup> Table 2.2

<sup>5</sup> To 2031

elsewhere in the Greater Birmingham Housing Market Area to meet the shortfall in the city.” Furthermore policy TP48 goes on to state that if other local authorities do not submit plans that provide an appropriate contribution to the shortfall, then the Council needs to consider the reasons for this and determine whether it is necessary to reassess Birmingham’s capacity by means of a full or partial BDP review after three years.

40. March – GL Hearn commissioned by the 14 HMA authorities to produce the Strategic Growth Study

### 2018

41. February – Publication of the Strategic Growth Study (GL Hearn).
42. February – HMA Position Statement No. 1 – Issued alongside the publication of the Strategic Growth Study. The statement noted:
- That the Strategic Growth Study *“is an independently prepared, objective study and not a policy statement. It does not in any way commit the participating authorities to development of any of the geographic areas referred to (nor does it exclude the testing of alternatives), but it is a thorough evidence base to take matters forward through the local plan review process.”*
  - That there is a minimum shortfall of 28,150 to 2031, but that higher densities might increase supply on identified sites by up to 13,000.

43. September - HMA Position Statement No. 2

### 2019

44. January – SMBC publishes Draft Local Plan Supplementary Consultation.

### 2020

45. September - HMA Position Statement No. 3
46. October - SMBC published Draft Submission Plan

## B. Relevant Organisations and or Groups SMBC is a Member of or Participates in.

47. HMA Technical Officers Group
48. CSWPO – Coventry, Solihull and Warwickshire Planning Officers group. The group was initially established to support work on the West Midlands Regional Plans but following their abolition evolved to support the Duty to cooperate process for the area. As a neighbouring authority to Coventry, North Warks and Warwick, Solihull attend monthly meetings to gain a full understanding of emerging development pressures and policy developments across the area. The introduction of HS2 and UKC Hub has also given a strategic significance to ongoing meetings of this group given the existing and planned connectivity and growth opportunities. SMBC is also able to provide a useful link (alongside SADC and NWBC) between the Coventry and Birmingham HMA’s.
49. GBSLEP
50. WMCA



**C. Published Documents Referred To**

51. HMA Position Statement No. 1 (February 2018) -  
<https://www.solihull.gov.uk/Portals/0/Planning/Greater-Birmingham-HMA-Position-Statement-February-2018.pdf>
52. HMA Position Statement No. 2 (September 2018) – [web link to be provided]
53. Strategic Growth Study (GL Hearn February 2018) -  
<https://www.solihull.gov.uk/Portals/0/Planning/Greater-Birmingham-HMA-Strategic-Growth-Study-Standard.pdf>
54. HMA Position Statement No. 3 (published September 2020 – [web link to be inserted here])

<b>Report of:</b>	<b>Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Debbie Harris</b>
<b>Telephone No:</b>	<b>01543 464490</b>
<b>Portfolio Leader:</b>	<b>Innovation &amp; High Streets</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/10/21</b>

**Cabinet**  
**14 October 2021**  
**Car Park Incentive Scheme Update**

**1 Purpose of Report**

- 1.1 To provide Cabinet with summary details of how the car park payback pilot initiative operating in Cannock and Rugeley Town centres has performed to date.
- 1.2 To advise on a series of options that should be considered when making decisions on how best to proceed with the pilot initiative.

**2 Recommendation(s)**

- 2.1 That Cabinet consider the options presented in paragraph 5.15 and agree which option that they wish to proceed with.
- 2.2 If Option B is selected by Cabinet i.e., extend the Pilot:
- (i) that Cabinet agrees to include the Car Parking Pilot in its current ARG policy and allocate an element of its ARG funding to fund the costs associated with the project.
  - (ii) that Cabinet agrees to delegate authority to the Head of Economic Prosperity in consultation with the Portfolio Leader for Innovation and High Streets to implement all actions required to deliver the pilot initiative.
- 2.3 If Option C is selected, Cabinet agrees to delegate authority to the Head of Economic Prosperity in consultation with the Portfolio Leader for Innovation and High Streets to develop other options for initiatives/projects to encourage footfall back into the town centres utilising the Council's Additional Restrictions Grant funding allocation.

**3 Key Issues and Reasons for Recommendations****Key Issues**

- 3.1 Cabinet agreed to carry out a 3 month pilot initiative back in June 2021 as part of the Additional Restrictions Grant Policy adoption by the Council.
- 3.2 Additional Restrictions Grant (ARG) monies were allocated to the Council primarily to assist those businesses that were affected by Covid 19 and to help recovery.
- 3.3 The Council are carrying out this review to evaluate the effectiveness of the pilot initiative and to make recommendations as to whether it should continue for a further 3 months utilising the top up Additional Restriction Grant monies awarded to the Council.
- 3.4 The level of grant initially awarded to those businesses participating in the scheme was £500 per business. A key finding is that none of the businesses have refunded car parking vouchers to the value of the grant. Refunds range from £0.00 to £130.00 giving an average refund made of £27.00 across all the businesses. A key consideration should the pilot be extended would be to reduce the level of grant awarded to the participating businesses to reflect the actual amount of voucher refunds being given.
- 3.5 Members need to consider if the total value of sales (£36,951.28) achieved to date exceeds the amount of total grant (£24,500.00) given are sufficient grounds to justify the pilot extension.
- 3.6 Consideration should be given to the Economic Development staffing implications of extending the pilot based on available resources and established Council priorities. This scheme would be one of several new ARG initiatives that would run in parallel with one another managed by the same section.
- 3.7 There has been extensive marketing campaigns advertising the pilot, however, the overall take up rate has been lower than anticipated. Feedback from businesses has identified that this has been partly due to the monitoring requirements as part of the Terms and Conditions and auditing requirements.
- 3.8 Rugeley voucher reimbursement rates may have been affected by the number of existing free short stay parking facilities at the local supermarkets that are all within walking distance of the town centre. This has meant that there has been little advantage in seeking a car park refund.
- 3.9 Businesses not actively promoting the scheme themselves has a direct effect on the number of vouchers being redeemed. It is difficult to police and enforce marketing expectations upon participating businesses.
- 3.10 Businesses have requested if the qualifying spend level of £10 or more could be lowered to capture more customers, this could potentially increase the take up rate.
- 3.11 It should be noted that if the pilot was to be extended into the Christmas period this would be welcomed by the traders as this is considered the peak trading period for town centre businesses.

- 3.12 As demonstrated by the feedback from the businesses, the overwhelming response is that the initiative has been well received and, in some instances, has been a lifeline to help keep their business operating.

### **Reasons for Recommendations**

- 3.13 The car park pilot was originally approved by Cabinet to be implemented for a period of 3 months and was funded by the initial Additional Restrictions Grant monies awarded to the Council. This trial period ended on 21<sup>st</sup> September 2021. A review of how effective the pilot was in drawing additional visitors into the two town centres was scheduled to take place towards the end of the pilot period. This report captures how the pilot has performed to date.
- 3.14 The Council has received a further top up payment of Additional Restriction Grant Monies to that it originally received, thus allowing for the potential pilot extension (if proven to be successful) to be considered by Cabinet, without any financial impact been placed upon the Council.
- 3.15 There are several options that need to be considered before making any final decision of how best to proceed with the pilot initiative. These options are set out within the report for Cabinet to consider.
- 3.16 The Economic Recovery Scrutiny Committee met on 15 September 2021 and received an interim review report at that time. The Committee considered the findings of the pilot initiative available at that time and Members recommended the following to Cabinet:
- (A) That, the additional information, and data in respect of the costs of administering the scheme and which businesses had done well from the pilot, including whether the businesses had done better on market days, be made available to Cabinet.
  - (B) That Cabinet consider extending the Car Park Payback Initiative pilot by 1 month and, based on the outcome of the data, to consider extending the pilot until Christmas.
- 3.17 Cabinet should note that it was not possible to immediately extend the scheme up to Christmas without a decision being taken by Cabinet first. Hence the options proposed within this report.

## **4 Relationship to Corporate Priorities**

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Developing and encouraging additional footfall into our town centres to mitigate against the effects of Covid-19 directly contributes to the Council's corporate priority to support economic recovery.

## **5 Report Detail**

- 5.1 In accordance with the ARG Policy, Terms and Conditions were drawn up for all participating businesses to adhere to and are shown in Appendix 1. The pilot was

only rolled out in Cannock and Rugeley Town Centres as Hednesford Town Centre already has free car parking operating in the area.

- 5.2 All administration of the pilot has been carried out by the Economic Development Team, with exception to the initial referral process where support was provided by Rugeley Town Council and Cannock Town Centre Partnership.
- 5.3 A total of 49 businesses participated across the two town centres (34 in Cannock and 15 in Rugeley – please see Appendix 2 for full list of participating businesses). Grants awarded total £24,500.00 (£17,000.00 in Cannock and £7,500.00 in Rugeley)
- 5.4 As at the end of week 12 (of the 13-week trial period) collectively, there has been a total of 762 car parking £2 refunds been processed by the participating businesses. This equates to £1,524 of refunds being given to patrons of the businesses (Cannock: 650 refunds equating to £1,300.00. Rugeley: 112 refunds equating to £224.00). The data shows that many of the refunds have been made by a small number of businesses in each of the town centres. Furthermore, analysis shows there has been no significant effect in the levels of ticket reimbursements made on market days (no correlation between the two).
- 5.5 As part of the Terms and Conditions, businesses were expected to capture the value of each transaction that related to the voucher refund. Transactions had to be to the value of £10 or more. Collectively, a total of £36,951.28 worth of sales from the 49 businesses. (Cannock: £28,132.46 sales. In Rugeley: £8,818.82 sales).
- 5.6 It is difficult to say if the transactions above are solely due to the car park refund initiative, or whether these sales figures would have occurred even if the pilot scheme was not operating. Furthermore, if comparing solely the total number of transactions versus the total amount of grants awarded, the scheme has been successful in generating additional business. However, when broken down to the two town centres Rugeley is slightly below the level of grants awarded compared to sales. Grants awarded total £24,500.00 (£17,000.00 in Cannock and £7,500.00 in Rugeley), transactions total £36,951.28 (Cannock: £28,132.46 sales, Rugeley: £8,818.82 sales).
- 5.7 If we consider the total administration (Economic Development staff costs) and operating costs (marketing, ticket machine adaptations) incurred by the Council for the pilot, it will not offer value for money based purely on the sales achieved. If the pilot is extended some of the initial set up costs would be saved as marketing materials could be re-used. Please note the Council has utilised funds from its Welcome Back Fund allocation to cover all costs for the marketing activities carried out to date.
- 5.8 Feedback has been sought from participating businesses on what they thought of the initiative, any suggestions on how to improve the initiative and what they would use any remaining grant funds for.

Highlights from the feedback forms include:

- Good idea as customers say it helps with parking costs
- Great to get people into the town

- Nice to see small businesses being supported and promoted
- More advertising in different formats Parish newsletters.
- Make it more obvious on voucher
- Lower the qualifying spend level
- Keep it running up to and over Christmas
- Use surplus grant monies to: In store promotional activities, advertising, repaint shop internally. Buy new equipment and new product lines. Operational costs to keep business running

5.9 A marketing plan was put in place to support the pilot, this included:

- A suite of social media adverts with key messages (Facebook, Twitter, and Instagram)
- Facebook adverts – pre and post launch
- A section on the Council's website with a front-page feature/advert
- Window stickers displayed in shop windows
- An article in Chase Matters
- Banners on railings in town centre (6ft x 2ft)
- Dibond poster displays (A4) on posts around car parks
- A press release issued to the local media
- Briefing notes to staff, Members, and partners
- Sign up flyer for businesses
- Radio advertising on Cannock Chase Radio (4 weeks campaign)

5.10 Facebook analytics show the pilot had:

- 11 posts on Facebook from 16 June – 1 September
- The link to the web page for more information has been clicked 212 times
- The various posts have been shared 45 times
- The reach in total was 29,561 (this number means our posts were seen by this number of individuals during the period above)
- Engagement has been good. The Councils engagement rates always increase when using paid advertising as this extends out of our current audience of followers which is currently 11,339.

5.11 When comparing historical car parking income for the same period as the pilot the Council has no ticket data for 2020. The car park ticket machines had SIM card issues from May 2020 until the machines were changed in December 2020 (when new SIMS were installed). Therefore, we only have cash data from the ticket machines once emptied.

5.12 A snapshot of actual car park monthly income received (cash from machines) during the pilot period i.e. from w/c 5 July 2021 to w/c 26 July 2021 was £40,172.50 for Cannock Town Centre and Rugeley Town Centre Car Park income

was £9,855.20 gross). This compares to July 2019 figures: Cannock Town Centre - £62,564.50 and Rugeley Town Centre £12,564.90.

5.13 Ticket sales for the same period above also show a reduction i.e. :

	July 2021	July 2019
Cannock	25,480	41,334
Rugeley	6,410	9,456

5.14 It is worth stressing overall car parking income to the Council is down approx. 40% since COVID, therefore it is risky comparing any like for like figures against previous years. People have changed their shopping habits and lockdowns, limited high street openings have all impacted on the car parking figures. There is no way of determining whether the Refund Initiative has brought people back to the high street through this comparison.

5.15 Options for consideration:

a) Keep closed - The scheme closed on 21<sup>st</sup> September 2021.

b) Extend the pilot up to Christmas 2021 or beyond (for at least a further 3 months) – utilising additional ARG monies received by the Council. If the pilot is extended, it is recommended that the following amendments are made to aid the effectiveness / take up of the scheme:

- Reduce the value of the transaction that a customer needs to make to qualify for a refund i.e., £2 refund based on a £5 transaction
- Reduce the amount of grant funding to be made available to participating businesses from £500 to £250

It is not recommended to extend the pilot for 1 month, before committing to a longer extension of 3 months (as recommended by Economic Recovery Scrutiny Committee) due to the administrative work required to do this.

c) Consider other ways of incentivising people to visit the town centre i.e., work with local traders to develop a customer loyalty / discount scheme and/or work up alternative schemes to present to Cabinet.

5.16 In summary, the Pilot has been well received by local traders. However, the data analysed so far does not indicate that the initiative has generated much in the way of additional footfall, as evidenced by the number of refunds issued to shoppers by participating businesses and looking at car parking income / sales levels. Furthermore, members should consider, the significant amount of resource required to administer and monitor the scheme and should any extension of the pilot be approved, staffing implications would need to be considered alongside other priorities of the Economic Development Team. Based on the available data, the pilot so far does not appear to offer good value for money, but running it for a further period of time, would provide more data to determine the effectiveness of the scheme.

## 6 Implications

### 6.1 Financial

The pilot initiative is funded from ARG monies awarded to the Council from BEIS. Any pilot extension would be funded from ARG top up monies received by the Council. ARG monies need to have been spent in full by 31<sup>st</sup> March 2022. ARG cannot be used to replenish lost Council income from operating the Pilot. ARG can only be spent on those businesses that have been or continue to be affected by Covid – 19.

### 6.2 Legal

Making sure ARG monies are spent in accordance with the funder's eligibility criteria is essential to avoid any potential clawback of monies from the Council.

### 6.3 Human Resources

As detailed in the report the Council must be mindful of staffing resources required to administer and operate the initiative and any extension.

### 6.4 Risk Management

Managing the risk of clawback from the funders is controlled as much as possible through the application procedures and terms and conditions that have been put in place. The ARG policy adopted by the Council clearly identifies eligibility criteria for accessing support and this is published on the Councils' website.

### 6.5 Equality & Diversity

None

### 6.6 Climate Change

None

## 7 Appendices to the Report

Appendix 1: Terms and conditions for participating businesses.

Appendix 2: Businesses participating in the scheme

### Previous Consideration

Cabinet – 10 June 2021 – Car Parking Payback Pilot Initiative

### Background Papers

None



### Terms & Conditions – Example

Dear Town Centre Business,

You have expressed an interest in participating in the 3-month Town Centre Car Parking Payback Pilot Initiative. This initiative will commence 21<sup>st</sup> June 2021 – 21<sup>st</sup> September 2021, operating across Cannock & Rugeley Town Centres.

This email confirms your eligibility to participate in the initiative, subject to you accepting the Terms and Conditions below and completing and returning the enclosed declaration.

**This email must be returned to qualify for the £500 grant.**

This initiative is to support Cannock and Rugeley Town Centres to help recover from the pandemic by introducing a new pilot initiative aimed at boosting footfall and trade for local independent businesses.

The proposal is to offer shoppers the ability to receive a refund of £2 on the cost of their parking ticket if they spend £10 or more in participating independent shops and hospitality businesses in a single transaction.

Each participating business will be offered a cash grant of £500 from the Council's Additional Restrictions Grant funding allocation from HM Government to be able to issue the refunds to customers with a valid ticket/voucher and in return they would be asked to monitor the number of tickets refunded and submit weekly returns to the Council.

Participating businesses will need to adhere to the following **Terms & Conditions**:

- This initiative is only available to independent traders/businesses operating from fixed permanent units within Cannock & Rugeley town centre (boundaries as defined by the local plan and Rugeley area action plan)
- Participating businesses need to have reached an agreement with the council (e.g., email) whereby both parties have consented to be part of the initiative.
- A grant of £500 will be paid to each participating business to cover the 3 month trial period and to cover the reimbursements.
- Businesses will need to display the window decal supplied by the council, informing the shopper that they can claim their £2 refund in this establishment.
- Participating council owned car parks are: -

Cannock council-owned car parks:

Rugeley council-owned car parks:

- **BEECROFT ROAD**
- **AVON ROAD**

- **FORGE ROAD**
- **MARKET HALL**



the retailers and hospitality businesses are recovering from the pandemic and will benefit from direct financial assistance from the Council.

To take part in this initiative please complete the declaration below and return to [EconDev@cannockchasedc.gov.uk](mailto:EconDev@cannockchasedc.gov.uk) by no later than **14<sup>th</sup> June 2021**.

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To the Business Grants Team,

**Declaration**

I confirm that by completing and submitting this form, I am agreeing to abide by the above Terms & Conditions. I also understand that the grant is taxable and that the Council has a duty to prevent and detect fraudulent claims so will share my details with HMRC and other Government Agencies as appropriate.

<b>Company or Business Name</b>	
<b>Name of Person making application</b>	
<b>Position within the company:</b>	
<b>Date:</b>	

**Businesses Participating in the Car Park Incentive Scheme**

**Cannock**

The Smoking Emporium	Bellissimon Beauty and Hair
Stitch and Knit	The Mix Up
Card Stop	Heavenly Treasures
Funky Shoes	Studio 15
P F Pet Supplies	Cannock Ink
Little Italy	Station Cafe
Lavender Blue	The Engraving Company
Hemline	Trade 2 Play
Nongs Hairdressing	Chase Fine Jewellery
A B Blinds	Chase Games Lt
Hair EBZ	Alcame Printing
Trendy Tanya	Rose Arch Florist
Chatwin Jewellers	Greetings from the Heart
Mims Moms Café	Café Del Nino
Swainy's Barbers	Portrait Studio
Bathaholic	Cannock Print
Beauty by Holly	Hannahs

**Rugeley**

The Cutting Edge	Blush Lingerie
Retro Hub	Reid Podiatry
Angela's Allsorts	Blueprint Designs
The Little Wool Shop	Rugeley Fireplaces
Great Living Overall Wellbeing	Daisy's Kitchen
Short n Sweet	Peak Health Foods Ltd
CLICKIT	Keerens Kardz
Lachmere	

<b>Report of:</b>	<b>Head of Environment and Healthy Lifestyles Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Joss Presland</b>
<b>Contact Number:</b>	<b>01543 456822</b>
<b>Portfolio Leader:</b>	<b>Environment &amp; Climate Change and Community Engagement, Health &amp; Wellbeing</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 14/10/21</b>

<p><b>Cabinet</b> <b>14 October 2021</b> <b>Climate Emergency – Consultation and Community Engagement</b></p>
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## **1 Purpose of Report**

- 1.1 This report updates Cabinet on the progress regarding the setting up a Citizen's assembly and outlines alternative options for consultation and community engagement, which will form a crucial part of the plans for the District to achieve carbon neutrality.

## **2 Recommendation(s)**

- 2.1 That Cabinet recommend to Council to either:
- (i) Pursue the option of a Climate Change Citizen's Assembly to consider a costed action plan and approve a supplementary estimate of £30,000 to increase the budget to a total of £60,000; or
  - (ii) undertake a procurement to set up a Citizen's Jury within the existing budget of £30,000; or
  - (iii) Set up stakeholder panels and undertake wider consultation and engagement on the costed action plan within the approved £30,000 budget.

### 3 Key Issues and Reasons for Recommendations

#### Key Issues

- 3.1 Cabinet, in September 2019, approved a range of actions associated with the July 2019 Council Motion that Cannock Chase District becomes carbon neutral by 2030, as part of efforts to address the challenge of climate change. It was proposed that a 10-year costed action plan be prepared with input from a Citizen's Assembly, commissioned as part of this process. The technical work on the costed action plan options is being undertaken separately.
- 3.2 In April this year a specification was issued inviting proposals to develop and facilitate a Citizens' Assembly. This would be created to consider the options included in a costed action plan aiming to achieve carbon neutrality for the entire district. Unfortunately, the Council received no proposals.
- 3.3 Four of the companies that were invited to bid have outlined their reasons for not submitting a bid for the work and have offered advice. Cost has been the main factor, with the estimated minimum cost being £50-£60,000 for running a Citizens' Assembly, which typically consists of 50 people. This is in excess of the £30,000 budget available. The timescale for delivery was also an issue with the work in selecting a panel ("sortition") taking up to 12 weeks.
- 3.4 The Citizens' Jury model is likely to be slightly cheaper with costs ranging from £15,000 - £35,000 but this option utilises a smaller panel of 15-25 members. A Citizens' Jury also requires the "sortition" stage referred to in paragraph 3.3.
- 3.5 An alternative to the Assembly or Jury models, would be to set up stakeholder panels and undertake broader consultation and engagement, with much of the work being undertaken in-house, buying in support where necessary. This approach would directly involve many more people. Panels of different interest groups could consider specific aspects of the costed action plan. This could be managed within the current approved budget of £30,000.

#### Reasons for Recommendations

- 3.6 It has not been possible to set up a Citizens Assembly as originally envisaged given the budget available. If this is still required, then a budget provision of circa £60,000 is necessary; this would require a supplementary estimate of £30,000 to be added to the current budget.
- 3.7 As an alternative, other options have been identified which could be delivered within the existing £30,000 budget. The options are set out in section 5.

### 4 Relationship to Corporate Priorities

- 4.1 This proposal contributes to the delivery of all three of the Council's priorities, which make reference to climate change as part of the Council's aim of the District becoming carbon neutral by 2030. In particular, the Supporting Health & Wellbeing priority has an objective of creating a greener, sustainable community and environment and commitment to developing an Environmental Strategy and to implement a Climate Change Action Plan.

**5 Report Detail**

- 5.1 Cabinet, in September 2019, approved a range of actions associated with the July 2019 Council Motion that Cannock Chase District becomes carbon neutral by 2030, as part of efforts to address the challenge of climate change. It was proposed that a 10-year costed action plan be prepared with input from a Citizen's Assembly, commissioned as part of this process. The technical work on the costed action plan options is being undertaken separately. This report focusses on the progress in commissioning the Citizens' Assembly.
- 5.2 Citizens' Assemblies are typically run by an external organisation so that they are seen as independent in the process. In April this year a specification was issued inviting proposals to develop and facilitate a Citizens' Assembly (CA). The purpose of the CA would be to consider the options included in a costed action plan aiming to achieve carbon neutrality for the entire district. Unfortunately, the Council received no proposals from the organizations invited to bid for the work.
- 5.3 Four of those approached to bid for the work offered to provide more details about their reasons for not bidding and to discuss alternative options. Contact has been made with all four of these organisations. The main reason cited was that the proposal could not be delivered within the £30,000 budget allocated to the project. Their estimates for the creation of a Citizens' Assembly are £50-£60,000, based on the costs incurred in other areas – with one example costing £90,000. Feedback indicates that certain aspects of the process are fixed. One specific aspect of the work is selection of a statistically representative group ("sortition") with costs likely to be £15,000. There are also the payments made to Assembly participants – these can be up to £300 per person (£10 per hour), with an estimated total of £15,000. Professional facilitation fees, expert witnesses and reporting costs are in addition to this. The timescale for delivery of the Assembly was also a concern with the sortition stage being lengthy, typically taking up to 12 weeks.
- 5.4 Given that the estimated cost of a Citizens' Assembly is significantly more than the budget available, the Climate Change Working Group has researched this option further and looked at other options. As part of this work the Group has considered the feedback provided by the four organisations who declined to bid for the work and this included advice in relation to the Council's options going forward. In addition, an expert on community engagement on climate change from Keele University has also provided advice on the matter. Information about the options is set out below, starting with further information about Citizens' Assemblies.

**Citizens' Assembly**

- 5.5 A Citizens' Assembly involves a representative group of people who are brought together to discuss an issue, or issues, and reach conclusions about what they think should happen. They are supported by facilitators / organisers. Citizens' Assemblies are normally given the time and opportunity to learn from expert witnesses about a topic, which they deliberate on before reaching their conclusions. Assembly members are asked to make trade-offs and arrive at workable recommendations.

- 5.6 An Assembly involves very few people directly, typically only around 50 individuals. The method involves giving this group a deeper understanding of the issues, in order that they can consider the evidence being presented to them from an informed viewpoint and increased understanding. In theory, this allows greater legitimacy to the actions being proposed by the Council as they have been supported by the Assembly.
- 5.7 There have been a number of Climate Change Citizen's Assemblies across the country and at national level, many of these are reaching similar conclusions. The factors in generating CO<sub>2</sub> and other climate changing emissions are well understood and there are established options for tackling these. The learning from these exercises could be used to inform Council's approach without incurring the cost of running our own assembly.
- 5.8 The Cabinet Report in September 2019 noted the strengths and weaknesses of the Assembly model as:

**Strengths**

- The process can be high profile and provide a good way of drawing attention to an issue.
- Assemblies can bring out diverse perspectives on complex and contested problems.
- Decision makers can be brought face-to-face with citizens or those with lived experience of an issue.
- The learning phase and deliberation with peers can help participants to understand, change and develop their opinions
- Policy makers get an insight on public opinion on a contested issue based on the public having access to thorough and unbiased information and time for deliberation.

**Weaknesses**

- Gaining a broadly representative group of people can be challenging and expensive.
- The process for developing and planning an assembly is intensive and demanding on human and time resources.
- Running a citizens' assembly is a highly complex process requiring significant expertise.
- There is a danger of being seen as a publicity exercise if not followed by real outcomes.

**Citizens' Jury**

- 5.9 A Citizens' Jury is a small group of people representative of the demographics of a given area, who come together to deliberate on an issue (generally one clearly framed question), over the period of 2 to 7 days.
- 5.10 Many of the same principles for a Citizens' Assembly apply to the smaller Citizen's Jury model with the key differences being:
- A smaller group of people (typically 15-25 people),
  - It is cheaper with costs ranging from £15,000 - £35,000
  - The area for discussion is narrower



- It takes place over a shorter time period

### **Stakeholder Panels and wider consultation and engagement**

- 5.11 Stakeholder panels and wider consultation and engagement could be set up with much of the work being undertaken in-house. This approach would directly involve many more people with the establishment of stakeholder panels of different interest groups. The panels could consider specific aspects of the costed action plan. The focus and methods of the consultation and engagement work would be informed by the costed action plan. This may require some specialist input procured to support elements of this. For example, administering and analysing large scale surveys; targeting seldom heard groups; setting up and analysing online channels and social media. This approach could be delivered within the approved budget of £30,000.
- 5.12 This approach would provide for early direct and on-going involvement of as many people as possible. This is considered to be key to maximising the potential to influence change in a more effective way. Giving residents as much information as possible that they need to make the choices that reduce their carbon footprint is an effective way of enabling them to contribute to the Council's aim for the District to be carbon neutral.
- 5.13 This model would also directly involve many more stakeholders in the development and delivery of the costed action plan rather than just at the outset in its initial development. This approach which would be underpinned by undertaking a stakeholder mapping exercise to consider who the stakeholders are, what are their specific areas of interest, who will be the most affected/impacted by proposals, and who has the most influence etc. The Council would use this exercise to develop a series of panels including:
- Councillors from the District, Town, Parish and County Councils
  - Community and third sector organisations
  - Businesses / their representatives (Chamber of Commerce, LEPs etc)
  - Young people – schools and college, youth and uniformed groups
  - Partners – e.g. NHS, Fire and Police
  - Residents
  - Employees
  - Environmental interest groups

The Council already works closely with a wide range of partners and organisations and can use these networks as a starting point for consultation and engagement on climate change.

- 5.14 This model would use a variety of engagement methods during the initial phase and throughout the implementation of the costed action plan. These could include:
- Traditional surveys, focus groups and workshops
  - Projects within schools/youth groups linked to campaign elements
  - Social media engagement
  - Online platforms such as commonplace, polis etc.
  - Piggybacking onto local events

- Continue to work with Staffordshire County Council and neighbouring local authorities on this agenda
  - Engaging with local interest groups
- 5.15 Following the initial engagement, the Council would look to focus our consultation and engagement based on the themes that arise from the costed action plan e.g., Transport, Non-Residential Buildings, Energy, Natural Capital, Residential Buildings etc.
- 5.16 Ongoing consultation and engagement will be undertaken across the life of the action plan and would be factored into the costs associated with specific actions and projects within the action plan.
- 5.17 Alongside the engagement work would sit an information campaign prepared by the Council’s Communications team focussing on changes that people can make to contribute towards the net zero. These two pieces of work would then become an integral part of the whole ten-year plan.
- 5.18 The Council is already undertaking and planning a range of actions which contribute towards achieving carbon neutrality. While much of this need not be subject to consultation, it is important that the Council communicates what it is doing to promote examples of good practice to its residents and other organisations, in addition to reinforcing its commitment to becoming net carbon zero.
- 5.19 **Assessment of options**

<b>Factor</b>	Citizen’s Assembly (and Jury)	Stakeholder Panels and wider consultation and engagement
<b>Method</b>	A statistically representative group of people brought together, usually over a number of days, to learn about and reach conclusions on a topic. Assembly members are asked to make trade-offs and arrive at workable recommendations.	Broad consultation and engagement involving a large number and wide range of people in giving their views about options but not necessarily statistically representative
<b>Outcome</b>	Report of recommendations of Assembly (or Jury)	Range of feedback from questionnaires, events, responses to opportunities to comment on proposals
<b>Cost</b>	£50-60,000 (Jury would be less – possibly delivery within £30,000 budget)	Would be limited to agreed budget of £30,000

<b>Who is involved</b>	Statistically representative group of local people – typically an Assembly would be 50 people (Jury up to 25)	Anyone from the local community, stakeholder organisations and businesses that wants to be involved – so no upper limit
<b>Method of delivery</b>	Commissioned specialist consultants recruiting Assembly (or Jury) and facilitating the sessions then supporting the drafting of the report on the recommendations.	Would be project managed in-house with some capacity and expertise bought in for elements of the work.
<b>Link to Costed Action Plan work</b>	The draft costed action plan will form a major part of the information presented to the Assembly (or Jury) – includes information on the sources of emissions, and the cost of options for reducing these for deliberation.	The whole of the draft costed action plan can be available for consultation. Some stakeholders and individuals may wish to focus and comment on the specific aspects of the action plan most relevant to them.

## 6 Implications

### 6.1 Financial

There is a budget of £30,000 available for work on consultation and engagement on the costed action plan. In order to commission a Citizen's Assembly, in accordance with the information received back from the market this provision would need to increase to circa £60,000; this would require a supplementary estimate of £30,000.

The other options can be delivered within the constraints of the agreed £30,000, by commissioning a Citizen's Jury or limiting any external work and undertaking much of the work in-house.

Whichever option is chosen, any spending required beyond the initial consultation stage for the costed action plan and future climate change work must be built into future cost models and project planning.

### 6.2 Legal

None.

### 6.3 Human Resources

All three options will have an impact on the existing work of the Policy & Communications Team. The Assembly and Jury models would have a more limited impact and can be accommodated within existing resources.

The setting up of stakeholder panels and undertaking wider consultation and engagement would have a bigger impact on the work of the team but this could be managed through the procurement of specialist support and skills met from within the agreed budget.

#### **6.4 Risk Management**

The key risks include:

- Needing to reach the whole community, particularly those who are seldom heard
- Having to sustain the momentum working with the networks once they are engaged
- Ensuring there is sufficient capacity and funding to deliver change
- Securing behavioural and organisational change

Mitigation of these risks will need to be managed through whichever engagement model is chosen.

#### **6.5 Equality & Diversity**

An equality impact assessment on the overall climate change programme has been initiated, although it is too early to assess specific issues.

The Council will need to ensure that the whole community is represented in any consultation and engagement on these matters.

The fact that climate change is happening means that there is a disproportionate effect on younger people and future generations who will have to live longer with the effects of climate change.

#### **6.6 Climate Change**

The proposed costed action plan, Citizens Assembly or other form of consultation / engagement will underpin the commitment to achieving carbon neutrality.

<b>7 Appendices to the Report</b>
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None

#### **Previous Consideration**

None

#### **Background Papers**

Report to Cabinet 19 September 2019 – Implications of the Council Motion on Climate Emergency.