



Please ask for: Matt Berry
Extension No: 4589
E-mail: mattberry@cannockchasedc.gov.uk

8 June 2022

Dear Councillor,

Cabinet

6:00pm on Thursday 16 June 2022

Meeting to be held in the Esperance Room, Civic Centre, Cannock

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

Yours sincerely,

T. Clegg
Chief Executive

To: Councillors:

Lyons, O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Community Safety & Partnerships Portfolio Leader
Sutherland, M.	District and High Street Development Portfolio Leader
Johnson, J.P.	Environment and Climate Change Portfolio Leader
Jones, V.	Health, Wellbeing, and Community Engagement Portfolio Leader
Fitzgerald, A.A.	Housing, Heritage, and Leisure Portfolio Leader
Hughes, R.J.	Innovation and Resources 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 28 April 2022 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: June to August 2022 (Item 5.1 - 5.3).

6. End of Year Performance Report 2021-22 - Priority Delivery Plans

Report of the Head of Governance and Corporate Services (Item 6.1 - 6.64).

7. Strategic Risk Register

Report of the Head of Governance and Corporate Services (Item 7.1 - 7.27).

8. Updating the Local Validation List for Planning Applications

Report of the Head of Economic Prosperity (Item 8.1 - 8.39).

9. Asset Management Strategy for Land and Property 2022-26

Report of the Head of Economic Prosperity (Item 9.1 - 9.22).

10. Proposed Plan Area Refurbishments and Access Arrangements - Open Space at Wellington Drive, Cannock

Report of the Head of Environment and Healthy Lifestyles (Item 10.1 - 10.10).

11. Staffordshire Sustainability Board

Report of the Head of Environment and Healthy Lifestyles (Item 11.1 - 11.10).

12. Leisure & Culture Concession Scheme

Report of the Head of Environment and Healthy Lifestyles (Item 12.1 - 12.6).

13. Private Sector Housing Strategy 2022-27

Report of the Head of Environment and Healthy Lifestyles (Item 13.1 - 13.33).

14. Cabinet Appointed Representatives on Outside Bodies 2022-23

Report of the Chief Executive (Item 14.1 - 14.5).

15. Exclusion of the Public

The Leader to move:

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

Part 2

16. Permission to Spend - Cannock Town Centre-Levelling Up Fund

Not for Publication Report of the Head of Economic Prosperity (Item 16.1 - 16.11).

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

Cannock Chase Council
Minutes of the Meeting of the
Cabinet

Held on Thursday 28 April 2022 at 6:00 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
Johnson, J.P.	Environment and Climate Change Portfolio Leader
Fitzgerald, Mrs. A.A.	Housing, Heritage & Leisure Portfolio Leader
Hewitt, P.M.	Innovation & High Street Portfolio Leader

Invitee:

Buttery, M.S.	Health & Wellbeing Scrutiny Committee Chairman (for agenda item 6)
---------------	---

102. Apologies

Apologies were submitted for Councillor M. Sutherland, District Development Portfolio Leader.

Councillor Mrs. V. Jones would be slightly delayed joining the meeting.

103. 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.

104. Updates from Portfolio Leaders

(i) Leader of the Council

The Leader updated in respect of the following:

- **Homes of Ukraine**

As referred to at last night's full Council meeting, anyone wishing to offer help to Ukrainian nationals was asked to do so through the formal channels to enable

the correct checks to be undertaken and ensure the safety of the individuals and families being welcomed and those opening up their homes to them.

- **UK Shared Prosperity Fund**

As referred to at last night's full Council meeting, Cannock Chase Council had been allocated £3,021,807 through the fund. This money was very welcome and fitted well with the creation of the pipeline of projects. Further updates would be provided in due course.

(ii) Environment and Climate Change

The Portfolio Leader updated in respect of the following:

- **Waste & Recycling**

There had been no further rejected loads since the last meeting and collections were going well.

- **Dry Recycling - Dual Stream Collections**

The first delivery of blue bags had been received and it was still aimed to commence the rollout from 9 May over a two-week period.

- **Climate Change**

The final version of the Costed Action Plan from was awaited from the consultants, AECOM.

(iii) Neighbourhood Safety and Partnerships

The Portfolio Leader updated in respect of the following:

- **Police Fire and Crime Panel - 25 April**

At the meeting of the Panel attended by the Portfolio Leader, matters discussed included the formal appointment of the new Chief Executive of the Police, Fire and Crime Commissioner's Office. The nominated individual received unanimous approval.

A very full update was also received on the Commissioner's Police and Crime Plan update, and numerous questions were asked by the Panel.

- **Staffordshire Joint Waste Management Board and Staffordshire Sustainability Board - 25 April**

On behalf of the Environment and Climate Change Portfolio Leader the above meetings were also attended on the same day.

Topics discussed at the Joint Waste Management Board included the Resources and Waste Strategy.

At the Sustainability Board, topics included the road to net zero, Staffordshire electric vehicles strategy and an overview of individual councils' current climate change position.

(iv) Innovation and High Streets

The Portfolio Leader updated in respect of the following:

- **Levelling Up Fund**

By way of reassurance, a lot of work was taking place in the background on the project. The oversight board met for the first time yesterday, which would help with moving matters on at pace, and all being well, residents and users of the town centre should start to see things happening.

(v) District Development

On behalf of the Portfolio Leader, the Leader of the Council updated in respect of the following:

- **McArthurGlen Designer Outlet West Midlands**

The Designer Outlet had recently celebrated its first anniversary and the success of the first year.

852 staff were now employed at the Outlet, 92% of whom lived within a 15-mile radius.

Roles had been recruited to through the partnership with Walsall College Retail Academy, and the careers event held in October 2021 attracted over 200 candidates, 34 of whom had secured roles and started employment within two weeks of the event.

(Councillor Mrs. V. Jones joined the meeting at the end of this item.)

105. Minutes

Resolved:

That the Minutes of the meeting held on 31 March 2022 be approved.

106. Forward Plan

The Forward Plan of Decisions for the period April to June 2022 (Item 5.1 – 5.2). was considered:

Resolved

That the Forward Plan of Decisions for the period April to June 2022 be noted.

107. Recommendations from Scrutiny Committees

Consideration was given to the Recommendations referred by the Health & Wellbeing Scrutiny Committee held on 23 March 2022 (Item 6.1 - 6.2) *(presented by Councillor M.S. Buttery)*.

Resolved:

That, in respect of:

Enviro-Crime:

(A) Consideration be given to what measures other local authorities are implementing to tackle the issue of dog fouling.

- (B) A review of the Council's social media policy be undertaken (in part) to allow a more direct and effective engagement by field officers, with businesses (legitimate and otherwise) and administrators of online groups.
- (C) To review cost neutral options for engaging alternative providers to undertake issuing of fixed penalties for littering and dog fouling.

Waste & Recycling:

- (D) Consideration be given to the changes to waste collections for dry recycling starting in May 2022.
- (E) To review the size of refuse containers provided to new properties based on the number of residents living within a property.
- (F) To review the Council's process for applying for assisted collections.

Housing Adaptations and Assistance:

- (G) A review of the Housing Assistance Policy be carried out during 2022-23 and that this review be suggested for inclusion within the Health and Wellbeing Scrutiny Committee's 2022-23 work programme.

Further, that:

- (H) Officers be requested to determine timings for deliverability of the actions listed under decisions (A) to (G), above.

Reasons for Decisions

Cabinet were happy to endorse the recommendations as set out, noting they were a positive example of scrutiny operating on a cross-party, collaborative basis.

Concerns were raised however about the potential impact on officers' workload of delivering the actions, therefore it was requested timings be worked out for when they could be completed.

108. Establishment of the Staffordshire Leaders Board

Consideration was given to the Report of the Chief Executive (Item 7.1 - 7.13).

Resolved:

That:

- (A) The Council join the Staffordshire Leaders Board based on the Terms of Reference as set out in Appendix 1 of the report.
- (B) The Leader of the Council be appointed as the Council's representative on the Staffordshire Leaders Board.
- (C) The Deputy Leader of the Council be appointed as the substitute representative on the Staffordshire Leaders Board for whenever the Leader is unavailable to attend.

Reason for Decisions

To ensure the Council was represented on and could be an active member of the Board as per the Board's terms of reference / constitution.

109. Permission to Spend on Parks & Open Spaces Vehicles and Equipment

Report of the Head of Environment and Healthy Lifestyles (Item 8.1 - 8.5).

Resolved:

That:

- (A) Council, at its meeting to be held on 25 May 2022, be recommended to approve:
 - (i) The inclusion in the Capital Programme of the purchase of replacement grounds maintenance machinery, vehicles, and infrastructure (fencing); and
 - (ii) The moving of £113,000 into the Capital Programme from the Grounds Maintenance Trading Reserve to supplement the £89,000 already included to fund the purchases (totalling £202,000).
- (B) Permission to spend the £202,000 on the equipment and fencing as set out in Appendix 1 of the report be approved.

Reasons for Decisions

The purchase of this specialist machinery and vehicles would ensure an uninterrupted service; reduce maintenance time, as well as helping to lower the impact of the fleet on the environment by either using either electric vehicles/plant or replacing the current stock with Euro 6 engines that complied with the lowest emissions.

The meeting closed at 6:23 p.m.

Leader

Forward Plan of Decisions to be taken by the Cabinet: June to August 2022

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

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
June 2022						
End of Year Performance Report 2021-22	Head of Governance and Corporate Services / Innovation and Resources Portfolio Leader	16/06/22	No	No		N/A
Strategic Risk Register	Head of Governance and Corporate Services / Innovation and Resources Portfolio Leader	16/06/22	No	No		N/A
Updating the Local Validation List for Planning Applications	Head of Economic Prosperity / District and High Street Development Portfolio Leader	16/06/22	No	No		N/A
Asset Management Strategy for Land and Property 2022-26	Head of Economic Prosperity / Innovation and Resources Portfolio Leader	16/06/22	No	No		N/A
Proposed Play Area Refurbishments and Access Arrangements - Open Space at Wellington Drive, Cannock	Head of Environment and Healthy Lifestyles / Housing, Heritage, and Leisure Portfolio Leader	16/06/22	No	No		N/A

Item No. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Staffordshire Sustainability Board	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	16/06/22	No	No		N/A
Leisure & Culture Concession Scheme	Head of Environment and Healthy Lifestyles / Housing, Heritage, and Leisure Portfolio Leader	16/06/22	Yes	No		N/A
Private Sector Housing Strategy 2022-27	Head of Environment and Healthy Lifestyles / Housing, Heritage, and Leisure Portfolio Leader	16/06/22	Yes	No		N/A
Cabinet Appointed Representatives on Outside Bodies 2022-23	Chief Executive / Leader of the Council	16/06/22	No	No		N/A
Levelling Up Fund - Permission to Spend	Head of Economic Prosperity / District and High Street Development Portfolio Leader	16/06/22	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
July 2022 / August 2022						
Local Plan Regulation 19 Consultation	Head of Economic Prosperity / District and High Street Development Portfolio Leader	14/07/22	No	No		N/A
Economic Prosperity Strategy Refresh	Head of Economic Prosperity / District and High Street Development Portfolio Leader	14/07/22	No	No		N/A
Elmore Park Toilets - Feasibility Study and Options Appraisal	Head of Economic Prosperity / Innovation and Resources Portfolio Leader	14/07/22	No	No		N/A

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Levelling Up Fund - Cannock Shopping Centre	Head of Economic Prosperity / District and High Street Development Portfolio Leader	14/07/22 or 11/08/22	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
Levelling Up Fund - Compulsory Purchase Order	Head of Economic Prosperity / District and High Street Development Portfolio Leader	14/07/22 or 11/08/22	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
Climate Emergency - Costed Action Plan	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	11/08/22	Yes	No		N/A

Report of:	Head of Governance & Corporate Services
Contact Officer:	Adrian Marklew
Contact Number:	01543 464 598
Portfolio Leader:	Innovation & Resources
Key Decision:	No
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
End of Year Performance Report 2021/22 -
Priority Delivery Plans

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans (PDPs) and Council's performance at the end of 2021-22.

2 Recommendation(s)

- 2.1 To note the annual progress and performance information relating to the delivery of the Council's priorities as detailed at Appendices 1a-1c. and 2a-2c

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 This report sets out the progress against the 3 key priorities contained in the Corporate Plan for 2021-24:
- Supporting Economic Recovery
 - Supporting Health and Wellbeing
 - Financially Resilient Council
- 3.2 The Priority Delivery Plans set out the key projects and actions for delivery in 2021/22 under the priorities. Overall, 61% of the projects have been delivered or are on target. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1c.
- 3.3 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

Reasons for Recommendations

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

4 Relationship to Corporate Priorities





- 4.1 The indicators and actions contribute individually to the Council's priorities and objectives as set out in the Corporate Plan 2021-24.

5 Report Detail

- 5.1 The Council's Corporate Plan 2021-24 was approved by Council on 24 February 2021, setting out the priorities and strategic objectives of Cannock Chase District Council for a three-year period.
- 5.2 The supporting three-year delivery plans were approved on 21 April 2021. The Priority Delivery Plans (PDPs) in the appendices to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, timetable and performance measures for delivery that are the basis of the Council's performance reporting framework.

Priority Delivery Plans

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

Delivery of Projects for Year End						
Corporate Plan Priority					N/A	Total Number of Projects
	Action completed	Project on Target	Work in progress but slightly behind schedule	Project more than 3 months behind schedule	Project not yet started/superseded	
Supporting Economic Recovery	18	4	7	9	1	39
Supporting Health and Wellbeing	29	7	0	7	1	44
Financially Resilient Council	6	1	9	5	3	24
Total	53 (50%)	12 (11%)	16 (15%)	21 (20%)	5 (4%)	107

Item No. 6.3

- 5.4 At the end of 2021-22, 50% of projects have been completed and a further 11% are on target. There has been some minor slippage on 16 (15%) projects, significant slippage on 21 (20%) projects and 5 projects are not due to start until 2022-23 or have been superseded. With over 100 projects included, the PDPs were ambitious, and the timescales were challenging, with no contingencies made for delays. The main reason for the slippage is capacity both internal and external. Absences due to Covid 19 and in particular, the Omicron variant, have impacted on capacity. The volume of operational work being managed alongside projects and some projects are having a much bigger impact on workload than anticipated has also had an impact on capacity. Further details are set out in Appendices 1a-1c.
- 5.5 Across the three priorities, nine key projects have been identified as being of strategic importance to the Council. These are:

Supporting Economic Recovery:	
• Levelling up fund bid	Completed - bid successful
• Local Plan	significantly behind schedule
• Affordable Housing	<ul style="list-style-type: none"> • one scheme delivered • one scheme slightly behind schedule; and • one scheme significantly behind schedule
Supporting Health & Wellbeing:	
• Commonwealth Games	On schedule
• Waste Management	Contracting complete but Waste Management Strategy significantly behind schedule
• Poverty Strategy	Significantly behind schedule
Financially Resilient Council:	
• Transformation of Operational Delivery Model	Delivered in part with some aspects significantly behind schedule
• Shared Services Business Case	Significantly behind schedule - revised timetable agreed for 2022/23
Cross Cutting:	
• Climate Change	Delivered in part with some aspects significantly behind schedule

Details of the progress made is set out in Appendices 1a-1c. For ease of references, the key projects are shaded in blue.

Performance Measures

5.6 Alongside each PDP, there is a set of performance information. This is split into two sets of data:

- Direction of Travel indicators; and
- Performance Measures

The Direction of Travel Indicators are the longer-term measures for assessing progress in achieving the outcomes set out in the Corporate Plan. Whereas the performance measures are designed to assess performance in service delivery.

5.7 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

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

6.5 Equality & Diversity

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

6.6 Climate Change

There are specific objectives within all of the priority areas which address the challenge of climate change, reflecting the corporate commitment made by the Council in July 2019 to achieve carbon neutrality by 2030.

7 Appendices to the Report

Appendix 1a - Supporting Economic Recovery PDP - Progress Report

Appendix 1b - Supporting Health and Wellbeing PDP - Progress Report

Appendix 1c - Financially Resilient Council PDP - Progress Report

Appendix 2a - Supporting Economic Recovery PDP - Performance Information

Appendix 2b - Supporting Health and Wellbeing PDP - Performance Information

Appendix 2c - Financially Resilient Council PDP - Performance Information

Previous Consideration





None

Background Papers

- Corporate Plan 2021-24 - Cabinet 28 January 2021
- Year Delivery Plans 2021-24 – Cabinet 1 April 2021
- Quarter 1 Performance Report 2021/22 – Cabinet 9 September 2021
- Quarter 2 Performance Report 2021/22 – Cabinet 11 November 2021
- Quarter 3 Performance Report 2021-22 - Cabinet 3 March 2022

Priority Delivery Plan for 2021-22
Priority 1 – Supporting Economic Recovery

PROJECTS – Summary of Performance

Delivery of Projects for Q4					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3 months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
18	4	7	9	1	39





Summary of Successes as at Quarter 4

- Agreed joint marketing and communications plan with McArthurGlen
- Full allocation of Additional Restrictions Grant funding
- Exceeded targets for Apprenticeships and training initiatives (in partnership with Staffordshire County Council)
- Cabinet approval secured for Levelling Up Fund project for Cannock town centre
- Full commitment and spend of the Council's Welcome Back Fund allocation
- Completion of pilot car parking initiative to encourage shoppers into the town centre
- Rugeley Power Station; demolition work is now complete

Summary of Slippage as at Quarter 4

- Delays to further design work for improvements to Cannock railway station
- Development of Cannock Masterplan on-hold due to bid for funding to GBSLEP not being approved
- Car parking review on-hold pending decision on budget / resources
- Local Plan timetable has been delayed due to slippage in completion of key pieces of evidence
- Avon Road car park; although progress has been made and a solution to the access rights has been found; heads of terms with the prospective purchaser have not yet been agreed

1.1 Supporting jobs, enterprise and skills

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.1.1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands							
Review and refresh of Economic Prosperity Strategy.	Production and consultation.			✓		Deferred to allow the strategy to be aligned with the new Corporate Plan - rescheduled for Qtr1 2022-23	
	Present to Cabinet for approval.				✓		
Promotional leaflet production to coincide with opening of Designer Outlet.	Production and launch of leaflet.	✓				Leaflet now in circulation and PR launch carried out.	
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	Develop and implement marketing plan and identify resources.				✓	Joint activities and mutual areas of promotion agreed between Council and Outlet Marketing Officers.	
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> • Business case development / design • Submit bids for funding 	Work with partners to commission next stage of design and engineering work.	✓				Network Rail have been commissioned by CCDC, Staffordshire CC and West Midlands Rail to undertake further design work as follows: <ul style="list-style-type: none"> ▪ Client and route requirements documents 	
	Report to Cabinet presenting outcome of design work, including updated cost plan and funding strategy.				✓		





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						<ul style="list-style-type: none"> ▪ Property impact review ▪ Engineering / design review ▪ Scope of works list for GRIP2 and 3 ▪ Network Rail assured cost plans for two design options <p>Work is behind schedule, but should be completed in Qtr1 22/23.</p>	
1.1.2. Supporting local businesses							
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	Support to businesses to enable them to comply with Covid regulations and guidance in line with timescales set out in Government roadmap.		✓			Covid support team has been disbanded following ending of Covid restrictions on 19 th July 2021. On-going support for local businesses is being provided by Economic Development, Food Safety and Licensing teams as part of 'business as usual' activity.	★
Full allocation of Government funded Covid business support programmes i.e. Local Restrictions Support Grant, Additional Restrictions Grant (ARG) focusing on businesses affected by the pandemic and lockdown restrictions	Aim for full allocation of ARG by 30 th July as per MHCLG guidance.		✓			Full allocation spent of ARG monies.	★
	Payment of Re-start grants.	✓					
	Delivery of Apprenticeship and Training initiatives in partnership with Staffordshire County Council.					✓	Targets exceeded and full spend of ARG monies achieved.



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up.	Promote available support to eligible local residents.				✓	Enterprise for success contract extended and take up rates recovering post Covid - enquiries going up. Need to secure provision post March 2023.	★
Expand Federation of Small Business Membership in District to help survival rates of businesses.	Promote initiative and secure new Members take up.		✓			All 27 Memberships now allocated - project completed on time & in budget	★
1.1.3. Support for newly unemployed residents							
Working in partnership with LEPS, DWP, Staffordshire County Council to proactively respond to redundancy announcements	Monitor through Countywide redundancy task group numbers of reported redundancies and HR1 forms from Cannock Chase employers.	✓	✓	✓	✓	No significant redundancies announced - Rebranded group to be Skills focused, continues to meet.	★
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	Post furlough ending consider whether additional provision is needed to help address growing unemployment levels.			✓		Not required to provide additional provision as a result of furlough ending - positive position and encouraging. Pipeline and Shared Prosperity Investment Plan will shape new provision.	★

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.1.4. Increasing skills levels and access to employment opportunities							
Work with Cannock College to deliver skills and apprenticeships opportunities to local residents	Assist with delivery of apprenticeships linked to engineering academy and recruitment of local employers.	✓	✓	✓	✓	Work continues to ensure sustainability of provision and enhance local offer	★
	Aid the roll out of a new digital skills hub in Cannock and promote the local offer to local employers.	✓	✓	✓	✓	Ongoing promotion and referral /awareness of new provision is required - take up slower than would like but not concerning, needs time to get established properly.	
1.1.5. Ensure sufficient supply of employment land and workspace for small businesses							
Explore feasibility of encouraging more managed workspace in the District	Work with key partners to identify potential locations for future sites.				✓	Work is continuing on managed workspace opportunities - demand assessment work as part of LUF project in progress. 1 opportunity in Cannock town centre and Rugeley identified as potential locations.	✓

1.2 Reshaping our town centres





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.2.1. Identify external funding / investment opportunities							
Identify external funding opportunities	Submit a business case for the Levelling Up Fund for Cannock Town Centre	✓				LUF Project Board and Governance arrangements established - permission to spend report to be submitted to Cabinet Qtr 1 22/23.	★
	Fully commit and spend the Council's Welcome Back Fund to support re-opening of town centres				✓	All monies defrayed (spent) and final claim submitted to achieve full reimbursement of costs to CCDC.	
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	Develop an investment plan to include pipeline of projects			✓	✓	Investment Plan and pipeline of potential projects has been developed. Work now needs to evolve as new Shared Prosperity funding allocation to be received during 2022/23- subject to HM Government sign off of formal investment plan. Investment Plan needs to be submitted by August 2022	★
1.2.2. Regeneration / reshaping of Cannock Town Centre							
Cannock Town Centre Prospectus	Engagement with private sector with the aim of securing investment for identified Cannock Prospectus sites	✓	✓	✓	✓	Ongoing discussions with local developers. Current focus is on Church Street / MSCP site and Avon Road disposal.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Land disposal at Avon Road	Agree Heads of Terms for disposal	✓				Issues requiring 3 rd parties has affected programme - signing is imminent of HoTs	
	Planning application to be submitted by purchaser		✓			Likely to be during 2022/23	
Business case for demolition of MSCP and Indoor Market site to Cabinet	Report to Cabinet setting out business case for demolition including options appraisal		✓			Consultants have been appointed and progress update given to Cabinet Feb 2022. Demolition works will now be taken forward as part of the LUF project for Cannock Town Centre.	
Develop a Cannock Masterplan	Procure consultants to undertake masterplan production					Commissioning this work is on hold due to no budget provision (bid for GBSLEP funding was rejected).	
	Prepare specification / undertake procurement			✓			
	Award contract				✓		
1.2.3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station							
Identify options for the Rugeley Market Hall and adjoining land	Undertake an options assessment				✓	Market Hall continues to suffer from low take up of stalls. Officers are continuing to examine ways of filling vacant space in line with terms of existing lease. Officers will continue to look at options to utilise the asset within the terms of the existing lease and produce an assessment during 2022/23.	





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Identify options for addressing vacant units in Rugeley Town Centres	Undertake a Baseline assessment of vacant units including engagement with private landlords and partners				✓	Planning Policy officers have carried out audit of vacant units - work needed on engagement with landlords/agents.	
1.2.4. Review the Council's car parking strategy							
Undertake parking review across the District	Undertake pilot car parking initiative in Cannock & Rugeley Town Centres	✓	✓	✓		Pilot was completed on time and in budget	
	Report to Cabinet setting out outcome of Pilot and options for future			✓		Cabinet approved an extension to the Pilot to cover Christmas period and this ended 31 st January 2022.	
	Review of car parking across District - Procure consultants - Undertake review			✓	✓	Scope and quotations undertaken - decision to not progress District wide strategy at present made. Budget for work will need to be factored into budget setting process for 23/24.	

1.3 Increasing affordable housing

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.3.1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent							
Hawks Green – complete development	Completion of handover of Council Houses			✓		Completion of all Council Homes achieved, and 12-month maintenance period commenced February 22.	★
	Completion of Hawks Green Development by 31 March 2022				✓	Development completed. Highway under 12-month maintenance period confirmed by Staffordshire County Council	
Aelfgar Development Scheme	Completion of land sale		✓			Land sale completed in Q2.	▲
	Seek outline planning permission		✓			Outline planning permission issued Q2.	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Developer is undertaking scheme design at risk but current economic uncertainties are impacting on finalising the scheme. Revised procurement timetable and start on site date still to be determined	
	Start on site				✓	To be revised as part of timetable revision 2022/23	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Chadsmoor development	Submission of Cabinet report for scheme approval		✓			Pre-planning consultation completed Q2 and report prepared and considered at August Cabinet briefing. Scheme approval report to be submitted following planning approval.	
	Planning application submission			✓		Investigation into a Planning Agreement in progress. Timescales to be revised as part of agreement for 2022/23.	
1.3.2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions							
Emerging Local Plan will update affordable housing contributions with new viability evidence	Viability Study to be available Summer 2021 that will inform affordable housing requirements in Reg 19 Local Plan.			✓		Viability report is being completed. Viability assessments have been completed. Report delayed due to further typology analysis and site specific viability assessments for strategic sites. Report expected end May/early June.	
Undertake revision of affordable housing policies in line with Local Plan timetable	To be undertaken on receipt of viability study and incorporated into policies in Reg 19 version of Local Plan.			✓		Local Plan timetable to be revised in new Local Development Scheme. Cabinet report anticipated July 2022.	
1.3.3. Work with partners / Affordable Housing Registered Providers							
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	Arrange first meeting since pandemic, to be held virtually.	✓					



1.4 Well designed communities

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.4.1 Adoption of a new Local Plan for the District by the end of 2023							
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	New LDS adopted April 2021 which sets out timetable for Local Plan Review and adoption before end 2023.	✓				Local Plan timetable is currently behind due to delays in finalisation of evidence base; namely viability study and open spaces assessment. Regulation 19 consultation to be delayed until summer 2022.	
	Regulation 19 Local Plan – Winter 2021/22 Consultation			✓	✓		
1.4.2 Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments							
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	Preferred Option introduces Greener Futures Policy. Consultation responses and Viability Study will be considered in potential revisions to the policy.	✓				Further policy refinement to take place once Viability Assessment has been provided and consultations responses have been compiled and considered	
1.4.3 Support our towns and parishes to plan their neighbourhoods							
Progress current and future Neighbourhood Plans within the district.	Continue to work with Parish Councils and Neighbourhood Planning Groups to progress Neighbourhood Plans.				✓	Work continuing. New designation Heath Hayes and Wimblebury.	
1.4.4 Ensure our local communities secure benefits from new developments and investment in local infrastructure							
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	Regulation 19 Draft Local Plan scheduled Winter 2021, however timetable is under review.			✓		Local Plan timetable delayed as evidence under preparation. Anticipated Summer 2022.	

1.5 Clean and green recovery

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.1 Support our clean growth ambition by encouraging green jobs and investment							
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	Investigate potential opportunities to attract new businesses or grow existing businesses to create new jobs				✓	Council officers continue to work with key partners such as Growth Hubs, Make it in Stoke and Staffordshire, and Staffordshire Business Environmental Network to support existing businesses to move towards low carbon future. Cannock Chase is currently participating in GBSLEP 'Clean Growth' Programme.	✓
Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.2 Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions							
Work with Engie to progress plans for the site.	Completion of demolition of site	✓	✓			Demolition work now practically complete.	★
	Planning application for Riverside Park and spine road				✓		
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings.	Disseminate findings of project and work with Engie to identify implementation options				✓	Zero Carbon Rugeley project has been extended for further 12 months with focus now on identifying how project activities can be implemented and financed.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.3 Work towards developing zero carbon homes (Passivhaus standard) on Council housing developments							
Aelfgar Development Scheme – undertake a design and build procurement based on Passivhaus principles	Outline planning permission granted		✓			Land sale completed in Q2.	
	Completion of land sale		✓			Outline planning permission issued Q2.	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Developer is undertaking scheme design at risk but current economic uncertainties are impacting on finalising the scheme. Revised procurement timetable and start on site date still to be determined	
	Start on site				✓	To be revised as part of timetable revision.	





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.4 Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation							
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5-year cyclical programme to establish and monitor 100% of stock	Develop Asset Management system to record and report on asset data	✓				Asset Management system built, go live occurred in August.	
	Completion of procurement exercise and selection of service provider		✓			Procurement team workload and internal resource delayed exercise. Back on waiting list for Procurement Officer due to delay in finalising specification. Anticipated completion July 2022	
	Completion of Surveys			✓		Delayed due to knock on effect of procurement delay.	
	Annual update of 30yr business plan					Action for next financial year	
Development of strategy to deliver carbon neutral housing stock and development of retro fit work programme	Procurement of Housing Climate Change Action Plan		✓			Provider appointed along with wider piece of work to develop a costed action plan for delivering the Council's targets re carbon neutrality.	
	Production of the Housing Climate Change Action Plan			✓		Awaiting data capture information from consultant. Delayed to Q1 2022.	
	Produce Housing Asset Management Plan				✓	Knock on impact delaying progress	

Item No. 6.21

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Develop work programme to incorporate Climate Change Actions	2022-23					
	Participate in a joint bid to pilot retrofit of properties to gain an understanding of new technologies and measures required for CCDC stock					Unsuccessful in first bid, awaiting timescales for 2 nd wave of funding	
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	Completion of procurement exercise and selection of service provider			✓		This element of work is incorporated within the procurement of the stock condition surveys	N/A
	Record EPC's in Asset Management system annually for reporting purposes				✓		

**Priority Delivery Plan for 2021-22
Priority 2 – Supporting Health & Wellbeing**

PROJECTS – Summary of Performance

Delivery of Projects for Q4					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
29	7	0	7	1	44

Summary of Successes as at Quarter 4

A number of projects have been completed in quarter 4, including a number that had previously slipped. Completions within quarter 4 include, works to the CEMA Norton Canes and Fortescue Lane play areas, repairs to the Rugeley 25m swimming pool and leisure centre boiler, rollout of the Cannock Chase Can App, and Carbon Literacy Training for newly elected members and officers. The Council has also made a number of successful bid applications with its leisure and wellbeing service provider IHL, including to the Arts Council, and the Culture and Educational Partnership for project work. It has also bid successfully for MEND funding for estates development work at its museum.

Projects where 2021/22 milestones have been achieved but are ongoing into 2022/23 include projects such as, the Long Covid Project and Whole Systems Approach to Healthy Weight with the County Council, and the Commonwealth Games Mountain Bike Event on Cannock Chase which is being delivered alongside the Commonwealth Games Organising Committee.

Summary of Slippage as at Quarter 4

Unfortunately, there has been slippage on some projects that has not been recovered during quarter 4, including a number of larger projects such as, Phase 2 Stadium Community Sport and Recreation Hub, the Climate Change Costed Action Plan, the Open Space Strategy (part 2), the Waste and Environment Schools Awareness Campaign and the updating of the Waste Strategy.

Most of the above project slippages can, at least in part, be attributed to the pandemic recovery, which has continued to impact upon internal and external resourcing, logistics, and material supplies. It has become apparent that some of our consultants have also experienced similar issues, which has delayed their timely progress on some of our projects such as, the Costed Action Plan and the Open Spaces Strategy (part 2).

The Waste and Environment Schools' Awareness Campaign was originally underway at the end of 2019, with the theatre performances due to take place as Covid struck in March 2020. Due to successive lockdowns, it has been postponed and is now due for completion in 2022/23. The Waste Strategy has been delayed due to awaiting the outcome of the Government's Resources and Waste Strategy 2018 consultations, the results of which have also been delayed due to the pandemic.

2.1 Providing opportunities for healthy and active lifestyles

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.1 Invest in our facilities, parks and play areas							
Develop a new accessible play area in Norton Canes (the Cema)	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Complete	★
	Start works on site		✓			Complete	
	Project Manage, snagging, complete works and commission		✓			Complete	
Undertake park and open space improvements at Fortescue Lane	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Complete	★
	Start works on site		✓			Complete	
	Project Manage, snagging, complete works and commission		✓			Complete	
Commence Phase 2 works at the Community Sport and Recreation Hub at The Stadium.	Prepare Architects and QS Specification and contracts for Phase 2 design and costing.		✓			Complete	✘
	Tender, evaluate, appoint consultants to finalise design			✓		Completed late in Q4 due to resourcing issues	
	Final design and permission to spend report				✓	Architects design work to be undertaken in early 2022/23	
	Submit Planning Application of Final design				✓	Delayed due to the slippage with the above items	

Item No. 6.25

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Carry out Phase 2 works – eco mulch, landscaping, signage and eco trail		✓			Complete (apart from eco mulch due for completion in Q1 2022/23)	
Deliver the third full size Artificial Grass Pitch in the District at Rugeley Leisure Centre	Discharge Pre-commencement planning conditions and start on site	✓				Completed	★
	Project Manage, snagging, complete works and commission		✓			Completed	
	Open Facility			✓		Completed	
Undertake repairs to the 25m swimming pool and replace the boiler at Rugeley Leisure Centre	Prepare contract documents, warranties and start on site.	✓				Completed	★
	Project manage, complete works, commission and re-open		✓			Completed	
	Undertake pool tiling and filtration system repairs and improvements.		✓			Completed	
	Completion of all works, including commissioning and re-opening of the pool		✓			Completed	
Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities	Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities - based on need and those local communities which are subject to poorer health outcomes, have			✓		Completed - Report went to Cabinet briefing during Q4 2021/22.	★

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	<p>higher levels of deprivation and higher levels of inactivity.</p> <p>To be funded from Section 106, CIL funding and general fund budgets in line with the capital programme.</p>						
2.1.2 Secure external funding to support investment in our leisure and culture facilities							
Work with partners to develop and submit funding bids (eg IHL, Sport England, Football Foundation, Football Association, Heritage Lottery etc)	Implement wayfinding project subject to successful application for Sport England Funding	✓				Completed - Funding secured. Project initiated with Staffordshire County Council and Together Active and consultation commenced. Implementation Stage commenced.	★
	Receipt on notification of the outcome of applications and report to Cabinet	✓				<p>The Museum of Cannock Chase has successfully been awarded funding from the Arts Council England with a grant of £71,688 allocated from its Museums Estate and Development (MEND) fund. The joint bid by IHL/Cannock Chase District Council will see investment in the Museum building.</p> <p>Arts Council Funding - secured an additional £20k matched funding through the Cannock Chase Cultural Education (CCCEP) Partnership to support development of the Heritage Trail. The total match funding from Arts Council is £100k.</p>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Commence project if the application/s are successful		✓	✓	✓	<p>MEND: Project has started and minor works have commenced. Agreement between IHL and Arts Council is being finalised and works are scheduled to commence in July 2022.</p> <p>North Staffordshire Wayfinding. Legal agreements between SCC and CCDC; and between CCDC and IHL are being finalised. Scoping work has commenced. Additional match funding has been secured through CCCEP £20k.</p>	
	Project completion post 2021/22						
2.1.3 Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy							
Work with IHL, partners and stakeholders i.e. Together Active, Sport England NGB's to develop a new Strategy based on the impact of the pandemic, Needs Analysis evidence, data new customer behaviour and trends	Explore opportunities to work with partners to assess the impact of pandemic and develop a strategy i.e. Long Covid Project and Impact of Covid on Gyms and Leisure Centres.			✓	✓	The Long Covid Project is anticipated by partners in SCC to start in Spring/Summer 2022 whilst MPFT and Together Active establish the framework for outcomes and health and safety.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.4 Continue to provide affordable, varied and locally accessible facilities for sport, leisure and culture							
Work to reduce the barriers taking into account the impact of Covid-19, that prevent access to our leisure facilities by reviewing and refreshing the leisure concessions scheme to target those most in need and to ensure the Council achieves the greatest impact.	Work with IHL to review the leisure concessions scheme			✓		A detailed review of the Concession Scheme (Chase Card) has been undertaken. The proposed new scheme includes arrangements for care leavers, serving armed forces and a widening of the staff offer.	★
	Complete the review of the scheme				✓	Completed - The leisure concessions scheme report is going to Cabinet during Q1 2022/23	
2.1.5 Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing							
Engage with residents who are less active and deliver targeted health and physical exercise initiatives to help people lose weight, stop smoking, eat healthier and become ore active	Roll out of the Cannock Chase Can App across the district. Promote the use of the Cannock Chase Can App with GP's, IHL, Together Active and other partners.		✓	✓	✓	<p>Completed - Targeted projects have been undertaken across the District, including a tour to engage with businesses.</p> <p>Members of IHL's wellbeing team have worked with Heath Hayes & Wimblebury Parish Council to develop a wellbeing trail which will appear on the app.</p> <p>A free course for residents in Rugeley offering gym sessions has been completed and has now been sustained to a payable offer.</p>	★



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.6 Work with partners to help and support our residents to adopt a healthy and active lifestyle							
Continue to develop the GP Referral and Exercise by Prescription Programme	Long Covid Project Pilot with IHL and Together Active.		✓	✓	✓	<p>The Long Covid Project is anticipated to start in Spring/Summer 2022 whilst MPFT and Together Active establish the framework for outcomes and health and safety.</p> <p>To help with re-engagement into the GP referral programme visits have taken place to Brereton, Sandy Lane, Horsefair, Hednesford Valley and Colliery practice surgeries.</p>	✓
Participate in the County Council's Pathfinder Pilot Project to tackle obesity within the district ("Whole System Approach)	Rollout Whole Systems Approach to Healthy Weight with IHL and Together Active.			✓	✓	<p>Staffordshire County Council (SCC) have now appointed Emotional Logic (EL) to undertake the Citizen Inquiry Programme for the district and we are working with EL and SCC to plan and engage people from within the district. Cannock Chase East, North and South have been selected as the three wards for the district. IHL staff and CCDC officers have been engaged in the initial on-line workshops for the Citizen Inquiry Programme.</p>	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.7 Promote the use of green open spaces and our parks for exercise and activity							
Work with IHL to focus initiatives and programmes on using those open spaces, play areas and facilities in local communities with the highest levels of deprivation and with higher risks of inactivity and poor health outcomes.	Reintroduction by IHL of the Couch to 5k Programme.		✓	✓	✓	A new couch to 5k session from Hednesford Park is well underway.	★
	Introduce new outdoor exercise programmes					Chase Up sessions have commenced in three priority wards (Hednesford North / Chadsmoor / Springfields estate. A new allotment is being Planned, including a new shed and polytunnel to encourage more family and primary school usage.	
	Promote Forest Bathing and Bike and Play Trails		✓			Plans are underway to promote the trails virtually in the next financial year. This will include a fund-raising campaign to purchase inclusive bikes for primary age children.	
2.1.8 Delivery of a successful Commonwealth Games 2022 Mountain Biking Event and creation of a lasting legacy							
The Council's internal CG2022 Project Team to continue with preparations and involvement with Birmingham 2022 Organising Committee, Forestry England, other key stakeholders, partners, Town and Parish Councils	Report to Cabinet on estimated costs associated with hosting the event in the District	✓	✓	✓	✓	Completed	✓

Item No. 6.31

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Help facilitate the delivery of a successful Commonwealth Games 2022 Mountain Bike event in our District.					Ongoing into 2022/23	
	Engage with Parish and Town Councils regarding the hosting of Roadshows (pre-Games) and Live Sites (during Games).		✓			Ongoing into 2022/23	
	Maximise the one-off opportunities for showcasing the district before and during the event.			✓	✓	Ongoing into 2022/23	
	Liaise with the Commonwealth Games Organising Committee and other key stakeholders in relation to hosting Roadshows, the Queens Batton Relay, Live Sites, Cultural and Arts Programme.					Ongoing into 2022/23	
	Develop lasting legacy projects for the district and our residents as a result of our investment in the Commonwealth Games 2022 (i.e. Mountain Bike Trail, Bike and Play)					Ongoing into 2022/23	

2.2 Supporting vulnerable people

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.2.1 Supporting vulnerable people							
Poverty Strategy and action plan to be developed	Define poverty and scope for strategy		✓			Agreed focus to be on income maximisation / benefit take up, fuel poverty and debt	
	Undertake baseline assessment		✓			Analysis of available data done	
	Map out existing interventions			✓		Captured details of direct provision and commissioned work and begun to identify work of other organisations	
	Draft strategy				✓	Aiming for Cabinet paper mid 2022-23	
Raise awareness of domestic abuse and support services	Chair and co-ordinate the weekly local Multi Agency Risk Assessment Conference (MARAC) to support the safeguarding of high-risk Domestic Abuse victims and families	✓	✓	✓	✓	Conference continues to be co-chaired with Staffordshire Police and DA victims safeguarded.	
	Secure funding for CCDC/partnership awareness campaigns linked to DA.	✓				Funding secured from Office of the Police, Fire and Crime Commissioner (OPFCC).	
	Develop & Deliver Dating Abuse Campaign	✓				Campaign developed and delivered. Evaluation submitted to OPFCC.	
	Deliver 'It's Never Ok' Campaign	✓			✓	Campaign delivered. Evaluation submitted to OPFCC.	




Item No. 6.33

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Develop & Deliver New Euro Domestic Abuse Campaign	✓				Campaign developed and delivered. Evaluation submitted to OPFCC.	
	Deliver Valentine's Domestic Abuse Campaign				✓	Campaign delivered. Evaluation submitted to OPFCC.	
Develop a local awareness campaign around the risks of harm associated with alcohol and substance misuse.	Secure funding	✓				Funding secured from Office of the Police, Fire and Crime Commissioner (OPFCC).	★
	Deliver educational programme and campaign.		✓			Campaign developed and delivered.	
	Evaluate educational programme and campaign.			✓		Evaluation submitted to OPFCC.	
Engage with young people at risk of engaging in Anti-Social Behaviour (ASB)	Develop a comprehensive schedule of diversionary activities across the District, reflecting historic seasonal trends in ASB or in response to emerging issues identified through the Community Safety Hub.	✓				Schedule developed.	★
	Delivery diversionary activities in hotspot locations across Cannock Chase	✓	✓	✓	✓	Diversions activities delivered across all quarters, including additional resourcing in response to emerging trends.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Explore funding opportunities for the continuation of the ASB Young Peoples Key Worker post June 2021	Review & Refresh ASB Young People's Key Worker job description in partnership with Staffordshire County Council and secure funding	✓				JD has been reviewed and refreshed however this post has now been superseded by the Youth Offending Service. SCC are now picking up support for young people and will consult with Districts / Boroughs re: future posts / initiatives.	N/A
2.2.2 Supporting older residents and those living with disabilities, to live healthier and more independent lives							
Analyse the effectiveness of the new Housing Assistance Policy since its introduction and feed findings into a full review of the policy in 2022-23.	Review the impact of the Housing Assistance Policy			✓		Completed - agreed at Health and Wellbeing Scrutiny Committee (HWS) to recommend to Cabinet that due to Covid19 the full review of the HAP should be undertaken later in 2022/23 when it has had more time to embed itself. Recommended by HWS that the work be suggested for inclusion on the relevant scrutiny committee work programme for 2022/23	★
	Report the findings of the review to the Council's Scrutiny Committee				✓		
2.2.3 Supporting older residents and those living with disabilities, to live healthier and more independent lives							
Develop a Private Sector Housing Strategy for adoption	Develop and consult on Private Sector Housing Strategy			✓		Completed	★
	Present strategy to Cabinet for adoption				✓	Report drafted for consideration by Cabinet in Q1 2022/23	
2.2.4 Working to prevent homelessness							
Review current service provision in particular	Complete a review of homelessness grant funded operations and services		✓			Review completed.	

Item No. 6.35



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
homelessness grant-funded operations and services	Complete financial assessment of grant availability			✓		Homelessness Prevention Grant Proposals approved.	★
Develop proposals to meet changing requirements	Assessment of future service requirements			✓		Joint Service with South Staffordshire LA's in development for the Call Before You Serve Service – service on schedule to roll out June 2022.	✓
	Develop proposals to meet changing requirements				✓		
Next Steps Accommodation Programme (NSAP) and Rough Sleepers Funding Initiative – extend Homelessness and Rough Sleeping Pathway service provision by 2 additional properties and for additional 2 years	Complete acquisition of additional properties under NSAP	✓				Acquisition of the two additional properties for the Rough Sleeping and Homelessness Pathway Project under NSAP completed	★
	Review extension of Rough Sleeping Pathway service provision		✓			Completed	
	Extend Rough Sleeping Pathway service provision		✓			Extended for further 12 months. Option for further 12 months.	
Develop a proposal and funding bid to assist rough sleepers/homeless persons who have medium-high complex needs for any future potential funding opportunities	Investigate and review RSAP prospectus and identify potential project(s)	✓				A further RSAP bid for £230k has been submitted to assist with the purchase of a further 4 units for use by Homelessness and Rough Sleeping Outreach Pathway Project and/or Ex-Offender Restart Project.	★
	Develop full proposals and submit RSAP funding bid, if applicable, by funding deadlines		✓				
	Investigate and consider other funding opportunities when available			✓	✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.2.5 Working with the Voluntary Sector							
Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management	Review the annual Service Level Agreements in order to understand and take account of the impact of the pandemic to ensure they: (a) are fit for purpose; (b) better co-ordinated; and (c) have clear objectives & outcomes		✓			Initial discussions have taken place with Citizen's Advice and Chase Advice to understand the detail of their work and issues to be addressed. Future direction is being considered in the context of the Poverty Emergency work referred to in 2.2.1.	
	Performance manage delivery of the SLAs			✓	✓	A report with proposals for the future will be presented to Cabinet in 2022-23.	
Work with Support Staffordshire to build on community spirit & volunteering / befriending advocacy in conjunction with Staffordshire County Council	Provide access to the support directory through Council Community Support webpage	✓	✓	✓	✓	Complete (and content is maintained)	
	Work with SCC and Support Staffordshire to plan the further development of community- based support services as restrictions ease and more options become available.			✓		Initial work complete - further development work has been commissioned from Support Staffordshire (see below).	
Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers (signposting vulnerable	Plan for access to on-going support for those people who have been contacted regularly by the Covid Community Support Hub when it closes at the end of June. Support Staffordshire to provide details of appropriate organisations.	✓				Complete	

Item No. 6.37

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
residents to access services)	Provide options and referrals to support organisations for those who need on-going support following the closure of the Hub. Ensure that the Contact Centre has access to information to signpost people to support services.		✓			Complete	
	Take stock of work on identifying vulnerable people known to us through our customer information systems			✓		Systems in place to enable the identification of vulnerable people through customer information systems.	
	Agree method of signposting of services to vulnerable people				✓	Complete - maintain links with VCS through regular meetings	
Engage with partners regarding their recovery plans for their services and our communities	Refer Covid Community Support Hub contacts to suitable support organisations	✓				On-going meetings with support organisations.	✓
	Work with SCC and Support Staffordshire to plan the further development of community based support services as restrictions ease and more options become available.		✓			Work commissioned to understand capacity issues in different parts of the District and to identify areas of concern where capacity for local support is limited.	
	Implementation of above plan			✓	✓	Initial report due end of May 2022 with further development work throughout 2022-23	

2.3 Creating a greener, sustainable community and environment




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.1 Develop an Environmental Strategy and action plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030.							
Work with Citizens Assembly to develop and complete costed Climate Change Action Plan and Environmental Strategy	Specify requirements for Citizens Assembly and development of costed Action Plan requirements, tender, evaluate and appoint successful consultants		✓			Completed This has been changed to a stakeholder panel following a report to Cabinet 14.10.21 / Council 15.012.22	
	Produce costed Action Plan			✓		Draft costed action plan is with Leadership Team for consideration before being reported to Cabinet	
	Produce Environmental Strategy				✓	The Environmental Strategy will be developed following the approval of the Costed Action Plan	
Work collaboratively to find solutions to tackling the impact of climate change	Develop and formalise the Council's Climate Emergency Officer Group.	✓	✓	✓	✓	Completed - Climate Officers Group is now well established within the organisation.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Engage with and work alongside partners and stakeholders (including other Staffordshire Councils, ENGIE, Keele University etc.) to reduce emissions across the District and County.					Completed - The Council is now an active member of a number of LA partnerships, including Staffordshire Sustainability Board and LGN West Midlands Sustainability Group and is continuing its work with many others.	
Continue to provide and undertake Carbon Literacy Training	Review the training provision and deliver as required.		✓			Completed	★
	Rollout 2nd round of training to newly elected members and wider officer group			✓	✓	Completed - New member and officer Carbon Literacy Training completed in Q4 by Manchester Metropolitan University	
2.3.2 Maintain and improve our parks, green spaces and countryside							
Continue to maintain our parks and open spaces to ensure we retain our 6 Green Flag accreditations	Submit Management Plans, prepare and host park inspections/mystery visits	✓				Completed	★
	Notification of Green Flag Assessments		✓			Completed - 6 green flags retained	
2.3.3 Work and empower local communities to support local projects and sustain local facilities							
Provide support and opportunity to community groups wishing to take on	Community Litter Picking Support Groups.	✓	✓	✓	✓	Completed	

Item No. 6.40

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
more responsibility for improving and developing open spaces and play areas	Continue to develop Community Forum for all Parks/Friends groups.			✓	✓	Completed	★
	Stadium Community Planting Scheme.		✓	✓	✓	Completed	
2.3.4 Develop our Open Spaces Strategy to support the adoption of the Local Plan							
Finalise and include the Opens Spaces Strategy as part of the adoption of the Local Plan	Complete the Open Spaces Strategy and review by Cabinet		✓			Part 1 of the strategy that is required for the Local Plan will be completed in Q1 2022/23 with Part 2 the consultation and full strategy to be completed later in 2022/23.	✗
2.3.5 Protect and enhance our high quality and unique natural environment							
Develop and undertake urban tree /woodland planting programmes	New Cemetery planting scheme.	✓	✓			Completed	★
	Locate and plant sites as part of Commonwealth Games Legacy project.			✓	✓	Completed - mini forest on common land in Pye Green planted completed in Q4.	
2.3.6 Support our residents to reduce residual waste and increasing recycling							
Undertake annual promotional campaigns to continue to raise	Develop and action annual contamination campaign	✓	✓	✓	✓	Completed	

Item No. 6.41

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
awareness of the importance of waste reduction and recycling	Take part in Keep Britain Tidy's Litter picking campaign/s				✓	Completed Social Media posts, supported local voluntary litter picking groups and provided equipment and collection of bags	
	Develop and distribute annual waste and recycling calendar and booklet		✓	✓	✓	Completed	
School Awareness Campaign Waste and Recycling – Stage Production with local schools in the district	Review and refresh stage production (post Covid)			✓	✓	Delayed due to Covid. Rescheduled to Q1-Q2 2022/23	
	Officers re-engage with local primary schools across the district			✓	✓	Delayed due to Covid. Rescheduled to Q1-Q2 2022/23	
	Officers visit primary schools to present awareness campaign to children prior to the stage production (scheduled for Q3 2022/23)					Delayed due to Covid. Rescheduled to Q3 2022/23	
Develop Waste Management Strategy following the outcome of consultation on the Government's Resources and Waste Strategy	Develop waste strategy in partnership with the County Council and other Staffordshire Councils as part of Joint Waste Management Board			✓	✓	Delayed - still awaiting the results of the Government's Resources and Waste Strategy 2018	

Item No. 6.42





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Appoint Waste Disposal Contractor as part of partnership procurement exercise. Contract to start from April 2022.	Evaluate tenders and report to Cabinet on possible options	✓	✓	✓	✓	Completed	★
	Action Cabinet's preferred option		✓	✓	✓	Completed	
Review waste collection contract	Undertake discussions / negotiations with waste collection contractor regarding the possible formal extension of the waste collection contract	✓	✓	✓	✓	Completed	★
	Report the result of the discussions / negotiations and options to Cabinet for approval			✓	✓	Completed	
2.3.7 Tackle waste crime such as fly-tipping, dog fouling and, littering							
Develop annual programmes for carrying out targeted campaigns to tackle specific types of waste crime.	Develop annual programme	✓					★
	Implement targeted campaigns in line with programme		✓	✓	✓	Targeted actions are continuing in a range of areas.	
Promote and raise awareness of the Council's zero-tolerance to all types environmental crime	Develop and implement a communications plan	✓	✓	✓	✓	Existing comms plan in process of revision for 2022-23. New campaign to be commenced once social media policy review on officer engagement has been carried out in line with HWS recommendations to Cabinet.	✓

Item No. 6.43

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Review effectiveness and reach of communications messaging, review and amend if required					Social Media education posting has taken place. Evaluation of effectiveness in progress.	
2.3.8 Meet the demand for burial space in the south of the District							
Complete works and open our new Cannock Chase Cemetery	Open new cemetery to the public for burials and internments		✓			Completed	★

Priority Delivery Plan for 2021-22
Priority 3 – Financially Resilient Council

PROJECTS – Summary of Performance

Delivery of Projects for Q4					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
6	1	9	5	3	24


Summary of Successes as at Quarter 4

- Good progress made in clearing some of the Food safety inspection backlogs
- Reception has reopened fully
- Interim asset maintenance plan approved
- Cyber security arrangements have been enhanced

Summary of Slippage as at Quarter 4

- Whilst progress continues to be made in reducing backlogs, these have not yet been eliminated. Outstanding work will be rolled over into 2022/23
- The shared services business case is behind schedule due to capacity issues but has now been considered by Cabinet and approved by Council
- Work continues on our plans for organisational reshaping and increased use of digital solutions, but this is taking longer than anticipated.

3.1 To make the best use of limited resources – managing our people, money and assets




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.1.1. COVID Recovery / Service Restoration							
Ongoing restoration of services and clearing of backlogs	Planning for clearing of Housing Repairs backlog: Appointment of Void Supervisor	✓				A Voids Supervisor was appointed in April 2021 and the voids procedure has been improved, but there is still a backlog - details below.	
	Prioritise backlog jobs	✓				The backlog of jobs that was caused due to the lockdowns and the impact of covid on sickness levels has now been overcome, but the knock-on effect of the backlogs keeping a challenging amount of jobs in the system. In addition, ongoing sickness, plus the high winds earlier in the year (contributing to additional unplanned repairs) means at least the first part of 22/23 will remain a challenging time for Housing Maintenance.	
	Food safety inspections - recovery of 2020/21 backlog of approx. 400 interventions across all risk categories	✓				Good progress has been made and the backlog from 2020-21 has been reduced to 80 inspections. These will be carried forward and completed in 2022-23; additional resources are being deployed to ensure the Council is on track to meet the milestones contained within the Food Standards Agency	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						COVID-19 Local Authority Recovery Plan 2021-24.	
	Planning enforcement – deal with backlog of cases	✓				Agency support was provided August to October 2021 to assist with backlog. Currently a consultant is covering vacant Enforcement Officer post since early March 2022. Backlog still significant: 20/21 83 open cases - 70 closed cases. 2021/22 124 open cases - 51 closed cases.	
Re-introduction of face-to-face customer services, where necessary and by appointment	Appointments will be available where necessary from 12 April in line with the easing of restrictions	✓				Reception has re-opened fully.	★
	Planning for wider opening of reception areas		✓				
3.1.2. Shared Services							
Explore the business case for the further sharing of services and a Chief Executive with Stafford Borough Council	Establish project team, appointment of independent advisor and review models for sharing services		✓			Team established	✘
	Prepare business case and report for Cabinet			✓		First stage of business case completed. Reported to Cabinet and Council	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Subject to outcome of the business case and Cabinet approval, develop implementation plan				✓	Second stage of business case to be completed for Cabinet in October and Council in November 2022	
3.1.3. Review and Reshaping of Operational Delivery Model							
Develop options for reshaping operational delivery re:							
Customers – to include future Reception Services, the Contact Centre and making more services available on-line which will form the basis for a Customer Engagement Strategy	Produce options paper for future of Reception Services		✓			Report presented to Leadership Team	★
Employees – to include development of business case for increased use of homeworking and flexible working in the future, the infrastructure needed to support this and the implications for office space	Proposal for interim hybrid working arrangement to be developed and agreed with Cabinet		✓			Proposal agreed by Leadership Team for 6 month Trial	✘
	Interim changes to working arrangements and policies to be reviewed and agreed			✓		Rescheduled for 22/23	
	Identify changes that need to be made to improve infrastructure to support remote working		✓			Changes identified and work in progress	





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Development of longer-term business case for remote working and implications for Civic Offices				✓	Rescheduled for 22/23	
Members – to include the ongoing use of virtual meetings in the longer term and the implications of this	Produce a paper on hybrid and broadcasting meetings, the technology needed, costs and training implications		✓			Additional quotation being sought. Report to be presented to Cabinet in 22/23	✗
3.1.4. Increase our use of Digital Solutions in Delivering Services							
Establish changes made to working practices brought about by the pandemic and how these can be improved or be extended further	Inform staff of the tools and techniques available to them using our newer systems and software.			✓		Information passed to staff through a series of emails known as 'Byte size'. These are now produced as required.	★
Development of a digital strategy and action plan	Develop a digital strategy made up of – <ul style="list-style-type: none"> • Digital Infrastructure • Digital Workplace • Digital Engagement 				✓	A draft of the Digital Infrastructure part of the strategy has been produced. Further financial and risk information are needed to complete it.	▲
Ongoing development of cyber security arrangements utilising Government funding	Establish and 'air gap' backup process.			✓		Licence purchased and system in place.	★
	Procure the necessary hardware and services to support the new backup system.			✓		Hardware was not required for this solution.	

Item No. 6.49



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Procurement and development of customer portal (replacement of current CRM system) to include e-forms package	Determine requirements/ specification for the Customer Portal/Digital Engagement platform.	✓				Requirements changed as the result of the new working arrangements. Specification amended.	
	Procurement of new system				✓	Procurement has been agreed by LT and will now commence in 22/23	
	Development of project plan for implementation			✓		Rescheduled for 22/23	
	Implementation and testing				✓	Rescheduled for 22/23	
Procurement of new website including re-design/review of content	Establish requirement for new website and draft specification		✓			Completed Q2	
	Commence procurement			✓		Completed Q3	
	Award contact and commence implementation				✓	Procurement delays	
Campaign to encourage the sign up to e-billing for Council Tax and Business Rates	All bills issued to make taxpayers aware of the e-billing facility. All e-forms to incorporate easy sign-up option.	✓	✓	✓	✓	Information about e-billing is issued as a matter of the daily routine of the council tax section	
	Social media campaign to coincide with Chase Matters distribution and in advance of Annual Billing			✓	✓	Monthly social media posts being undertaken	

3.1.5. Organisational Development


No projects planned for 2021/22

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.1.6. Asset Management and Maintenance							
Develop a new asset management strategy (aligned to the new corporate priorities)	Develop the strategy			✓		Draft strategy developed Q4.	
	Present to Cabinet				✓	Strategy is due to be presented to Cabinet for approval in June 2022.	
Develop a new energy management strategy (aligned to the asset strategy and the costed action plan for climate change)	Develop the strategy				✓	Links to Asset Strategy and climate change base-line study, both of which are imminent. Hence re-programme to Q2, 2022-23	
Develop a new maintenance strategy and plan	Undertake a review of maintenance priorities for 2021/22 and present to Cabinet		✓			Interim maintenance plan agreed by Cabinet August 2021	
	Develop a 5-year Maintenance strategy (aligned to the new Asset Management strategy and the costed action plan for climate change)				✓	The new Maintenance Strategy will link to the Asset Strategy hence re-programme to Q2, 2022-23	
Identify opportunities to enhance, redevelop and transfer the Council's assets (aligned to the asset management strategy)	Review of individual assets to be included as individual projects (on a rolling programme)	✓	✓	✓	✓	Process for asset reviews forms part of the Asset Strategy and will be developed following agreement of the strategy	

Item No. 6.51

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Options for Public Toilets at Elmore Park, Rugeley	Undertake a feasibility study, identifying options			✓		Feasibility review completed Q4	
	Present outcome of feasibility study to Cabinet setting out options, costs and secure a way forward				✓	Outcome to be presented to Cabinet 16.6.2022	
Undertake a review of the bridges and boardwalks across the district	Audit review of bridges & boardwalks	✓				Audit has been completed.	
	Present outcome of review and options for improvement / investment to Cabinet		✓			Plan to invest in Boardwalks & Bridges approved by Cabinet in August 2021.	


3.2 Being a financially sustainable Council that lives within its means

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.2.1. Prudent Financial Management							
Manage the collection of council tax and business rates collection and ensure outstanding debts are chased in accordance with Council policy	Day to day operation of service in accordance with policy.	✓	✓	✓	✓	Some disruption to the council tax and business rate recovery plan as a result of the introduction of Omicron Business grants and preparation of Council Tax Energy Rebates, to be issued in q1 of 2022-3	
Identify opportunities to apply for grants and submit applications as appropriate	Ongoing review of new funding sources with applications submitted with a sound business case	✓	✓	✓	✓	Undertaken on an ongoing basis	N/A

Item No. 6.52




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Set a Medium-Term Financial Strategy (MTFS) to fund Council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves. MTFS to be reviewed annually as part of budget setting process	Medium term financial plan set as part of budget process			✓		Completed	★
	Review of existing fees/charges			✓		Completed	
	Review of income generation opportunities			✓		To be undertaken as part of wider review on savings in 22/23	
	Identify potential Invest to save initiatives			✓		To be undertaken as part of wider review on savings in 22/23	
Lobby for a fairer distribution of Government funding to sustain essential local services	Response to consultation documents on funding and letters to MP's where appropriate	✓	✓	✓	✓	This is done as and when appropriate	N/A





3.3 Consider the impact on the environment in managing our assets and use of resources






Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.3.1. Environmental Impact							
Undertake an assessment of our current carbon footprint and develop a management plan to inform how our buildings may be most efficiently maintained and reduce our carbon consumption.	Base Information - schedule current energy efficiency levels and energy usage of all corporate buildings		✓	✓	✓	This information is included in the work by Aecom to produce the 10 year costed action plan, due to be published in the Summer 2022.	
	Develop costed proposals for improving the energy efficiency levels of the buildings (to achieve carbon neutrality)				✓	As above	
Identify opportunities for funding for green initiatives.	Review opportunities and submit funding bids if they support Asset Strategy and/or Corporate Priorities	✓	✓	✓	✓	This is an ongoing item	N/A

Priority Delivery Plan for 2021-22
Priority 1 – Supporting Economic Recovery





DIRECTION OF TRAVEL INDICATORS



Improved situation	Situation worsened	No change
		
5	3	1

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 1.1 - Supporting jobs, enterprise and skills								
Unemployment rate	Q		Aim to keep below WM rate					
• Cannock Chase		5.4%		5%	4.2%	3.6%	3.5%	
• West Midlands		7.4%		7 %	6.1%	5.5%	5.3%	
Youth unemployment	Q		Aim to reduce gap to reach WM average					
• Cannock Chase		11.2%		10.7 %	7.2%	6.0%	5.7%	
• West Midlands		10.3%		9.6%	7.8%	6.5%	6.3%	
NVQ 3 attainment rates (revised 2022 ONS data)	A	48.0% Jan 2020- Dec 2020	To increase levels year on year				55.9%	
NVQ 4 attainment rates (revised 2022 ONS data)	A	30.8% Jan 2020- Dec 2020	To increase levels year on year				33.4%	

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 1.2 - Reshaping our town centres								
Town Centre vacancy rates (measured as % of total units)	Q		Keep vacancy rate under 10%					
Cannock		25.8%		26.6%	21.1%	21.1%	22.7%	
Hednesford		4.3%		4.3%	3.2%	5.4%	4.3%	
Rugeley		5.6%		5.6%	4.8%	6.3%	7.1%	
Combined		n/a		13%	10.4%	11.5%	12.1%	
Objective 1.3 - Increasing affordable housing								
Number of Affordable Housing units delivered per annum	A	60	231				272	
Objective 1.4 Well-designed communities								
Housing completions	A	New indicator	*					
Employment land developed	A	New indicator	*					
Neighbourhood Plans adopted	A	New indicator	*					

PERFORMANCE MEASURES

Summary of Performance as at Q4			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
0	4	1	0

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 1.1 - Supporting jobs, enterprise and skills								
Number of businesses supported	A	60 for each LEP	n/a				SSLEP 89 GBSLEP 42	
Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College	A	New indicator for 21-22	*				41	
Objective 1.2 - Reshaping our town centres								
Number of residential units consented / completed in Town Centre	A	New indicator for 21-22	*					




Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Commercial and non-retail floorspace consented / completed	A	New indicator for 21-22	*					
Objective 1.3 - Increasing affordable housing								
Number of Council homes delivered	Q	0	22	4	8	4	6	✓
Objective 1.4 Well-designed communities								
Amount of CIL funds secured	Q	£461k	N/a	£37k	£90k	£67.8k	£10.8K	n/a
Amount of S106 funds secured	Q	£191k	N/a	£621k	£0	£386,480	£245,259	n/a
Major Planning Applications determined within time	Q	100%	> 60% within 13 weeks	50%	100% Within 13 weeks	100%	100%	✓
Number of Major Planning Applications	Q	n/a	n/a	2	3	2	3	n/a
Non-major Planning Applications determined within time	Q	75%	> 70% within 8 weeks	62%	75%	72%	67.9%	▲
Number of Non-Major Planning applications	Q	n/a	n/a	98	88	89	104	n/a
Number of Planning Applications	Q	n/a	n/a	107	114	77	119	n/a
Number of Enforcement Cases	Q	n/a	n/a	56	52 (new cases)	33	34	n/a


Comments on Performance Significantly Below Target:

During Quarter 4 performance in relation to the statutory determination target for non-major applications has declined to 67.9%. Current workload is significant, and the Head of Economic Prosperity and Planning Services Manager are looking at the potential to bring in some additional short term capacity to help deal with the backlog of applications. The Development Control Manager has left the authority and interim management arrangements have been put in place for the next four months, with the remit of reviewing and improving processes and working with the team to review caseloads.





Priority Delivery Plan for 2021-22
Priority 2 – Supporting Health & Wellbeing





DIRECTION OF TRAVEL INDICATORS

Improved situation	Situation worsened	No change
		
0	0	1

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 2.1 - Providing opportunities for healthy and active lifestyles (Sports England Indicators)								
Increase in physical activity in adults (%)	A	-1.7%	n/a				Data not available at this time	
Reduction in inactivity levels (%)	A	-1.9%	n/a				See above	
Objective 2.2 Supporting Vulnerable Residents								
Number of households where homelessness was prevented	Q	355	360	90	89	82	84 (345 annual total)	

PERFORMANCE MEASURES

Summary of Performance as at Q4			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
0	6	2	2

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved ?
Objective 2.1 - Providing opportunities for healthy and active lifestyles								
Number of visits to leisure centres	Q	104,349	430,000	77,984	85,245	97,888	134,378	
Number of memberships	Q	4,755	6,000	4,713	4,325	3,723	4,574	
Uptake on GP referrals	Q	698 (2019/20) Suspended 2020/21	600	61	157	96	106	
Number of leisure concessions	A	1,991	1,500	1,989	2,029	1,640	2,330	
Objective 2.2 Supporting Vulnerable Residents								
Council Housing Disabled Facilities Work:								
• Number of referrals	Q	114	n/a	39	47	25	52 (A=163)	No target, so N/A
• Number of completions		115	n/a	36	33	46	40 (A=155)	





Item No. 6.61

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved ?
Private Housing Disabled Facilities Grants (DFGs)	Q	48	n/a	18	18	9	14	N/A
<ul style="list-style-type: none"> Number of applications Number of completions 		39	n/a	4	14	13	9	N/A
Rough Sleeping and Homelessness Pathway (Housing First) Project – continued provision to Project provider (5 flats)	Q	4	5	4	5	5	5	✓
Time taken to process new benefit claims (days)	Q	69.5	20	15.9	13.8	14.9	19.3	✓
Time taken to process change in circumstances (days)	Q	7.8	10	3.9	2.6	3.6	8.2	✓
Objective 2.3 - Creating a greener, sustainable community and environment								
Retention of six Green Flag Awards	A	6	6	6	6	6	6	✓
Recycling rate	Q	43.4%	50%	47%	47%	46%	46% (Est)	▲
Residual Waste per household (kgs)	Q	526	n/a	125	128	116	131	n/a
Fly-tipping incidents	Q	565	n/a	114	103	89	122	n/a
Reduction in number of reports of waste and environmental crimes	Q	712	n/a	83	72	24	39	✓

Comments on Performance Significantly Below Target:






Priority Delivery Plan for 2021-22
Priority 3 – Financially Resilient Council

PERFORMANCE MEASURES

Summary of Performance as at Q4			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
1	0	3	1

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 3.1 To make the best use of limited resources – managing our people, money and assets								
Total Number of Stage 1 Complaints	Q	29	n/a	9	11	10	8	Total for year = 40
Total Number of Stage 2 Complaints	Q	4	n/a	6	5	3	3	Total for year = 17
% of invoices paid within 30 days	Q							* Data not currently available
No of incoming calls received	Q	91,623 (22,905 per qtr)	n/a	22,917	22,718	19,033	22,081	86,749 (21,687 per qtr)

Item No. 6.63

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
No of calls answered	Q	83,691 (20,923 per qtr)	n/a	19,568	18,873	16,902	19,584	74,927 (18,732 per qtr)
% of calls answered	Q	91%	94%	85%	83%	89%	89%	
Average Call Wait Time	Q	1.41	2.00	3.06	4.04	2.41	3.07	
Number of on-line forms completed	Q	707 per qtr	700	728	793	669	739	
Number of Council Tax payers receiving e-bills	Q	Baseline March 2020 = 2085	New	5748	5889	6915	7311	N/A
Number of Business Rate payers receiving e-bills	Q	Baseline March 2020 = 275	New	1627	1664	1703	1745	N/A
Objective 3.2 Being a financially sustainable Council that lives within its means								
% of council tax collected annually	Q	96%	98%	28%	54.6%	81.1%	96.2%	
% National non-domestic rates (NNDR) collected	Q	96.3%	98%	26.2%	47.8%	74.1%	97.2%	
Total income from service fees and charges	Q	New measure						*Data not currently available
Value of successful grant applications secured for the District	Q	New measure						*Data not currently available
Amount of external funding secured to support the delivery of projects and programmes	Q	New measure						*Data not currently available

*Due to technical issues with the implementation of the new finance system, the financial information is not currently available.

Comments on Performance Significantly Below Target:

The average call wait time has been longer than the target throughout the year. Despite changes being made in Q3 which saw an improvement in performance this has dipped again in Q4 along with an increase in the number of calls. There continues to be problems in transferring calls to some service areas and Customer Services are working with the respective service areas to identify the problems and to improve performance.

Report of:	Head of Governance & Corporate Services
Contact Officer:	Stephen Baddeley
Contact Number:	01543 464415
Portfolio Leader:	Innovation & Resources
Key Decision:	No
Report Track:	Cabinet: 16/06/22 Audit & Governance Cttee: 27/07/22

**Cabinet
16 June 2022
Strategic Risk Register**

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1st April 2022.

2 Recommendation(s)

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

3 Key Issues and Reasons for Recommendations

Key Issues

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

Risk Status	Number of Risks at 30th September 2021	Number of Risks at 1st April 2022
Red (High)	4	4
Amber (Medium)	3	2
Green (Low)	0	0
TOTAL	7	6

Reasons for Recommendations

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

4 Relationship to Corporate Priorities

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

5 Report Detail

- 5.1 The Accounts & Audit Regulations 2015 state that:

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

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

Management of Strategic Risks / Opportunities

- 5.3 Central to the risk management process is the identification, prioritisation and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Priorities and Objectives.
- 5.4 The risk register has been updated as at 1st April 2022 and a summary is attached as **Appendix 1**. The risks in the summary have been aligned with the new Corporate Plan priorities.
- 5.5 The risk summary illustrates the risks / opportunities using the "traffic light" method i.e.

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

Item No. 7.3

5.6 There has been a reduction in the number of strategic risks; there are now 6 strategic risks of which 4 have been scored as high and 2 as medium. There are currently no Green Risks.

5.7 The risk register has been updated the main changes are set out below:

- Risk C7 “*Failure to ensure that there are adequate safe working practices and social distancing measures in place to protect employees and the public*” has been-removed from the risk register as it is no longer deemed to be a strategic risk as it was specifically focused on Covid Restrictions.
- Risk C1 has been reworded to better reflect the risk from “*The Council’s financial stability is adversely affected in the short and medium term*” to “*Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council’s ability to deliver services, corporate priorities or leading to external intervention.*”.
- Risk C2 has been reworded to better reflect the risk from “*The economy of the District is adversely impacted*” to “*Adverse macro-economic conditions lead to a serious impact on the performance of the District’s economy.*”.
- Risk C3 has been reworded to better reflect the risk from “*Failure to work in partnership to sustain support to vulnerable residents’ post Covid-19*” to “*Failure to work in partnership to sustain support to vulnerable residents’ leading to a reduction in the quality of life of affected residents.*”.
- Risk C4 has been reworded to better reflect the risk from “*The Council’s key contractors remain sustainable and continue to provide value for money*” to “*Changes in the operational costs/income due to economic factors which impact on the sustainability key Contractors to deliver the required services.*”.
- Risk C5 has been reworded to better reflect the risk from “*The Council doesn’t have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery*” to “*The Council doesn’t have sufficient officer capacity or financial resources to sustain delivery of essential services and key projects.*”.
- Risk C6 has been reworded to better reflect the risk from “*Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.*” to “*Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks leading to disruption to the delivery of services and communication with residents.*”.

5.8 Progress has been made in relation to the risks and one risk has had the risk score reduced.

- Risk C4 has reduced from a score of 20 (Red) to 15 (Red) reflecting the reduction in Covid effects but recognising the cost of living and fuel costs could still have significant impact on the risk.

All other risks have remained at the same score but comments detail the progress made to deliver the identified controls.

- 5.9 The detailed action plans for each risk are set out in the full strategic risk register attached at **Appendix 2**. This includes a progress update.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

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

6.5 Equality & Diversity

None

6.6 Climate Change

None

7 Appendices to the Report

Appendix 1 – Summary of Strategic Risks – 1st April 2022

Appendix 2 – Strategic Risk Register – 1st April 2022

Previous Consideration

None

Background Papers

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

Cannock Chase Council

Summary of Strategic Risk Register as at 1st April 2022

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at September 2021	Residual Risk Score at April 2022	Direction of Travel over period reported
Red Risks						
C1	Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council's ability to deliver services, corporate priorities or leading to external intervention	Head of Finance	May 2020	12 RED	12 RED	↔
C2	Adverse Global economic conditions lead to a serious impact on the performance of the District's economy	Head of Economic Prosperity	May 2020	12 RED	12 RED	↔
C4	Changes in the operational costs/income due to economic factors which impact on the sustainability key Contractors to deliver the required services	Head of Environment & Healthy Lifestyles	May 2020	20 RED	15 RED	↓
C5	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services and key projects.	Managing Director	May 2020	20 RED	20 RED	↔
Amber Risks						
C3	Failure to work in partnership to sustain support to vulnerable residents' leading to a reduction in the quality of life of affected residents.	Head of Housing & Partnerships	May 2020	9 AMBER	9 AMBER	↔
C6	Failure to repel or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks leading to disruption to the delivery of services and communication with residents.	Head of Technology	May 2020	9 AMBER	9 AMBER	↔

Deleted Risk

Risk No	Potential Risks	Risk Owner	Date Added to Register
C7	Failure to put in place safe working practices and social distancing measures to protect employees and the public	Head of Governance & Corporate Services	May 2020

Key to Direction of Travel

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

Cannock Chase District Council – Strategic Risk Register as at 1st April 2022

Ref No: C1	Risk: Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council’s ability to deliver services, corporate priorities or leading to external intervention		
Risk Owner: Head of Finance		Portfolio: Innovation and Resources	
Consequences Of Risk: <ul style="list-style-type: none"> • Unable to provide desired levels of service • Short term action necessary to deliver savings that require the suspension or termination of services and priorities • Drained reserves that enforce extreme risk aversion and failure to invest 			
Links To Priorities: <ul style="list-style-type: none"> • PRIORITY 4 - RESPONSIBLE COUNCIL - “To be a modern, forward thinking and responsible Council” 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 3	Total Score: 12 – RED
Controls in Place <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium-Term Financial Strategy 2022-25 in place • The Revenue Budget for 2022-23 was approved and financial planning for 2023-26 has begun • Working Balances maintained, with tentative proposals to increase over the medium term • Savings plan being undertaken to re-align resources to Corporate Plan • Review of the capital programme is under way • Corporate Budget Monitoring in place, with approval of the paper on Good Financial Management • Evaluation of consultations on changes to government funding regimes 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Update Financial Plan in relation to the deferral of 50% Business Rates Retention and Fair Funding by a year	Head of Finance	Reflected in Financial Plan reported to Cabinet and Council. Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium- and long-term impact of in relation to external funding sources	Ongoing Head of Finance	Financial planning paper 2022-26 to be considered internally in June 2022. Updated high-level Financial Plan 2023-26 to be drafted for Cabinet in September 2022.
Lobby Ministry of Housing, Communities and Local Government (MHCLG) via MP/ District Councils Network (DCN) and Local Government Association (LGA) re financial impact of proposals on CCDC	Chief Executive / Head of Finance and Leader	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.
Determine feasibility of extending Business Rates Pool into 2023-24 Liaise with Staffordshire & Stoke-on-Trent Business Rate Pool Members re options to maintain viable pool for 2023-24 Include Pool proposals in Financial Plan 2023-26	Head of Finance	Pool Established for 2022-23. Future Pooling is dependent on Government proposals in its review of Business Rates.
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Completed
Draft a plan for budget savings to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be	Chief Executive / Head of Finance	To be implemented in 2022-23 to form part of 2023-24 Budget Process

Overall Progress Summary:

The medium-term financial stability of the Council is dependent upon its ability to set a 2023-24 budget that does not draw upon reserves, and the impact of changes arising from the future funding regime for local government. Details in relation to the implementation of 50% Business Rates Retention and Fair Funding and Business Rates Reset are still awaited.

A consultation document in relation to the Future of New Homes Bonus was published in February 2021 (a response from the Council was submitted in advance of the closing date). The Council is awaiting details of the financial Settlement for 2023-24, including New Homes Bonus, to be provided by Central Government, likely in the Autumn.

A paper on Good Financial Management was agreed in March, to reinforce budgetary control. A paper on Financial Planning 2022-26 has been discussed informally with Cabinet, designed to start implementing measures required to set a balanced 2023-24 Budget.

Ref No: C2	Risk: Adverse macro-economic conditions lead to a serious impact on the performance of the District's economy		
Risk Owner: Head of Economic Prosperity	Portfolio: District and High Street Development		
Consequences Of Risk:			
<ul style="list-style-type: none"> • Increase in numbers of resident unemployed and economically inactive • Business failures and associated job losses • Reduced growth and prosperity for local residents • Decline of town centres / impact on major redevelopment proposals • NNDR / Council Tax Income does not grow 			
Links To Priorities:			
<ul style="list-style-type: none"> • PRIORITY 1 - ECONOMIC PROSPERITY - "To reinvigorate the economy and create a District that thrives" 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 3	Total Score: 12 – RED
Controls in Place:			
<ul style="list-style-type: none"> • Economic Prosperity Strategy refresh • Development of a project pipeline and investment of £3 million of UK Shared Prosperity Fund resources between 2022-23 and 2024-25 • Cannock Town Centre Development Prospectus • Delivery of the £20 million Levelling Up Fund to create transformational change of Cannock Town Centre • The Local Plan Review to identify future development opportunities • Proactive work with key partners such as Staffordshire County Council, South Staffordshire College, Chase Chamber of Commerce, Greater Birmingham and Solihull (GBSLEP) and Stoke-on-Trent and Staffordshire (SSLEP) Local Enterprise Partnerships / West Midlands Combined Authority (WMCA) • Business Relationships work/promoting the District via the Economic Development function and partnership working with established Growth Hubs. 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Encourage new inward investment and local business growth working in partnership with LEPs, Growth Hubs and County Council.	Head of Economic Prosperity	The Economic Development team continues to work pro-actively to promote the District and provide information on available employment sites to prospective investors and expanding local companies.
Refresh the Economic Prosperity Strategy to take account of changing economic environment	Head of Economic Prosperity	Economic Prosperity Strategy refresh will set out the Council's plan to promote economic prosperity and drive the recovery of the economy post pandemic and also to create resilience during the current challenging economic environment. The strategy is currently being developed and it is envisaged that it will be presented to Cabinet for approval during Quarter 1 2022-23.
<p>Delivery of major investment / development projects:</p> <p>(i) Delivery of the £20 million Levelling Up Fund project in Cannock Town Centre.</p>	Head of Economic Prosperity	<p>In October 2021, the Council was awarded £20m of funding from the Government's Levelling Up Fund to support the regeneration of Cannock Town Centre.</p> <p>In February 2022, Cabinet agreed to proceed with the project and add the scheme to the Council's Cabinet programme. A Project Board has been established and officers have appointed consultants to perform the role of Design team for the project. The scheme will include the demolition of the former Multi-Storey Car Park and Indoor Market Hall and create in its place, an exciting new Leisure and Culture Hub, including enhancements to the existing Prince of Wales Theatre.</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>(ii) McArthurGlen Designer Outlet West Midlands</p> <p>(iii) Regeneration of the former Rugeley Power Station site</p> <p>(iv) Re-development of the Avon Road Car park site in Cannock Town Centre</p> <p>(v) Development of wider pipeline of projects</p>		<p>The McArthurGlen Designer Outlet opened in April 2021, with an initial 50 retail / food units opening for business. The Outlet has proved to be very popular and the owners are progressing plans for phase 2 of the development and additional on-site parking.</p> <p>The demolition works to the site are now largely complete and remediation works are well underway. The proposals for the site include a new All Through School, housing, employment opportunities and a riverside park. The ambition for the site is to be Zero Carbon and act as an exemplar project for the District.</p> <p>The disposal of the site is continuing with the Council in advance negotiations with a potential purchaser.</p> <p>Officers are continuing to work with partners to develop a longer-term pipeline of projects that could support the economic growth of the District and unlock jobs and investment.</p>
<p>Pro-actively work with WMCA, GBSLEP, SSLEP to promote the District, and identify opportunities for growth during recovery phase</p>	<p>Head of Economic Prosperity</p>	<p>The Council continues to actively participate in the GBSLEP and SSLEP and Combined Authority and both organisations are leading on the region's response to economic recovery. Government has published its Levelling Up White Paper and a Levelling Up & Regeneration Bill which includes proposals for further devolution at county level and future direction of travel for LEPs. Staffordshire Leaders have indicated their desire to develop a County Deal which could see more funding and powers devolved from Government to support economic growth and investment.</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
UK Shared Prosperity Fund - development of Investment Plan	Head of Economic Prosperity	Cannock Chase has been allocated £3.021m by Government from the new UK Shared Prosperity Fund. To secure this funding, the Council will need to prepare and submit an Investment Plan, setting out how the funding will be utilised over the next 3 years.
Revised Local Plan to be produced and delivered	Head of Economic Prosperity	Local Plan Review underway with a new Local Development Scheme approved by Council. The next stage of the Local Plan i.e., the Pre-submission version of the Plan is due to be presented to Cabinet in summer 2022, with a public consultation following. It is anticipated that the Plan will be formally submitted for examination in spring 2023.

Overall Progress Summary:

The District's economy has been impacted by the COVID-19 pandemic and the current global. Economic conditions are extremely challenging, due largely to the conflict in Ukraine, the resultant cost of living pressures and inflation growth. The District's economy has proved to be reasonably resilient over the last 12 to 18 months, with unemployment rates decreasing and a large number of job vacancies available. There have been no major economic shocks or large scale redundancies, but the Council will need to continue to monitor local economic conditions and respond if the situation worsens.

The Council needs to refresh its Economic Prosperity Strategy to set out how the Council can support the economy, create new job opportunities, help businesses to survive and to support new businesses to start-up. Major investments such as the Levelling Up Fund scheme in Cannock Town Centre, the proposed phase 2 of the McArthurGlen Designer Outlet and re-development of the former Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District.

Ref No: C3	Risk: Failure to work in partnership to sustain support to vulnerable residents' leading to a reduction in the quality of life of affected residents.		
Risk Owner: Head of Housing & Partnerships	Portfolio: Community Safety & Partnerships		
<p>Consequences Of Risk: Vulnerable people at risk of not receiving help and support therefore increasing issues such as:</p> <ul style="list-style-type: none"> • Rough Sleepers displaced • Increased Reliance on Food Banks • Distribution of emergency food supplies • Increased Social Isolation • Increased number of Safeguarding Referrals • Increases in criminality – distraction burglary; cybercrime; county lines etc. • Increased incidents of anti-social behaviour • Increased number of Domestic Abuse Incidents • Community Unrest & Tensions • Increased reliance on limited temporary accommodation • Increased homeless case due to breakdown in Ukraine placements. 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • PRIORITY 2- HEALTH & WELLBEING - “To encourage and support residents to lead healthy and independent lives” • PRIORITY 3 - THE COMMUNITY - “To ensure Cannock Chase is a place that residents are proud to call home” 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – AMBER
<p>Controls in Place</p> <ul style="list-style-type: none"> • Community Vulnerability Hub Established • Weekly Community Safety Hub • Housing First Project with Spring Housing • Quarterly Meetings with Food Banks & Voluntary Sector 			

- Daily management of safeguarding referrals for both adults and children
- Weekly multi agency Community Safety Hub meetings – proactive problem solving
- Weekly threat and risk Community Safety and Police meeting – managing threat and risk to district (people / place /)
- Development of a weekly MARAC (Multi Agency Risk Assessment Conference) regarding high-risk Domestic Violence cases
- Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership
- Commissioned services in place to support with mental health and substance misuse, antisocial behaviour, and domestic abuse.
- Representation at County, Regional and National level multi-agency partnership meetings
- Housing Options Team supporting those at risk of eviction
- Support established for those coming to the UK under the “Homes for Ukraine” Scheme
- RSI bids submitted for additional funding for the Housing 1st Project and to provide for new services and posts
- RSAP bid submitted for match funding 4 new properties for Spring Project.

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Extend commissioned services that provide lower-level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse	Head of Housing & Partnerships	<p>Human-Kind Charity – Drug & Alcohol Support - Commissioned by Staffordshire County Council (SCC) Agreement and RSI funding obtained for a Specialist Mental Health Worker (Housing Options Funding) to support Spring Housing First Project. Issue with identifying seconded staff from MPFT.</p> <p>Working with Midlands Partnership Foundation Trust (MPFT) to transform Mental Health Services. Proposals to embed an additional Housing Liaison/Support Worker within MPFT. Negotiations and procurement process have been complex. MPFT to involve CCDC in the appointment of a MPFT post to undertake the support role.</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Housing 1st Project – Secure permanent accommodation for the Rough Sleepers and additional services and temporary accommodation to reduce rough sleeping.</p>	<p>Strategic Housing Manager</p>	<p>2-year contract initially awarded to Spring Housing under Rough Sleepers Pathway Project in partnership with Lichfield DC – Contract extended for the first additional 12-months and will be extended for further 12-month period to continue to provide a rough sleeping outreach service and housing first accommodation and support for entrenched (complex needs) rough sleepers. Procurement process to commence in 2022 to secure new contract.</p> <p>Additional bids for grant funding for a Substance Abuse Worker and Mental Health Worker have been submitted to support Spring Project. Delays in appointing staff have occurred due to lack of available staff.</p> <p>Application for Next Steps Accommodation Programme Funding Bid for £115k (match funded) for purchase and letting of 2 additional flats. Purchase of 2 flats completed and 2 rough sleepers rehoused and receiving support.</p> <p>As at 01.04.22 a total of 10 rough sleepers were accommodated in the 7 Housing First accommodation provided by CCDC managed via a Management Agreement by Spring Housing and 1 unit secured by Spring.</p> <p>The TPG (Target Priority Group) (<i>The criteria is individuals who have been seen sleeping rough in two or more years out of the last three, or in two or more months out of the last 12</i>) agreed with the Government’s Homelessness Adviser is 8.</p> <p>RSI funding bid was submitted aimed at reducing the TPG with a bid for new resources of over £1m over a 3-year period. Application made to 21/24 RSAP for purchase of an additional 4 flats for rough sleepers.</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Additional support to Private Rented Sector to mitigate impact of the ending of the suspension of evictions</p>	<p>Strategic Housing Manager</p>	<p>Additional support to private rented tenants to be provided by a Tenancy Support Worker within the Housing Options Team funded by Homelessness grants. Post to be advertised in Q3 21/22 was unsuccessful. Post revised to Homelessness Support Worker and re-advertised April 22.</p> <p>Working in partnership with Lichfield DC and Tamworth BC a new service “Call Before You Serve” was to be provided aimed at preventing avoidable evictions or where unavoidable to mitigate the impact of homelessness. New service would have provided support, advice and assistance for private rented sector landlords considering taking action to end a tenancy. Call Before You Serve contract was delayed for an audit in Spring 22 and provider has just advised the service does not have capacity for new contracts. Councils involved now to consider using the Call Before You Serve toolkit for a reduced service provision.</p>
<p>To maximise the benefit of any legacy from the increase in voluntary activity in the local community</p>	<p>Head of Housing & Partnerships</p> <p>Completed</p>	<p>On-going meetings scheduled – work with Support Staffordshire on social prescribing</p> <p>Cabinet has approved funding for Support Staffordshire to engage with the Voluntary Sector – project started 01.12.2020</p> <p>Further Cabinet Report (November 2021) to extend the funding proposal to July 2022.</p> <p>Support Directories Produced by Support Staffordshire and Rugeley Community Church.</p> <p>This has become mainstreamed with regular dialogue with the voluntary sector. Reviewing SLA with support Staffordshire (May 2022)</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Work in conjunction with Inspiring Healthy Lifestyles to support individuals and communities to mitigate the impact of Covid-19 on health and well being	Head of Environment & Healthy Lifestyles Completed	On-going – family activity packs have been delivered to households Voluntary Groups – Summer Recess SPACE Project given go-ahead
Create a process to provide financial payments and home suitability checks for the “Homes for Ukraine” Scheme.	Head of Housing & Partnerships April/May 2022	Work is ongoing to assist the County in delivering the scheme by carrying out assessments of the Host Homes for suitability and making financial payments to Guests and Host in line with the scheme.

Overall Progress Summary:

Currently there are 4-5 rough sleepers in the district whom Spring Housing are working with to source permanent accommodation. Numbers have slowly increased. Two rough sleepers were forced to leave the Chase Suites when the establishment closed, of which one is now rough sleeping and the other is still in temporary accommodation outside the district. All rough sleeping actions are aimed at reducing and eliminating the Target Priority Group figure of 8 rough sleepers through establishment of a robust pathway out of rough sleeping. RSI and RSAP bids submitted to provide continuation and new funding for services. Housing First project has accommodated 10 rough sleepers to date. Partnership working with MPFT to fill the Mental Health Worker role and Spring to fill the now vacant Substance Abuse Worker post. Continuing to work with MPFT to provide a support worker.

Eviction suspension now lifted although many Assured Shorthold Tenants are on extended notices cases in Court and eviction warrants are increasing. Housing Options Team continuing to try and recruit a new post, Tenancy Support Worker. With the decision by provider to cancel the project to establish a new service ‘Call Before You Serve’ to mitigate the impact on homelessness from the ending of the eviction suspension the Councils involved are reviewing the option to operate part of the service in house

Bids have been submitted to RSI and RSAP and decisions are expected in Spring 2022. The RSI bid for new resources for over £1m over a 3-year period with funding of £177k for the 3-year period confirmed.

Progress on some of the above projects are affected by the availability of suitably qualified and experienced staff. Ongoing liaison with the voluntary sector which is refocusing work to support refugees. Work is ongoing to deliver the District Responsibilities for the Homes for Ukraine scheme.

Ref No: C4	Risk: Changes in the operational costs/income due to economic factors which impact on the sustainability key Contractors to deliver the required services.		
Risk Owner: Head of Environment & Healthy Lifestyles	Portfolio: Housing, Heritage, & Leisure and Environment & Climate Change		
Consequences Of Risk:			
<ul style="list-style-type: none"> • Potential for an individual contract failure resulting in a service not being delivered • Reputational damage and complaints • Financial loss • Failure to perform a statutory function 			
Links To Priorities:			
<ul style="list-style-type: none"> • PRIORITY 2- HEALTH & WELLBEING - “To encourage and support residents to lead healthy and independent lives” • PRIORITY 3 - THE COMMUNITY - “To ensure Cannock Chase is a place that residents are proud to call home” • PRIORITY 4 - RESPONSIBLE COUNCIL - “To be a modern, forward thinking and responsible Council” 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 5	Total Score: 15 – RED
Controls in Place			
<ul style="list-style-type: none"> • Regular contact and performance management meetings with key personnel for each contractor • Robust contract management • Any key issues are discussed with Leadership Team and Members as appropriate • Discussions with other authorities who have the same or similar contracts • Appropriately resourced contract management for Leisure and Waste 			

Actions Planned	Timescale / Person Responsible	Progress/Comments
Service delivery of key contracts is being monitored and managed	Ongoing during response and recovery as required Head of Environment & Healthy Lifestyles Leisure, Culture & Commonwealth Games Officer Waste and Engineering Services Manager	Regular contact is being maintained with contractors to resolve any issues
Flexibility of Contract management is in place to allow changes to be agreed between the Council and Key Contractors	Ongoing during response and recovery as required Head of Finance Head of Environment & Healthy Lifestyles	A formal Deed of Variation has been agreed and signed by both parties for the Leisure Contract. Contract is subject to ongoing open-book accounting and performance management. Ongoing assistance will be based on the providers covid response A formal Deed of Variation has been agreed and signed by both parties in relation to the Waste Contract. This took into account service changes and cost variations.
Contact with other Councils, Local Government Association and Sport England	Completed Heads of Service	The Council has had ongoing contact with other Council's operating similar contracts and Sport England to try and ensure the ongoing viability of its leisure operations. The Council have been actively engaged with the Staffordshire Leisure Officers Group, (PALS) to share experience, knowledge and learning in relation to the impact of the pandemic on Leisure and Culture Services.

Actions Planned	Timescale / Person Responsible	Progress/Comments
Lobbying of Ministry of Housing, Communities and Local Government (MHCLG) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on CCDC	Chief Executive Head of Finance Completed	Information provided regarding the financial impact of COVID-19 on contracted services Managing Director and Head of Finance are continuing to lobby local MP. Letter to MP 16 th October 2020 and further contact made on 10 th November 2020. CCC has received a response from Central Government in relation to the above which detailed the steps that had been taken by them since the start of the pandemic, all of which the Council was aware of and had actioned to date.
Monitoring Government guidance on COVID-19 on services that can be delivered as lockdown is eased	Completed Heads of Service Service Managers Contracts and Procurement Manager	All facilities reopened over the summer of 21. Visits are still lower than pre-pandemic, which is impacting upon income, as it is widely across the industry.
Change to dry recycling collection service from April 2022	Head of Environment & Healthy Lifestyles Q1 2022-23	Move to a dual stream collection service for dry mixed recycling from residents is being implemented during May 2022 to improve quality of the collected material

Actions Planned	Timescale / Person Responsible	Progress/Comments
<p>Waste and Recycling Collection Contract (End of first 7-year term (2023))</p>	<p>Waste and Engineering Services Manager</p>	<p>The service change will come into effect from April 2022. Currently officers are procuring new containers (bags) for that service to a very tight deadline.</p> <p>The Councils waste and recycling collection contractor is in the process of procuring different vehicles to accommodate the change of service from what is a limited market.</p> <p>The Councils waste and recycling collection contract ends its first 7-year term in March 2023. The Council has a limited number of options available. Due to the requirement of a 6-month lead in for any new contractor to take over the service and full market testing would have to be undertaken within a very short time frame. The markets and conditions are currently not considered to be at their optimum to undertake full market testing due to the HGV driver shortage and the position in relation to the final announcement in regard to HM Government's Waste and Resources Strategy 2018.</p>
<p>Impact on the Contracts from rising fuel cost and changes to legislation relating to use of Red Diesel is monitored by the Council</p>	<p>Ongoing</p> <p>Head of Environment & Healthy Lifestyles</p> <p>Leisure, Culture & Commonwealth Games Officer</p> <p>Waste and Engineering Services Manager</p>	<p>New control added</p>

Actions Planned	Timescale / Person Responsible	Progress/Comments
Impact of the rising cost of living on staffing costs and service take up is monitored to enable timely action to be taken by the Council.	Ongoing Head of Environment & Healthy Lifestyles Leisure, Culture & Commonwealth Games Officer Waste and Engineering Services Manager	New control added

Overall Progress Summary:

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

Key leisure facilities have reopened safely, as the country has emerged from the pandemic, with the return of the public increasing at a slow but steady pace. Leisure facilities and services remain at some risk as visitor numbers are still down on pre-pandemic levels. The Deed of Variation remains in place as the leisure industry continues to recover.

The waste and recycling collection contract has been extended for a further two years, until 2025, giving additional stability, eliminating the requirement of immediate re-procurement, and risks around going to the market before the full extent of the Resources and Waste Strategy is fully understood. The Council has moved to a dual stream dry recycling collection service from May 2022, along with neighboring authorities to control disposal costs and improve quality.

Previous concerns around COVID are being replaced with concerns over cost-of-living increases impacting upon staffing costs / wage bills, and increasing fuel costs, such as electricity, gas, and petroleum-based products, impacting upon operational costs. Changes to legislation in relation to fuel duty may also have an impact upon operational costs going forward.

Ref No: C5	Risk: The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services and key projects.		
Risk Owner: Chief Executive	Portfolio: The Leader		
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • The Council's response during a declared Major Incident is not effective. • Services and projects are not delivered and this impacts on residents / the public. • Employees' wellbeing affected, increase in absence due to stress 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • PRIORITY 4 - RESPONSIBLE COUNCIL - "To be a modern, forward thinking and responsible Council" 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
<p>Controls in Place</p> <ul style="list-style-type: none"> • Management capacity issues are monitored by Leadership Team; officer time reallocated to more important duties as required e.g., supporting refugees. Day to day operational capacity issues addressed by managers e.g., sickness absence. • Regular monitoring of priorities • Provision of support to employees especially as majority currently remain working remotely. 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Where necessary, considering whether resources from other parts of the Council can be transferred for a period or temporary appointments made where funding is available	Leadership Team	Ongoing operational decisions
Shared services review	Chief Executive	Stage 2 of the business case for shared services will consider capacity and resilience of management structures for the future. Proposals will be developed for consideration by Cabinet and Council.

Overall Progress Summary:

The majority of services are operating normally, though there are still some residual Covid backlogs to clear. Some services are experiencing capacity issues due to vacancies and problems in recruiting new staff. Officer capacity continues to be reviewed and work prioritised. Going forward, the management structure will be reviewed as part of the development of a business case for further sharing of services and a Chief Executive with Stafford Borough Council.

Ref No: C6	Risk: Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks leading to disruption to the delivery of services and communication with residents.		
Risk Owner: Head of Technology	Portfolio: Innovation and Resources		
Consequences Of Risk:			
<ul style="list-style-type: none"> • Data, Systems and Applications inaccessible potentially for several months • Inability to deliver Council services including a reduction of services to the public • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss causing a breach of Data Protection Act (DPA) and GDPR. Possible fine from the ICO. • Financial Loss 			
Links To Priorities:			
<ul style="list-style-type: none"> • PRIORITY 4 - RESPONSIBLE COUNCIL - "To be a modern, forward thinking and responsible Council" 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – AMBER
Controls in Place			
<ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) 			

- Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants.
- Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information
- Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Cyber security group being established.	30/09/22 Head of Technology	New control added
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing / Head of Technology	Annual Health check completed in November 2021. Follow-up check is planned for November 2022.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing / Head of Technology	The health check will produce an action plan to feed into this.
Application Security Assessment and Remediation action taken	Annually Head of Technology	Almost all remote connections to the network are now via corporate laptops.
Limit the access to critical systems and data by non-corporate devices.	September 2021 Head of Technology	Further use of Teams to provide secure access to data for our partners.
Exploring options to improve security for sharing information with external partners	Ongoing / Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2022/23

Actions Planned	Timescale/ Person Responsible	Progress/Comments
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	Ongoing / Head of Technology	Complete
Require one-time passwords for all email connections.	Systems Manager	Complete

Overall Progress Summary:

Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing, and attacks are becoming more sophisticated. The move to homeworking has increased the risks in this area

The Technology Infrastructure Team has achieved Cyber Essentials Plus-About Cyber Essentials - NCSC.GOV.UK

Report of:	Head of Economic Prosperity
Contact Officer:	Sushil Birdi
Telephone No:	01543 464326
Portfolio Leader:	District and High Street Development
Key Decision:	No
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
Updating the Local Validation List for Planning Applications

1 Purpose of Report

- 1.1 To recommend adoption of an updated local validation list for planning and other applications submitted under planning legislation.

2 Recommendations

- 2.1 That subject to 2.2 below, the updated local validation list, together with national requirements, be published as a combined document, setting out Cannock Chase Council's overall validation requirements to become effective from 1st September 2022.
- 2.2 That any minor changes arising from the consultation exercise, commencing in July 2022 for a period of six weeks, and any minor future changes necessary to keep the document up-to-date, be determined by the Head of Economic Prosperity in consultation with the District and High Street Development Portfolio Leader.

3 Key Issues and Reasons for Recommendation

- 3.1 Legislation requires Cannock Chase Council to regularly review its validation requirements. This proposed update will provide an opportunity to respond to the following:
- The Town and Country Planning (Development Management Procedure) (England) Order 2015.
 - The revised National Planning Policy Framework (NPPF) published in July 2021.
 - Updated Planning Policy Guidance in response to the NPPF.

- 3.2 In addition to the statutory obligations identified above, it is clearly in the interests of the efficient and effective operation of the Council's Development Control processes to have a set of well explained, relevant information requirements tailored to the scale and complexity of applications. It is also advantageous to provide applicants/agents consistent guidance on how to prepare their applications and enables the specialist information needs of statutory consultees such as the Environment Agency, Natural England, and local highway authority to be satisfied. It also enables the local community to have sufficient information to make informed comments on applications. Finally, it ensures that Members have the appropriate information in addition to the content of officers' reports where Planning Control Committee is the decision maker.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Priority 3 - The Community - ensure our communities are well designed, accessible, and inclusive environments.

5 Report Detail

- 5.1 The subject areas covered in the validations document are summarised below. The documentation explains in a "user friendly" way what information is required according to the various categories of planning application, the policy basis for requiring it and whether the information is a national or local requirement.

5.2 National Requirements

National requirements are set out in detail in the Town and Country Planning (Development Management Procedure) (England) Order 2015 and includes matters such as application forms, ownership certificates, notices to owners and agricultural tenants, the relevant fees, location plans, site plans, CIL liability, Design and Access Statements, existing and proposed elevations, existing and proposed floor plans, access and parking arrangements and an Environmental Statement in cases where the provisions of the Environmental Impact Assessment Regulations apply.

5.3 Local Requirements

The Local List covers a range of different types of planning applications and consents. The document seeks to ensure that simple developments are supported by a basic level of supporting information and that for development of a more complex nature the level of information required increases accordingly.

- 5.4 Guidance is presented via a series of checklists as below:-

- Validation Checklist 1 – Householder Development
- Validation Checklist 2 – Application for Residential Development (Full, Outline and Reserved Matters)
- Validation Checklist 3 – Application for Non-residential Development (Full, Outline and Reserved Matters)

- Validation Checklist 4 – Advertisements
- Validation Checklist 5 – Listed Building Consent
- Validation Checklist 6 – Lawful Development Certificate Applications

5.5 These lists include those instances where specific information may be required as below:-

- Affordable housing statement
- Air quality assessment
- Species and habitat surveys
- Cannock Chase Special Area for Conservation (SAC) impact assessment and relevant charges
- Coal mining report
- Daylight/sunlight assessment
- Economic/viability assessment
- Flood risk assessment/suitable drainage details
- Foul sewerage and utilities assessment
- Heritage Statement
- Land contamination assessment
- Landscaping scheme
- Tree survey/assessment
- Lighting assessment
- Noise and vibration assessment
- Open space, sport and recreation assessment
- Photographs/photomontages
- Draft planning obligation, if required
- Planning statement
- Site waste management plan
- Statement of community involvement
- Structural survey
- Telecommunications supporting information
- Retail impact assessment and sequential test
- Transport assessment/travel plan
- Ventilation/extraction details

5.6 Consultation

Comments regarding the draft updated local validation list have been invited from applicants and/or those agents who regularly submit applications in this District, statutory consultees, adjoining Local Planning Authorities. A formal consultation will be arranged in July 2022. The consultation period will last six weeks. Any

amendments to the draft document arising from this process will be included in later versions of the validation documentation before it becomes operational on 1st September 2022.

5.7 Validation Dispute Resolution Procedures

Notwithstanding the purpose of the validations documentation to provide clear and unambiguous guidance, it is acknowledged that there may be instances when an applicant/agent may fail to agree on the level and quality of information provided. As such the Town and Country Planning (Development Management Procedure) (England) Order 2015 provides a right of appeal for non-determination of applications where the applicant considers that the requirements of the local planning authority do not satisfy the general requirement of being reasonable in relation to the nature and scale of the proposed development.

6 Implications

6.1 Financial

There are no direct financial implications as a result of this report; any cost associated with the adoption of the updated validation criteria documentation will be contained within existing approved budgets.

6.2 Legal

Legal implications are set out in the report.

6.3 Human Resources

None.

6.4 Risk Management

Not having an up-to-date validation document risks making inefficient use of staff resources and cause delays to applicants in seeking to resolve disputes about information requirements.

6.5 Equality & Diversity

None.

6.6 Climate Change

An up-to-date validation document will provide guidance for applicants in relation to information requirements that will inform decisions relating to the delivery of sustainable development and the protection of the natural environment.

7 Appendices to the Report

Appendix 1: Draft Local Validation List

Previous Consideration

Local Validation Criteria for Planning Applications, Report to Cabinet 25 July 2013

Background Papers

None

CANNOCK CHASE COUNCIL

VALIDATION OF PLANNING APPLICATIONS

GUIDE TO NATIONAL AND LOCAL REQUIREMENTS

DRAFT

May 2022

INTRODUCTION

This document sets out Cannock Chase District Council's requirements for a valid planning application. This document sets out the local list information for a range of development types, from simple household extensions through to large housing estate proposals. For more complex proposals trigger thresholds are included which require certain information to be provided before the application can be validated.

If you have difficulty with any aspect of this document or your proposal is particularly complex, you may wish to consider utilising the Council's pre-application advice service.

Different types and scale of application will require different levels of information and supporting documentation to be submitted. The information required to make a valid application consists of:

- National Requirements specified in the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended)
- Information to accompany the application as specified on the local list of information requirements, and
- Community Infrastructure Levy if it involves new build floor area, including extensions or a new dwelling. You must therefore submit the national CIL form entitled "Community Infrastructure Levy (CIL) - Determining whether a Development may be CIL Liable Planning Application, Additional Information Requirement Guidance" at the same time as your planning application.

The purpose of the Validation List is to ensure that applications for planning permission contain all the information needed by the Local Planning Authority to make a decision from the point at which they are registered. This helps the Local Planning Authority to deal with the application efficiently. When your application is received it will be checked for accuracy to ensure all relevant information is supplied and we will contact you if this is not the case.

You should also note that there may be circumstances where the need for additional information only becomes apparent during the consideration of an application and this list does not attempt to predict all circumstances that may arise during the course of a formal submission.

Applications will not be registered if relevant information is missing and may be returned if information is not received within the timescales requested.

It is recommended that applications should be submitted after consulting relevant national and local planning guidance, such as the National Planning Policy Framework (NPPF), the Cannock Chase Local Plan and relevant Supplementary Planning Documents (SPDs). For more information on the local policy context visit [Planning Policy | Cannock Chase District Council \(cannockchasedc.gov.uk\)](https://www.cannockchasedc.gov.uk)

NATIONAL REQUIREMENTS

Relevant Application Form

You must apply on the relevant application form. The Council encourages all applications to be submitted via the national [Planning Portal](#) web page. However printable PDF application forms can also be downloaded [here](#). The application form includes Ownership Certificates and Agricultural Land Declarations that must be completed.

Plans

The following plans will be required as part of most applications:

1. Location Plan (to show us where the site is). This must be based on an up-to-date map. Use a scale of 1:1250 or 1:2500 showing at least two named roads and show the north point. The application site should be edged clearly with a red line on the location plan. It should include all land necessary to carry out the proposed development (e.g. land required for access to the site from a public highway, access visibility splays, landscaping, car parking and open areas around buildings). A blue line should be drawn around any other land owned by the applicant, close to or adjoining the application site.
2. Site/Block Plan – Show the whole of the proposal (show the relationship of the proposal to existing buildings and features on the site and to adjacent land uses, buildings, features and highways). Include the access to the site from a public road, any buildings, trees/hedges or other features within or adjacent to the site or within 10 metres of the boundary of the site. This must be provided at a scale of 1:200 or 1:500.
3. Floor Plans and Elevations of all new and altered buildings including any buildings to be demolished (to show us the precise details of what you propose). Plans and elevations of the site/buildings as existing should also be provided. This must be provided at a scale of 1:100, with 1:20 for specific details such as window details on Listed Buildings. Photos, section and axonometric (3D) drawings, illustrative sketches and street scenes can also be useful.
4. Scaled plans showing existing and proposed contours/levels with appropriate site sections especially to show changes adjacent to boundaries.
5. Where existing boundaries are to remain then the ongoing ownership of them must be clarified as part of the application unless they are to be removed at the end of the development.

Design and Access Statement

In accordance with the Town and Country Planning (Development Management Procedure) (England) (Amendment) Order 2015 and The Planning (Listed Buildings and Conservation Areas) (Amendment) (England) (Regulations) 2013 A 'Design and Access Statement' (DAS) must accompany the following types of planning applications:

- Major developments
- Development in a conservation area consisting the provision of one or more dwelling houses
- Development in a conservation area where the floor space created by the development is 100 square metres or more
- All applications for listed building consent must be accompanied by a Design and Access Statement.

A Design & Access Statement is not required for:-:

- Section 73 applications ie to develop land without complying with certain conditions engineering or mining operations
- Material change of use of land or buildings
- Waste development

The Design and Access Statement shall explain:

- a) The design principles and concepts that have been applied to the development
- b) The steps taken to appraise the context of the development and how the design takes that context into account
- c) The policy adopted as to access and how policies in relation to access in local development documents have been taken into account
- d) What, if any, consultation undertaken on issues in relation to access to the development and what account has been taken of the outcome
- e) How any specific issues which might affect access to the development have been addressed

The additional requirements in relation to listed building consent include an explanation of the design principles and concepts that have been applied to the works and how these take account of:

- i) The special architectural or historic importance of the building

- ii) The particular physical features of the building that justify its designation as a listed building
- iii) The buildings setting
- iv) How issues relating to access to the building have been dealt with (unless the application relates to internal changes only)

The Listed Building DAS shall also:

- a) Explain the policy adopted as to access, including what alternative means of access have been considered, and how policies relating to access in Local Plan documents have been taken into account
- b) Explain how policy as to access takes account of the special architectural or historic importance of the building.
- c) What, if any, consultation has been undertaken and what account has been taken of the outcome and explain how any specific issues which may affect access have been addressed.

For applications for listed building consent submitted in parallel with a planning application, a single DAS is acceptable.

CIL Liability Form

This is required for every planning application since the adoption of the Council's CIL Charging Schedule on 1 June 2015. More information can be found [here](#).

Relevant Application Fee

The relevant fee can be calculated by following the link [here](#). You can pay your fee in the following ways:

- Through the Planning Portal at the same time as submitting your application.
- 'BACS'. Please include a copy of your receipt with your submission so that we can track your payment. Please quote the Planning Portal reference number and/or address when making the BACS payment.
- Cheque - please make payable to Cannock Chase District Council and write clearly on the cheque the application to which it relates (full site address and/or planning portal number).
- Telephone – please telephone 01543 462621 and quote the Planning Portal reference number.

USEFUL TIPS AND FAQs

For all plans, to help us and our consultees to understand your proposals, please:

- Use recognised metric scales (1:50, 1:100, 1:500, 1:1,250 or 1:2,500). Avoid submitting plans marked 'not to scale'.
- Draw a 'scale bar' or state the page size that the scale should be read at in order to avoid any confusion when plans are copied;
- Clearly identify the north point;
- Give your plans a reference number and date

Question: What is the most common cause of delay to applications?

Answer:

Not providing CIL forms or getting your 'red line' wrong can lead to an application not being validated and further information being requested.

In order to increase understanding of the CIL process and the required forms, the Council has produced a simple walkthrough guide that is available via their website [here](#).

In relation to application red line boundaries, the following examples are useful:

- An application for a new extension to a house (or any other building) should show a red line normally around the whole land associated with the property i.e. the whole of the house and garden and drive, all the way to the road - not just around the proposed extension.
- An application for a new access or amendment to the access (e.g. widening) requires the red line to include all land needed for the visibility splay. Notice should be served on the highway authority or any other landowner accordingly if their land happens to fall within the visibility splay.
- An application from a private road – if the proposal is likely to intensify the use of the private road or require vehicular access (e.g. garage or new dwelling(s)) the red line should include the private road up to the public highway. Notice on third parties should be served accordingly i.e. on the owner(s) of the private road.

LOCAL VALIDATION REQUIREMENTS

This Local List covers a range of different types of planning applications and consents. The document seeks to ensure simple developments have simple information requirements, and for development with more complex considerations, the information potentially required increases accordingly.

Please refer to the validation checklist for the type of application you wish to make:

- 1. Validation Checklist 1 - Householder Development**
- 2. Validation Checklist - Applications for Residential Development (Full, Outline and Reserved matters)**
- 3. Validation Checklist 3 - Applications for Non-Residential Development (Full, Outline and Reserved Matters)**
- 4. Validation Checklist 4 - Advertisements**
- 5. Validation Checklist 5 - Listed Building Consent**
- 6. Validation Checklist 6 - Lawful Development Certificate Applications**

VALIDATION CHECKLIST 1 - HOUSEHOLDER DEVELOPMENTS

Applicable to householder planning applications, that is application for works or extensions to a dwelling and for works or extension to a dwelling and applications for relevant demolition in a Conservation Area

The level of information required for a valid application will depend on the scale and nature of the proposal but should include the following where applicable:

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Compliance with National Requirements as set out within this document	All applications
Heritage Statement	<p>Required for proposals affecting buildings of character, locally listed buildings and other buildings in a conservation area.</p> <p><i>Heritage issues can be included in the Design and Access Statement or Planning Statement for Householder Applications. The level of detail should be proportionate to the issue concerned for small scale applications and the relevant part of the Design and Access Statement or Planning Statement should be labelled 'Heritage Statement'.</i></p>
Arboricultural Impact Statement	<p>Required where trees are located within 15m (edge of trunk) of development (on the site or adjoining land, including street trees).</p> <p><i>Arboricultural Impact Assessments must be prepared by a suitably qualified professional in accordance with the British Standard 'BS 5837:2012 Trees in relation to design, demolition and construction – Recommendations' (or subsequent amendments to this) and shall include a survey plan, impact assessment specific to the proposed development and details of any works within the Root Protection Area proposed to be undertaken as part of the construction process. It should cover all trees on a development site and trees within 15m of any operations.</i></p> <p><i>Where proposed buildings and or garden areas will be shaded by existing trees a sunlight and daylight ('tree shading assessment') should be provided within the AIA based on a shading plan.</i></p> <p><i>For further detailed advice, see BS 5837:2012 and the Council's Design SPD (2016)</i></p>
Parking Layout	Required where proposal involves the conversion of a garage to a habitable room or for the provision of hard surfacing in a conservation area
Noise Impact assessment	Required for air-conditioning units and some micro-generation technologies.

	<i>Noise Impact Assessments should be prepared by a suitably qualified professional in line with relevant British Standards to the noise source concerned</i>
Sunlight and Daylight Assessment or Plans which seek to consider any affected neighbouring property	Required in cases where development may have impacts on the residential amenity of neighbouring properties and in all cases in which a proposed building is over 2.5m high within 2m of a boundary. Also required in respect of existing trees within or adjacent to the site and its impacts on use and enjoyment of property and garden areas.
Structural Survey	Required for external retaining walls.

VALIDATION CHECKLIST 2 - RESIDENTIAL DEVELOPMENTS

Applicable to all full applications, outline applications and reserved matters submissions involving residential development. The checklist is also relevant to development involving residential development that affects the setting of listed buildings, conservation areas or other locally listed properties.

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Compliance with National Requirements as set out within this document	All applications
Affordable Housing Statement	<p>Where a proportion of affordable housing is required - whether via on-site provision or off-site contribution.</p> <p><i>The Statement should include an explanation and/or plans as to how the proposal addresses the relevant policy requirements in respect to tenure type, house type and location.</i></p> <p><i>Note: When the Council needs to seek independent advice on affordable housing provision, costs will be paid for by the applicant. Confirmation of agreement to pay will normally be required at validation stage.</i></p>
Air Quality Assessment	<p>Required where new residential development located in Air Quality Management Areas. Also required for applications for 10 or more dwellings, where the scale of development could potentially contribute to a significant worsening of local air quality. In addition, such schemes would need to be supported by a damage cost calculation.</p> <p>Also required for all applications for biomass boilers or those which result in emissions.</p> <p><i>Provide a formal report in line with national standards which evidences how levels of pollution may change as a consequence of the development concerned and/or levels of exposure for new receptors. More information on these requirements can be found via link¹</i></p> <p><i>For major developments, provide a damage cost calculation such as described at link² and itemize mitigation measures that will offset traffic emissions associated with the development. (Unless letter provided by Environmental Health that a report is not required)</i></p>

¹ <http://www.iaqm.co.uk/text/guidance/air-quality-planning-guidance.pdf>

² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/770576/air-quality-damage-cost-guidance.pdf

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
	<i>Liaise with Environmental Health if Stage 1 investigation is required.</i>
Archaeological Assessment	<p>Development on sites where there is potential for the site to contain heritage assets of archaeological interest as identified by the Historic Environment Record which can be accessed through the Historic Gateway website.</p> <p><i>The Historic Environment Team at Staffordshire County Council can provide pre-application advice on the information any application should contain. This could be a desk-based archaeological assessment or, if necessary, a field evaluation. This assessment and/or field evaluation must be carried out by a Qualified Archaeologist who is a registered member of the Chartered Institute for Archaeologists (CIFA).</i></p> <p><i>The Desk Based assessment must include:</i></p> <ul style="list-style-type: none"> <i>a) Description of the site, the potential for archaeology and its significance</i> <i>b) Impact of the proposed development on this archaeology.</i> <i>c) Confirmation of the need or otherwise for field evaluation.</i> <i>d) Advise the Council on the most appropriate way to avoid or minimise conflict between the conservation of any archaeology and any aspect of the proposed development.</i>
Bin storage and collection plan	<p>All developments for new dwellings or businesses must include plans showing the location of bin stores in relation to the proposed development and on bin collection day with 'bin carry' distances clearly shown.</p> <p><i>Plans must show how bins/bags can be stored adjacent to the public highway on collection day and that adequate access for refuse collection vehicles can be achieved. More guidance can be found in the Developers and Landlords Guide for New Developments/Estates and Multi-Occupancy Properties produced by the Council's Waste Recycling Service.</i></p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Construction Management Plan	<p>All major developments (over 10 dwellings), Development in close proximity to sensitive areas (such as houses, schools or medical facilities etc) and development proposed where there is restricted access (e.g. single track roads accessing the site) and or restricted space on site.</p> <p>Outline applications will not normally require a Construction Management Plan (CMP)..However, in these circumstances a CMP will be dealt with via a condition attached to any permission granted.</p> <p><i>There are 3 main elements of CMP:-</i></p> <ol style="list-style-type: none"> <i>1. CMP – this looks at the impact on amenities of local residents in relation to noise, fumes, vibration, hours of working, parking congestion, visual harm from temporary buildings etc, including the control of dust and dirt, waste handling, noise emissions and hours of operation.</i> <i>2. CEMP – Construction Environment Management Plan – which safeguards protected species the local ecology and retained trees/hedges.</i> <i>3. CTMP – Construction Traffic Management Plan – which looks at highway safety and congestion implications including parking, unloading and storage of plant and materials, security, wheel- washing facilities.</i> <p><i>The Construction Management Phase might require all or some of this information depending on circumstances.</i></p>
Contaminated Land Desktop Study/ Remediation Statement	<p>For land where there is the possibility of contamination (including ground/mining gas) from mineral or coal workings, waste disposal, previous development or use or where remediation is required. As identified in the Councils register of contaminated land or contamination from ground or mining gas if 250 metres from a site of previous landfill or mineral working.</p> <p><i>All contaminated land assessments shall be prepared by a suitably qualified party and shall be presented as a formal report.</i></p> <p>The assessment should be based on a conceptual site model which identifies the potential sources, pathways and receptors for pollution.</p> <p>Should significant risks of contamination or gas generation be identified, a remediation programme should be</p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
	submitted. This shall include a mechanism for verification that remediation works have been completed.
Ecological Assessment	<p>Where there is a potential impact on protected areas, habitat or protected species (for example, to demonstrate the presence or absence of protected species such as bats, badgers, great crested newts etc). Great Crested Newt Surveys will be required where an application site contains a pond or lies within 250m of a pond. Bat surveys will be required where buildings will be demolished or significantly altered and where the site is located in close proximity to woodland, canals and streams which could be used by bats for foraging or commuting.</p> <p>In addition, an Ecological Survey will be required where the application site is comprised wholly or in part by areas of semi-natural vegetation.</p> <p><i>The presence of legally protected species can have a significant impact on your proposals. All reports shall be prepared by suitably qualified persons and shall accord with the most up to date ecological guidance such as BS:42020 Biodiversity-Code of Practice for Planning and development: Biodiversity Offsetting.</i></p>
Environmental Statement	<p>Some significant developments require an Environmental Statement as a legal requirement under the Environmental Impact Regulations.</p> <p>You are advised to formally request a screening opinion from the Council prior to the submission of a planning application if your development falls within the nationally set criteria.</p> <p>Natural Environment and Rural Communities (NERC) Act 2006, ensures we give regard to biodiversity in the exercising of our functions, to conserving biodiversity.</p> <p>The Environment Act introduces a ten per cent biodiversity net gain requirement for new developments as well as a requirement to identify the nature recovery network where wildlife sites, habitats and green spaces across the landscape are connected to give nature room to thrive. It allows plants, animals, seeds, nutrients and water to move from place to place.</p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Foul Sewerage Details	<p>(iii) the proposal is a change of use (except for a change of use to a caravan, camping or chalet site, or to a mobile home or park home site).</p> <p><i>Useful information in the national PPG click here.</i></p> <p><i>The responsibility for flood risk is now split between the Environment Agency, Severn Trent Water and Staffordshire County Council, as Lead Local Flood Authority (LLFA).</i></p> <p><i>Major developments within flood zone 1 will be referred to Severn Trent Water and Staffordshire County Council, as Lead Local Flood Authority.</i></p> <p><i>Non-major developments in “high-risk” areas may be referred to Staffordshire County Council, as Lead Local Flood Authority.</i></p> <p>All proposals that include non-mains sewage disposal.</p> <p><i>Applications for non-mains sewage disposal should demonstrate why connection to the mains is impractical.</i></p> <p><i>Applications for developments relying on anything other than connection to a public sewage treatment plant should be supported by sufficient information to understand the potential implications for the water environment and public health.</i></p> <p><i>The Environment Agency webpage ‘Septic tanks and treatment plants: permits and exemptions’ provides much useful information, click here .</i></p>
Green Belt Statement	<p>Any proposals that constitute “inappropriate development” in the Green Belt as set out in the NPPF.</p> <p><i>Where the proposal constitutes ‘inappropriate development’ and the applicant wishes to demonstrate that very special circumstances exist to justify approval, the applicant is required to provide a statement that clearly sets out what those considerations are which the applicant considers clearly outweigh the harm to the Green Belt, and any other harm caused by the proposal.</i></p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Heritage Statement (Statement of Significance)	<p>Developments affecting a ‘designated heritage asset’, or ‘non-designated heritage asset’ or their settings (definition found in NPPF Annex 2: Glossary).</p> <p><i>As a minimum, you should show that you have consulted the relevant historic environment record and the heritage asset(s) assessed using appropriate expertise.</i></p> <p><i>The level of detail should be proportionate to the asset’s significance and sufficient to understand the potential impact of the proposal on their significance.</i></p> <p><i>Applications for Listed Building Consent can require much more detail than other applications and we encourage you to get advice from a suitably qualified and experienced Conservation Architect for all but the simplest applications.</i></p>
Housing Mix Statement	<p>All major residential developments when the proposed mix would not reflect the SHMA and the mix set out in the Council’s adopted policies.</p> <p><i>Where the mix does not accord with the adopted policy, the statement must explain and justify why the development is otherwise acceptable.</i></p>
Landscaping Details (hard & soft)	<p>All full applications for major development will require full landscape details. Outline applications for major development must include a masterplan to show how the development and accompanying landscaping can be accommodated on the site.</p> <p><i>The requirement for landscaping schemes is set out in Appendix C and D of the Council’s Design Supplementary Panning Document (April 2016)</i></p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Landscape & Visual Impact Appraisal	<p>Will be required for:</p> <p>1. Major developments with wider landscape impacts.</p> <p>May be required for:</p> <p>2. Minor developments, within or would be visible from the Cannock Chase Area of Outstanding Natural Beauty or Special Area of Conservation.</p> <p><i>Landscape and Visual Impact Appraisals should be carried out by an appropriate professional in accordance with the “Guidelines for Landscape and Visual Impact Assessment 3rd Edition” published by the Landscape Institute and IEMA 2013 (or any subsequent revisions to the Guidelines).</i></p> <p>Note: If you require further help with this type of application, you can make a pre-application enquiry. Charges will apply for this advice. Further information is available here.</p>
Lighting details and assessments	<p>Proposals involving street lighting, floodlighting and illumination of advertisements and any lighting in or adjacent to areas of ecological interest e.g. local nature reserves, known bat commuting corridors etc.</p> <p>Details should include siting, numbers and timing of lights along with their intensity expressed as a Lux measurement.</p>
Marketing Information	<p>For applications which:</p> <ul style="list-style-type: none"> • involve the loss of employment uses. • involve the loss of community facilities, such as shops, pubs, medical and leisure. • seek to demonstrate the redundancy of a heritage asset (para.133 bullet 2 NPPF). <p>The type of marketing required for each proposal will be bespoke but a general rule should be a minimum of 6 months advertising at a realistic sale price and/or rental charge, accompanied by details of the nature of the advertising, the results and the reasons given for not proceeding. The exact nature of marketing can be refined through a pre-application consultation.</p> <p>For Pubs the CAMRA guide to Public House viability provides some excellent guidance and can be found here.</p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Noise/ Vibration Impact Assessment	<p>For proposals generating or particularly sensitive to significant noise/vibration such as new flats or properties where existing noise levels are known to be elevated such as close to main roads, railways, takeaways, flues, extraction systems and car washes. Noise impact assessments will also be require for all proposals generating significantly increased traffic such as housing estates or large mixed developments.</p> <p><i>Noise Impact Assessments should be prepared by a suitably qualified professional in line with relevant British Standards to the noise source concerned</i></p> <p><i>In some cases an acoustic design statement should be developed (such as described in link³)</i></p>
Odour Impact Assessment	<p>For all proposals generating or particularly sensitive to significant odour.</p>
Planning Obligations – Heads of terms	<p>May be needed for developments of 10 or more houses and larger industrial/commercial schemes. Potential heads of terms could include: affordable housing, air quality mitigation, education contributions, green space provision and maintenance, highway infrastructure works, public transport subsidy, open space provision and health contributions.</p> <p><i>For applications where a Section 106 Agreement or a unilateral undertaking under Section 106 will be required, you will need to supply the following information with the planning application:</i></p> <ol style="list-style-type: none"> <i>1. Heads of Terms (anticipated planning obligations)</i> <i>2. Your solicitor’s contact details</i> <i>3. Confirmation that you will pay the Council’s reasonable legal costs of drafting/negotiating the Section 106 Obligation.</i> <p><i>Your planning permission will not be issued until the Planning Obligation is completed.</i></p>

³ <https://www.ioa.org.uk/sites/default/files/14720%20ProPG%20Main%20Document.pdf>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Planning Statement	<p>For all major developments and all development not in accordance with adopted Planning Policy.</p> <p><i>This should identify the context and need for a proposed development and should include an assessment of how the proposed development accords with relevant national and local planning policies.</i></p> <p><i>A statement can also seek to justify a proposal that is not in accordance with such policies. A statement may be used to provide evidence of need and/or personal circumstances related to an application for example a gypsy/travelers site.</i></p>
Statement of Community Involvement	<p>For all major developments and for developments where community support or engagement is relied upon as part of the planning merits of the case.</p> <p><i>This should include details of consultations with the Local Planning Authority, as well as with consultees and Parish/Town Councils, Ward Member(s) and any other local community representatives.</i></p> <p><i>The statement should comply with the Council's requirements as set out in its Statement of Community Involvement.</i></p>
Structural Survey	<p>For all proposals to demolish or substantially alter listed buildings and for all applications for conversion of existing rural buildings to housing, and for those requiring retaining walls and embankments.</p> <p><i>Structural surveys must be carried out by a qualified building surveyor.</i></p> <p><i>Conversion schemes should demonstrate that the building(s) will not require significant alterations or rebuilding for the conversion to take place.</i></p> <p><i>Schemes involving demolition and/or major alterations will need to identify defects and indicate the extent of rebuilding, remedial works and alterations which would be necessary in order to restore the building.</i></p>
Sunlight and Daylight Assessment or Plans which seek to consider any affected neighbouring property	<p>Required where the impact upon current levels of sunlight and/or daylight enjoyed by occupants of adjoining or near properties could be affected and for all developments which result in buildings over 2.5m within 2m of the boundary of a residential property. Also required in respect of existing trees within or adjacent to the site and its impact on use and</p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
	<p>enjoyment of the property and garden areas. These should ideally be incorporated within the AIA.</p> <p><i>Regard should be given to how the proposal meets the Council's adopted design guidance and Building Research Establishment (BRE) right to light and daylighting guidelines such as the 25 degree standard or similar relevant standards.</i></p>
Topographical Survey	<p>For all major development sites to show existing and proposed land levels and floor levels for the site and adjoining land and for any minor application where there is a proposed variation in existing/proposed land levels across the site and specifically in relation to boundaries.</p>
Street Scene Elevations	<p>These will be required to ensure that the development considers the proposals in relation to existing developments and streetscene features such as cross overs and street trees,</p>
Transport Assessment Transport Statement, Travel Plan and Visibility Splays	<p>All major developments over 200 dwellings should be accompanied by a Transport Assessment.</p> <p>For any development generating or having a significant effect on vehicle or pedestrian movement or other transport movement, a Transport Statement must be provided.</p> <p>Any application that includes a new vehicular access or material intensification in the use of an existing access should include details of visibility splays that can be achieved and whether this will require the removal of any roadside hedge, wall or tree(s). The plan should be drawn in accordance with Manual for Streets (Chapter 7.7 and 7.8).</p> <p><i>The Planning Practice Guidance sets out the content of a Transport Assessment and Transport Statement for further information click here.</i></p> <p><i>If your application generates significant amounts of traffic a Travel Plan may be required. Further discussion should be undertaken with the Local Highway Authority.</i></p>

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Arboricultural Impact Assessment and Arboricultural Method Statements	<p>All developments involving building, demolition or engineering works where there are trees within or adjoining the application site which have a stem of more than 75mm (3 inches approx.) diameter at 1.5 metres above ground level.</p> <p>Required where trees are located within 15m (edge of trunk) of development (on the site or adjoining land, including street trees).</p> <p><i>Arboricultural Impact Assessments must be prepared by a suitably qualified professional in accordance with the British Standard 'BS 5837:2012 Trees in relation to design, demolition and construction – Recommendations' (or subsequent amendments to this) and shall include a survey plan, impact assessment specific to the proposed development and details of any mitigation proposals to be undertaken as part of the construction process. It should cover all trees on a development site and trees within 15m of any operations.</i></p> <p><i>Where proposed buildings and or garden areas will be shaded by existing trees a sunlight and daylight ('tree shading assessment') should be provided within the AIA based on a shading plan.</i></p> <p><i>For further detailed advice, see BS 5837:2012 and the Council's Design SPD (2016).</i></p>

Validation Checklist 3 - Non-Residential Developments

Applicable to all full applications outline applications and reserved matters submissions involving any development other than residential development. The checklist is also relevant to development involving non-residential development that affects the setting of listed buildings, Conservation Areas or other locally listed properties.

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Compliance with National Requirements as set out within this document	All applications
Archaeological Assessment	<p>Development on sites where there is potential for the site to contain heritage assets of archaeological interest as identified by the Historic Environment Record which can be accessed through the Historic Gateway website.</p> <p><i>The Historic Environment team at Staffordshire County Council can provide pre-application advice on the information any application should contain. This could be a desk-based archaeological assessment or, if necessary, a field evaluation. This assessment and/or field evaluation must be carried out by a Qualified Archaeologist who is a registered member of the Chartered Institute for Archaeologists (CIFA).</i></p> <p><i>The Desk Based assessment must include:</i></p> <ul style="list-style-type: none"> <i>a) Description of the site, the potential for archaeology and its significance.</i> <i>b) Impact of the proposed development on this archaeology.</i> <i>c) Confirmation of the need or otherwise for field evaluation.</i> <i>d) Advise the Council on the most appropriate way to avoid or minimise conflict between the conservation of any archaeology and any aspect of the proposed development.</i>
Air Quality Assessment	<p>Required where new development is located in or likely to have an effect on an Air Quality Management Area. Also required major planning applications, where the scale of development could potentially contribute to a significant worsening of local air quality. In addition, such schemes would need to be supported by a damage costs calculation.</p> <p>All applications for biomass boilers or those which result in emissions.</p>

	<p><i>For major developments, provide a damage cost calculation such as described in link⁴ and itemise mitigation measures that will offset traffic emissions associated with the development.</i></p>
Bin storage and collection plan	<p>All developments businesses must include plans showing the location of bin stores in relation to the proposed development and on bin collection day with 'bin carry' distances clearly shown.</p> <p><i>Plans must show how bins/bags can be stored adjacent to the public highway on collection day and that adequate access for refuse collection vehicles can be achieved. More guidance can be found in the Developers and Landlords Guide for New Developments/Estates and Multi-Occupancy Properties produced by the Council's Waste Recycling Service.</i></p>
Construction Management Plan	<p>All major developments in close proximity to sensitive areas (such as houses, schools or medical facilities etc) and development proposed where there is restricted access (e.g. single track roads accessing the site) and or restricted space on site.</p> <p>Outline applications will not normally require a Construction Management Plan, which can be required by condition.</p> <p><i>There are 3 main elements of CMP:-</i></p> <ol style="list-style-type: none"> <i>1. CMP – this looks at the impact on amenities of local residents in relation to noise, fumes, vibration, hours of working, parking congestion, visual harm from temporary buildings etc, including the control of dust and dirt, waste handling, noise emissions and hours of operation.</i> <i>2. CEMP – Construction Environment Management Plan – which safeguards protected species, the local ecology and retained trees/hedges.</i> <i>3. CTMP – Construction Traffic Management Plan – which looks at highway safety and congestion implications including parking, unloading and storage of plant and materials, security, wheel- washing facilities.</i> <p><i>The Construction Management Phase might require all or some of this information depending on circumstances.</i></p>
Contaminated Land Desktop Study/ Remediation Statement	<p>For land where there is the possibility of contamination (including ground/mining gas) from mineral or coal</p>

4

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/770576/air-quality-damage-cost-guidance.pdf

	<p>workings, waste disposal, previous development or use or where remediation is required.</p> <p><i>All contaminated land assessments shall be prepared by a suitably qualified party and shall be presented as a formal report</i></p> <p><i>The assessment should be based on a conceptual site model, which identifies potential sources, pathways and receptors for pollution.</i></p>
Ecological Assessment	<p>Where there is a potential impact on protected areas, habitat or protected species (for example, to demonstrate the presence or absence of protected species such as bats, badgers, great crested newts etc). Great Crested Newt Surveys will be required where an application site contains a pond or lies within 250m of a pond. Bat surveys will be required where buildings will be demolished or significantly altered and where the site is located in close proximity to woodland, canals and streams which could be used by bats for foraging or commuting.</p> <p>In addition, an Ecological Survey will be required where the application site is comprised wholly or in part by areas of semi-natural vegetation.</p> <p><i>The presence of legally protected species can have a significant impact on your proposals. All reports shall be prepared by suitably qualified persons and shall accord with the most up to date ecological guidance such as BS:2020:2013 Biodiversity - Code of Practice for Planning and Development.</i></p> <p>Natural Environment and Rural Communities (NERC) Act 2006, ensures we give regard to biodiversity in the exercising of our functions, to conserving biodiversity.</p> <p>The Environment Act introduces a ten per cent biodiversity net gain requirement for new developments as well as a requirement to identify the nature recovery network where wildlife sites, habitats and green spaces across the landscape are connected to give nature room to thrive. It allows plants, animals, seeds, nutrients and water to move from place to place and enables the natural world to adapt to change.</p>
Environmental Statement	<p>Some significant developments require an Environmental Statement as a legal requirement under the Environmental Impact Regulations.</p> <p>You are advised to formally request a screening opinion from the Council prior to the submission of a</p>

	<p>planning application if your development falls within the nationally set criteria.</p>
Financial Viability Appraisal	<p>Where financial considerations are relied upon to justify the proposal or where viability is relied upon to justify a departure from adopted planning policy - a financial appraisal will be required, for example where you are proposing the loss of a rural pub, a shop or “enabling development”, that would not normally be acceptable in principle but is being put forward to meet other planning objectives e.g. to protect the future of a listed building.</p> <p><i>Appendix C of the RICS Guide to Planning and Viability (GN 94/2012) details what a viability assessment should comprise. The level and detail of information will vary from scheme to scheme.</i></p>
Flood Risk Assessment	<p>If the development involves:</p> <ul style="list-style-type: none"> • land in flood zone 2 or 3 including minor development and change of use. • more than 1 hectare (ha) in flood zone 1. • less than 1 ha in flood zone 1, but including a change of use in development type to a more vulnerable class (e.g. from commercial to residential), where the occupation could be affected by sources of flooding other than rivers (e.g., surface water drains, canals, reservoirs). • an area within flood zone 1 which has critical drainage problems as notified by the Environment Agency. <p>Applicants should note a ‘flood risk sequential test’ will be required for all applications in Flood Zones 2 and 3 on the Environment Agency’s Flood Risk Maps, unless:-</p> <ul style="list-style-type: none"> (i) The site has been allocated in the development plan through the Sequential Test, or (ii) The proposal is for a minor development. Or a change of use (except for a change of use to a caravan, camping or chalet site or to a mobile home or park home site). <p><i>Useful information in the national PPG</i> https://www.gov.uk/guidance/flood-risk-and-coastal-change <i>The responsibility for flood risk is now split between the Environment Agency, Severn Trent Water and</i></p>

	<p><i>Staffordshire County Council, as Lead Local Flood Authority (LLFA).</i></p> <p><i>Major developments within flood zone 1 will be referred to Severn Trent Water and Staffordshire County Council, as Lead Local Flood Authority.</i></p> <p><i>Non-major developments in “high-risk” areas may be referred to Staffordshire County Council, as Lead Local Flood Authority.</i></p>
Foul Sewerage Details	<p>All proposals that include non-mains sewage disposal.</p> <p><i>Applications for non-mains sewage disposal should demonstrate why connection to the mains is impractical.</i></p> <p><i>Applications for developments relying on anything other than connection to a public sewage treatment plant should be supported by sufficient information to understand the potential implications for the water environment and public health.</i></p> <p><i>The Environment Agency webpage ‘Septic tanks and treatment plants: permits and exemptions’ provides much useful information, click here .</i></p>
Green Belt Statement	<p>Any proposals that constitute “inappropriate development” in the Green Belt as set out in the NPPF.</p> <p><i>Where the proposal constitutes ‘inappropriate development’ and the applicant wishes to demonstrate that very special circumstances exist to justify approval, the applicant is required to provide a statement that clearly sets out what those considerations are which the applicant considers clearly outweigh the harm to the Green Belt, and any other harm caused by the proposal.</i></p>
Heritage Statement (Statement of Significance)	<p>Developments affecting a ‘designated heritage asset’, or ‘non-designated heritage asset’ or their settings (definition found in NPPF Annex 2: Glossary).</p> <p><i>As a minimum, you should show that you have consulted the relevant historic environment record and the heritage asset(s) assessed using appropriate expertise.</i></p> <p><i>The level of detail should be proportionate to the asset’s significance and sufficient to understand the potential impact of the proposal on their significance.</i></p> <p><i>Applications for Listed Building Consent can require much more detail than other applications and we encourage you to get advice from a suitably qualified and experienced Conservation Architect for all but the simplest applications.</i></p>

<p>Landscaping Details (hard & soft)</p>	<p>Will be required for:</p> <p>1. Major developments with wider landscape impacts.</p> <p>May be required for:</p> <p>2. Minor developments, within or would be visible from the Cannock Chase Area of Outstanding Natural Beauty or Special Area of Conservation.</p> <p><i>Landscape and Visual Impact Appraisals should be carried out by an appropriate professional in accordance with the “Guidelines for Landscape and Visual Impact Assessment 3rd Edition” published by the Landscape Institute and IEMA 2013 (or any subsequent revisions to the Guidelines).</i></p> <p>Note: If you require further help with this type of application, you can make a pre-application enquiry. Charges will apply for this advice. Further information is available on the Council’s website.</p> <p><i>The requirement for landscaping schemes is set out in Appendix C and D of the Council’s Design Supplementary Planning Document (April 2016).</i></p>
<p>Landscape & Visual Impact Appraisal</p>	<p>May be required for:</p> <p>1. Major developments with wider landscape impacts.</p> <p>2. Minor developments, within or would be visible from the Cannock Chase Area of Outstanding Natural Beauty or Special Area of Conservation.</p> <p><i>Landscape and Visual Impact Appraisals should be carried out by an appropriate professional in accordance with the “Guidelines for Landscape and Visual Impact Assessment 3rd Edition” published by the Landscape Institute and IEMA 2013 (or any subsequent revisions to the Guidelines).</i></p> <p>Note: If you require further help with this type of application, you can make a pre-application enquiry. Charges will apply for this advice. Further information is available here.</p>
<p>Lighting details and assessments</p>	<p>Proposals involving street lighting, floodlighting and illumination of advertisements and any lighting in areas of ecological interest e.g. known bat commuting corridors.</p> <p>Details should include siting, numbers and timing of lights along with their intensity expressed as a Lux measurement.</p>
<p>Marketing Information</p>	<p>For applications which:</p> <ul style="list-style-type: none"> • involve the loss of employment uses.

	<ul style="list-style-type: none"> • involve the loss of community facilities, such as shops, pubs, medical and leisure. • seek to demonstrate the redundancy of a heritage asset (para.133 bullet 2 NPPF). <p>The type of marketing required for each proposal will be bespoke but a general rule should be a minimum of 6 months advertising at a realistic sale price and/or rental charge, accompanied by details of the nature of the advertising, the results and the reasons given for not proceeding. The exact nature of marketing can be refined through a pre-application consultation.</p> <p>For Pubs the CAMRA guide to Public House viability provides some excellent guidance and can be found here.</p>
Noise/ Vibration Impact Assessment	<p>For proposals generating or particularly sensitive to significant noise/vibration such as, takeaways, flues, extraction systems and car washes. Noise impact assessments will also be required for all proposals generating significantly increased traffic.</p> <p><i>Noise Impact Assessments should be prepared by a suitably qualified professional in line with relevant British Standards to the noise source concerned</i></p>
Odour Impact Assessment	<p>For all proposals generating or particularly sensitive to significant odour.</p>
Planning Obligations – Heads of terms	<p>May be needed for developments of 10 or more houses and larger industrial/commercial schemes. Potential heads of terms could include: highway infrastructure works, public transport subsidy, air quality impact mitigation and Travel Plan monitoring contributions.</p> <p><i>For applications where a Section 106 Agreement or a unilateral undertaking under Section 106 will be required, you will need to supply the following information with the planning application:</i></p> <ol style="list-style-type: none"> 1. <i>Heads of Terms (anticipated planning obligations)</i> 2. <i>Your solicitor’s contact details</i> 3. <i>Confirmation that you will pay the Council’s reasonable legal costs of drafting/negotiating the Section 106 Obligation.</i> <p><i>Your planning permission will not be issued until the Planning Obligation is completed.</i></p>

Planning Statement	<p>For all major developments and all development not in accordance with adopted Planning Policy.</p> <p><i>This should identify the context and need for a proposed development and should include an assessment of how the proposed development accords with relevant national and local planning policies.</i></p> <p><i>A statement can also seek to justify a proposal that is not in accordance with such policies. A statement may be used to provide evidence of need and/or personal circumstances related to an application for example a gypsy/traveler's sites.</i></p>
Sequential Test and Retail Impact Assessment	<p>In accordance with the National Planning Policy Framework a sequential test is required for all new retail, leisure and office developments located outside existing town centres.</p> <p>In addition, an Impact Assessment is required for all retail developments of over 2,500 sq m outside an existing town centre where there is no lower locally set threshold.</p>
Statement of Community Involvement	<p>For all major developments and for developments where community support or engagement is relied upon as part of the planning merits of the case.</p> <p><i>This should include details of consultations with the Local Planning Authority, as well as with consultees and Parish/Town Councils, Ward Member(s) and any other local community representatives.</i></p> <p><i>The statement should comply with the Council's requirements as set out in its Statement of Community Involvement.</i></p>
Structural Survey	<p>For all proposals to demolish or substantially alter listed buildings and for all applications for conversion of existing commercial or rural buildings to offices and similar uses, and also where retaining walls and embankments are included within proposals.</p> <p><i>Structural surveys must be carried out by a qualified building surveyor.</i></p> <p><i>Conversion schemes should demonstrate that the building(s) will not require significant alterations or rebuilding for the conversion to take place.</i></p> <p><i>Schemes involving demolition and/or major alterations will need to identify defects and indicate the extent of rebuilding, remedial works and alterations which would be necessary in order to restore the building.</i></p>

<p>Sunlight and Daylight Assessment or Plans which seek to consider any affected neighbouring property</p>	<p>Required in cases where development may have impacts on the residential amenity of neighbouring properties and in all cases in which a proposed building is over 2.5m high within 2m of a boundary. Also required in respect of existing trees within or adjacent to the site and its impacts on use and enjoyment of property and garden areas.</p> <p><i>Regard should be given to how the proposal meets the Council's adopted design guidance and Building Research Establishment (BRE) right to light and daylighting guidelines such as the 25 degree standard or similar relevant standards.</i></p>
<p>Topographical Survey</p>	<p>For all major development sites to show existing and proposed land levels and floor levels for the site and adjoining land and for any minor application where there is a proposed variation in existing/proposed land levels across the site and specifically in relation to boundaries.</p>
<p>Transport Assessment Transport Statement, Travel Plan and Visibility Splays</p>	<p>All major developments of A1-A5 uses over 800sqm, B1-B8 uses over 2500sqm of B1-B8 or D1/D2 uses over 1500sqm should be accompanied by a Transport Assessment.</p> <p>For any development generating or having a significant effect on vehicle or pedestrian movement or other transport movement, a Transport Statement shall be provided.</p> <p>Any application that includes a new vehicular access or material intensification in the use of an existing access should include details of visibility splays that can be achieved and whether this will require the removal of any roadside hedge, wall or tree(s). The plan should be drawn in accordance with Manual for Streets (Chapter 7.7 and 7.8).</p> <p><i>The Planning Practice Guidance sets out the content of a Transport Assessment and Transport Statement for further information click here.</i></p> <p><i>If your application generates significant amounts of traffic a Travel Plan may be required. Further discussion should be undertaken with the Local Highway Authority.</i></p>
<p>Arboricultural Impact Assessment and Arboricultural Method Statements</p>	<p>All developments involving building, demolition or engineering works where there are trees within or adjoining the application site which have a stem of more than 75mm (3 inches approx.) diameter at 1.5 metres above ground level.</p>

	<p>Required where trees are located within 15m (edge of trunk) of development (on the site or adjoining land, including street trees).</p> <p><i>Arboricultural Impact Assessment should be prepared by a suitable professional in accordance with the British Standard 'BS 5837:2012 Trees in relation to design, demolition and construction – Recommendations' (or subsequent amendments to this) and shall include a survey plan, impact assessment specific to the proposed development and details of any mitigation proposals to be undertaken as part of the construction process. It should cover all trees on a development site and trees within 15m of any operations.</i></p> <p><i>Where proposed buildings and/or garden areas will be shaded by existing trees, a sunlight and daylight ('tree shading assessment') should be provided within the AIA based on a shading plan.</i></p> <p><i>For further detailed advice, see BS 5837:2012 and the Council's Design SPD.</i></p>
Ventilation/ Extraction Details	<p>Required for all developments involving the preparation/sale of hot food or other odour generating processes.</p> <p><i>Scaled plans of the proposed ducting and scaled elevations of any outlets fixed to the proposed building shall be provided.</i></p>

VALIDATION CHECKLIST 4 - ADVERTISEMENTS

Applicable to all applications for advertisement consent including those affecting highway safety and the setting of listed buildings, Conservation Areas or other locally listed properties.

The level of information required for a valid application will depend on the scale and nature of the proposal.

Supporting information should be as brief as possible but provide sufficient information to enable the Council to understand where the site is, what the proposal is and what the main impacts will be.

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Compliance with National Requirements as set out within this document	All applications
Elevation Plans of existing and proposed buildings with advertisements in situ	All applications shall include scaled elevation drawings of the proposed signage in situ on the building concerned
Lighting details and assessments	Proposals involving lighting, floodlighting or other illumination of advertisements shall provide details of the precise means of illumination. Details should include siting, numbers and timing of lights along with their intensity expressed as a Lux measurement.
Visibility Splay details relative to the position of advertisements	Where an advertisement could reasonably interfere with a visibility splay from an adjacent or nearby highway junction, details of the available visibility and precise position of the sign shall be provided
Photographs and photomontages	Optional but advised for proposals where substantial advertisements are proposed

VALIDATION CHECKLIST 5 - LISTED BUILDING CONSENT

Applicable to all applications for Listed Building Consent for alterations, extension or demolition of a Listed Building.

The level of information required for a valid application will depend on the scale and nature of the proposal.

Supporting information should be as brief as possible but provide sufficient information to enable the Council to understand where the site is, what the proposal is and what the main impacts will be.

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Compliance with National Requirements as set out within this document	All applications
Elevation and Floor Plans of the building as existing and as proposed	All applications unless disproportionate to the nature of the change proposed
Details of internal alterations or joinery at 1:1, 1:10 or 1:20 (as appropriate)	Applications for listed building consent where new or replacement features proposed eg doors, skirting, architraves
Heritage Statement / Planning Statement	All applications in order to provide the context for the nature of the change sought.
Historic Photographs, historic records, archive extracts or photomontages as relevant	Optional but advised for proposals where historic evidence is relied upon

VALIDATION CHECKLIST 6 - LAWFUL DEVELOPMENT CERTIFICATES

Applicable to all applications for Lawful Development Certificate for an existing use or operation including those in breach of a planning condition or a Lawful Development Certificate for a proposed use or operation.

The level of information required for a valid application will depend on the scale and nature of the proposal.

Supporting information should be as brief as possible but provide sufficient information to enable the Council to understand where the site is, what the proposal is and what the main impacts will be.

CANNOCK CHASE LOCAL REQUIREMENT	When Needed? (Set out in bold) <i>Minimum requirements (set out in italics)</i>
Compliance with National Requirements as set out within this document	All applications
Elevation and Floor Plans of the building or site as existing and as proposed	All applications unless disproportionate to the nature of the change proposed
Supporting Information and Evidence	Photographs can provide useful evidence. Other information is particularly important for certificates for existing uses and operations. This can include sworn affidavits, council tax records, electoral register records, tenancy agreements, utility bills and any other relevant information to support the application.

Report of:	Head of Economic Prosperity
Contact Officer:	Corporate Assets Manager
Contact Number:	01543 464309
Portfolio Leader:	Innovation and Resources
Key Decision:	No
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
Asset Management Strategy for Land and Property 2022-26

1 Purpose of Report

- 1.1 To present a new Asset Management Strategy for land and property for the period 2022-26.
- 1.2 To obtain Cabinet approval for each of the recommendations contained within this report.

2 Recommendation(s)

- 2.1 That the Asset Management Strategy for Land and Property 2022-26, included in Appendix 1, is approved.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The current 'Asset Management and Energy Management Strategy 2013/18' is outdated and not aligned to the current corporate priorities and organisational objectives.
- 3.2 There is a need to develop an updated Asset Management Strategy which sets out the Council's vision for its land and property estate. The Strategy also sets out a process for a programme of strategic asset reviews and establishment of a corporate Strategic Asset Management Group to oversee this process and to guide decisions on the use of Council owned land and property assets going forward.

Reasons for Recommendations

- 3.3 Property is a long-term investment, which for best effect should be strategically managed as a corporate resource.
- 3.4 The development of a new Asset Management Strategy and programme of strategic asset reviews will ensure that all asset management decisions are affordable, enabling property to be maintained at a good standard and provide best value for the Council.
- 3.5 A strategic approach will also ensure that money is not wasted on maintaining and managing surplus property which could otherwise be repurposed or sold to further help meet corporate priorities.
- 3.6 By establishing a corporate strategic Asset Management Group (AMG), strategic property decisions will review the whole impact of a decision on the remaining property portfolio whilst also aligning the decision to the overall corporate priorities and operational requirements.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
 - (i) Priority 4, Responsible Council – making the best use of our assets and improving the energy efficiency of our buildings to ensure they support a low carbon future.
 - (ii) Also supporting Priorities 1 Economic Prosperity, Priority 2, Health and Wellbeing and Priority 3, The Community.

5 Report Detail

Background

- 5.1 The outgoing Asset Management and Energy Management Strategy 2013/18 was approved January 2013 and is now outdated and no longer aligned to the corporate priorities and objectives.
- 5.2 The following guidance was referred to in the preparation of the new strategy:
 - CIPFA - 'A Guide to Local Authority and Public Sector Asset Management', November 2020, and
 - RICS Global Guidance - 'Strategic Public Sector Property Asset Management', September 2021.
- 5.3 Good strategic asset management successfully aligns property assets with the strategic aims of the organisation to add both financial and non-financial value. Hence the new Asset Management Strategy focusses on the governance framework required to facilitate effective strategic asset reviews and a whole life approach to property assets.

- 5.4 August 2021 saw an interim maintenance plan agreed by Cabinet, based upon condition survey data. This provided an interim approach to maintenance, pending the outcome of the new asset strategy and the development of asset management plans.
- 5.5 The recent impact of Covid-19 has led to a major re-think of the future requirements for the property portfolio. Coupled with sustainability, climate change, a low carbon future, advances in technology and ever more demanding budget constraints, it is now even more important to ensure property assets are aligned to the strategic needs of the organisation, both now and in the future.
- 5.6 This new strategy focusses on developing a robust process for the undertaking of strategic asset reviews, from which specific asset management plans will be developed.

Review of the 2013/18 Asset Management Strategy

- 5.7 A review of the 2013/18 strategy has highlighted the following:-
- The previous strategy incorporated both a strategy and delivery plan of proposals.
 - Most asset disposals included in the strategy progressed providing capital receipts.
 - An asset management group wasn't set up; hence no formal framework has been in place for undertaking regular asset reviews.
 - Typically, maintenance has only been undertaken reactively in response to element failure, rather than through a planned programme of maintenance. Whilst this can give comfort that the maximum usage has been obtained from each building component, unfortunately it can also mean the unnecessary deterioration of other components, which then manifests into higher repair costs.
 - Proposals for improving the energy efficiency of properties are not yet implemented. As part of the move toward carbon neutrality, AECOM is currently preparing base-line data and a costed action plan. This information will link into future strategic asset decisions and associated maintenance strategies and plans.

Scrutiny Task and Finish Group

- 5.8 Earlier this year, a Scrutiny Task and Finish Group undertook a review of the Council's property assets. The interim findings of this group were as follows:
- The asset base is quite broad and crosses over a number of Services.
 - Having a centralised asset management database would have helped provide greater understanding of property assets across the whole organisation.
 - The new Asset Management Strategy should reflect all land and property assets.
 - The new Asset Management Strategy should include proposals for a regular strategic review of the property assets.

- There should be a process for regular reporting on asset performance and compliance.
- The asset proposals need to take climate change into account.

A final report with recommendations is due to be submitted to the relevant Scrutiny Committee's first meeting of the 2022-23 municipal year.

The New Asset Management Strategy

- 5.9 Appendix 1 sets out the new Asset Management Strategy for Land and Property 2022-26. It is intended that strategic asset reviews will be undertaken in line with the principles of the strategy and from these individual asset management plans will be developed. This will be an ongoing process throughout the life of the strategy.
- 5.10 Outlined below are some of the key points and recommendations which have been identified as part of the review and development of the new strategy.

5.11 The Asset Management Group (AMG)

Pivotal to the undertaking of strategic asset reviews is the setting up of a Corporate Asset Management Group (AMG), chaired by the Chief Executive. Membership of the group will comprise Heads of Service, the Corporate Asset Manager and the Chief Accountant.

The AMG will be supported by a Property Working Group, which will be chaired by the Head of Economic Prosperity, supported by the Corporate Asset Manager. The Property Working Group will primarily comprise Service Managers, who have specific responsibilities for managing or maintaining Council owned assets.

5.12 Corporate Landlord Approach to Property

It is widely documented by CIPFA that a Corporate Landlord approach to property provides efficiencies in property management and ensure corporate outcomes are delivered. As set out by CIPFA, the key functions of a Corporate Landlord approach are:

- Strategic asset management
- Estate management
- Repairs and maintenance
- Statutory compliance
- Facilities management
- Major projects

The overall aim of a corporate landlord approach is that all estate related decision-making, activities and budgets are centralised and managed by a corporate team who effectively become the corporate landlord. The advantages are:-

- Property becomes a strategically managed corporate resource, rather than being owned by individual teams.
- Property is integrated with regeneration and more opportunities can be realised for other public sector partnerships.

- There is more consistency in property management processes.
- Gaps or duplication in operational and statutory requirements are less likely to occur.
- Reporting on property performance is clearer and more accurate.
- Staffing resources are more consolidated and make best use of capacity.

More work is required to understand the implications of adopting a Corporate Landlord model. A report will be presented to Cabinet at a later date, outlining the potential benefits of adopting such an approach.

5.13 Property Database

Currently there is no property asset management database for the non-residential property portfolio, making the collation of information time consuming and complex. These issues are further exacerbated by property responsibilities being split across more than one service.

The Council's Housing Team use the Northgate Asset Management database. This system was developed to manage the high repetition of residential units; it is not ideal for the depth of information required on larger non-residential buildings.

Separately to this report, a more centralised solution for the management of property assets will be researched and costed proposals put forward for consideration.

6 Implications

6.1 Financial

There are no financial implications arising from this report.

6.2 Legal

There are no legal implications arising from this report.

6.3 Human Resources

There are no human resources implications arising from this report.

6.4 Risk Management

Implementation of the new Asset Management Strategy will enable risk management to be incorporated into strategic asset management decisions.

6.5 Equality & Diversity

There are no equality and diversity implications arising from this report.

6.6 Climate Change

Implementation of the new Asset Management Strategy will enable the impact of climate change to be incorporated into strategic asset management decisions.

7 Appendices to the Report

Appendix 1: Asset Management Strategy for Land and Property 2022-26

Previous Consideration

Asset Management and Energy Management Strategy 2013-18 - Cabinet - 31 January 2013.

Background Papers

None.



Asset Management Strategy for Land and Property 2022-26

Foreword

Property is one of a number of corporate resources needed to enable the Council to deliver services to our customers and is the second most expensive resource after staffing costs.

Buildings themselves are expensive and immovable. They are expected to last a long time and are costly to maintain and alter hence changing property assets is a very slow process. Property proposals need to be planned with longer-term goals in mind.

This document sets out the Council's framework, at a strategic level, to align the usage of its land and property assets with the delivery of its business and more broadly to support the Council's Corporate Objectives for the benefit of its communities and to help stimulate economic growth within the district.

Contents

	Page
Foreword	1
1. Introduction.....	3
2. Rationale	3
3. Corporate Priorities	3
The Corporate Plan.....	4
The Economic Prosperity Strategy.....	4
Planning Policy and Local Area Action Plans	4
Climate Change	5
Further Considerations.....	5
4. The Council's Land and Property Assets	5
5. Property Management	9
6. Vision Statement.....	10
7. Proposals	10
Strategic Asset Reviews	10
Strategic Asset Planning.....	12
Implementation of Strategic Asset Plans	12
The Strategic Asset Management Group (AMG).....	13
The Property Working Group.....	13
8. Key Actions.....	13
9. Review of this Strategy	14
Appendix 1	15
Asset Review Matrix	15

1. Introduction

- 1.1 The district of Cannock Chase covers over seven thousand hectares in the south of Staffordshire and comprises a unique mix of urban, residential, industrial and green belt land. The area is bordered by the West Midlands conurbation to the south and the River Trent flood plain to the north, Stafford Borough Council to the north west, South Staffordshire District Council to the west and Lichfield District Council to the east.
- 1.2 The Council owns various land and property assets spread across the district including its main operational premise in Cannock, a working depot at Hawks Green, its Social Housing stock, leisure centres and various parks, non-operational and community assets.
- 1.3 As further pressure is put on funding for local government, it becomes even more important to ensure the asset base is aligned to the business of the Council and that money is not wasted on maintaining ineffective property.
- 1.4 This document sets out the Council's strategic approach to managing its land and property assets, aligned to the current Corporate Priorities.

2. Rationale

- 2.1 This strategy sets out to reflect current good practice for the strategic management of land and property assets, as outlined in the Chartered Institute of Public Finance and Accountancy (CIPFA) 2020 publication, 'A Guide to Local Authority and Public Sector Asset Management' and the Royal Institution of Chartered Surveyors 2021 publication, 'Strategic Public Sector Property Asset Management'.

3. Corporate Priorities

- 3.1 The Council's corporate priorities are set out in a number of key documents, these being:-
 - The Corporate Plan
 - The Economic Prosperity Strategy
 - Planning Policy and Local Area Action Plans

The Corporate Plan

- 3.2 The Corporate Plan sets out the Council's key priorities and focus for the future. A new Corporate Plan has just being agreed for the period 2022-2026, which includes the following four priorities:-
- Priority 1 - Economic Prosperity: To reinvigorate the economy and create a District that thrives,
 - Priority 2 - Health and Wellbeing: To encourage and support residents to lead healthy and independent lives,
 - Priority 3 - The Community: To ensure Cannock Chase is a place that residents are proud to call home,
 - Priority 4 - Responsible Council: To be a modern, forward thinking and responsible Council.
- 3.3 Whilst all of these priorities link back to the Council's use of its property, Priority 4 - being a responsible Council, sets out specific aims:-
- to make best use of the Council's assets through the development of a new asset strategy,
 - to undertake asset reviews to ensure the properties are affordable to maintain and that we are living within our means,
 - to improve the energy efficiency of our buildings to ensure they support a low carbon future.

The Economic Prosperity Strategy

- 3.4 The Economic Prosperity Strategy sets out the Council's vision and ambition for the future of the District's economy. The key themes highlighted within the 2020-2030 strategy are:-
- Destination Cannock Chase;
 - A More Productive Economy;
 - Boost Resident Skills;
 - Enterprising Cannock Chase;
 - Town Centres Driving Change.

Planning Policy and Local Area Action Plans

- 3.5 The Local Plan forms the basis from which development is promoted and controlled. This includes a development plan, local neighbourhood plans, details of historic buildings and other special areas of conservation. The Local Plan is currently being reviewed with the aim of being adopted in 2024.

Climate Change

3.6 In 2019 the Council declared a climate emergency and made a pledge to work towards achieving carbon neutrality by 2030. This vision is a key consideration for strategic decisions concerning the Council's land and property assets.

Further Considerations

3.7 At the time of writing this report, the Council is developing a detailed business case to look at the potential for further sharing of services with Stafford Borough Council. This provides an opportunity to review the delivery of property functions and the process of strategic asset decisions.

3.8 The management of property also involves various statutory responsibilities:-

- The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 currently requires a minimum Energy Performance Certificate (EPC) of level 'E' for newly let properties and lease renewals. From April 2023 the requirement is for all property and from 2027 the requirement will increase to a minimum EPC level 'C';
- The Equality Act 2010;
- The management of compliance in property including the key areas of fire, asbestos, legionella, gas and electricity;
- The general management of Health and Safety including managing the risk of slips, trips and falls.

3.9 Following the impact of the Covid-19 pandemic and the widescale shift to hybrid working arrangements, the Council's operational delivery model and consequential requirement for property also needs to be considered as part of any review.

4. The Council's Land and Property Assets

4.1 The Council owns a varied portfolio of land and property assets which are located throughout the district. Expenditure on property assets takes up a large proportion of the Council's annual expenditure.

4.2 The Council's property assets are of varying ages and condition with very few new buildings having been added to the portfolio since the 1980's.

4.3 There are three main asset categories - Operational Assets, Non-operational Assets and Community Assets. The below table sets out a

list of the Council's property assets, as at 31st December 2021; this list is not exhaustive.

Category	Asset Type	Numbers of Assets
Operational Assets	Offices	3
	Depots	5
	Parks Buildings	6
	Cemetery Buildings	5
Community Assets	Leisure Centres	2
	Museums	1
	Theatres	2
	Parks	6
	Play Areas	40
	Skate Parks	4
	Golf Courses	1
	Nature Reserves	5
	Bird Hides	1
	Allotment Sites	8
	Community Buildings	excluded
	Cemeteries	4
	Public Conveniences	1
	Bridges and Boardwalks	44
	Heritage Assets	2
General Areas of Open Space	Over 1,000 Ha	
Non-operational Assets	HRA Housing Stock	5,079
	Offices	6
	Shop Units	28
	Indoor Market Halls	2
	Car Parks	18
	Industrial Units	8
	Raceways	1
	General Areas of Land	unquantified
Total Number of Assets (excluding HRA properties)		163

4.4 Operational Premises

The Council's primary operational premise is the 1970's built Civic Centre in Cannock. A bungalow annex was added in the early 1990's and the car park extended in 2018, allowing half of the existing staff car park to be reallocated for public use as a pay and display car park. Part of the building is let to partner organisations including Staffordshire County Council, the NHS and Citizen's Advice. However, the building is now at a stage where it requires major refurbishment, which is likely to cost in the order of £9m, especially if the Civic Centre is to support the Council's vision for a low-carbon future and adopt to hybrid working practices. Similarly, the Council's operational depot sites also require major investment.

4.5 Housing Stock

The Council's housing stock is funded via the Housing Revenue Account (HRA), which is managed separately from the General Fund assets. Although the funding is separate, the strategic decisions relating to the use of Housing (HRA) land will be determined through this strategy.

The majority of the Council's social housing stock was constructed during the post-war period with new-build development programmes continuing up until the mid 1980's. Since the implementation of the Housing Act 1980, stock numbers have steadily diminished through tenants' implementing their Right to Buy. In the last eight years, property numbers have started to be supplemented by a development programme of new property built on redeveloped housing sites or through re-purposing under-utilised Council-owned land. The most recent development included energy efficient properties on land which previously formed part of the Hawks Green Depot site.

The housing stock has also seen an ongoing programme of continuous improvement, with planned maintenance programmes being funded via a 30-year business plan. The stock is being maintained at 'the decent homes standard' and improvement programmes over the last 20 years have led to the majority of the residential stock achieving EPC level 'C'.

4.6 Leisure Buildings

The Council's leisure facilities include two leisure centres, one theatre, one museum, one golf course and a number of football pitches. The properties are currently being managed by Inspiring Healthy Lifestyles. The original agreement ran from 2012 until 2022 with the option to extend for two further five year periods. The contract is currently in its first extension, end date 2027.

4.7 Community Buildings

In most instances, the responsibility for managing community buildings has been passed on to Parish and Town Councils through a process of 'community asset transfer' on a peppercorn rent.

The number of community buildings has not been included in the above table, as these are on long leases to community groups and hence the Council does not have any immediate responsibility for the cost of maintaining and managing those premises. From the perspective of the asset review process, these buildings will be lower priority at this stage.

4.8 Non-operational Property

Non-operational property is generally let at market rent, providing an additional income stream to the Council. Less desirable and difficult to let properties may be let at a discounted rent to charitable organisations and local groups, thus helping to support the communities we represent.

4.9 Town Centres

As with many other local authorities the town centres within the district have suffered through a shift in shopping habits over the last 10-15 years. The McArthur Glen shopping village has become a new local attraction further highlighting the need to regenerate parts of the existing Cannock Town Centre and the Council has securing £20m of Levelling Up Funding to assist with the redevelopment of the existing multi-storey car park and indoor market hall site in the town centre.

4.10 Green Space

The Council also holds over 1,000 hectares of green space including parks and nature reserves. Six of the Council's parks have achieved a coveted green flag award and Hednesford Hills Nature Reserve has been designated a site of special scientific interest.

4.11 Bridges and Boardwalks

Much of the Council's open space is enhanced by the provision of bridges and boardwalks, for which a full condition survey and asset review was undertaken during 2021. The Council has recently earmarked investment for the replacement of three bridges which had been demolished (Rugeley Boardwalk, Anglesey Nature Reserve and Rawnsley Woods).

- 4.12 Over time strategic objectives change and in some instances the asset purpose may have changed, no longer being aligned to the current strategic objectives of the Council. Hence it is important to undertake regular asset challenge processes to ensure the asset use supports the long-term objectives of the Council and is sustainable.

5. Property Management

- 5.1 Although the overall responsibility for assets sits at the top of the organisation, responsibility for the management of the Council's land and property portfolio sits across a number of Departments and Services. Consequently the drivers and catalysts for asset management decisions sit within individual services, rather than property being managed as a corporate resource.
- 5.2 These split responsibilities also cause inefficiencies through:
- cross-responsibilities,
 - potential gaps between roles,
 - the duplication of roles within teams,
 - property development decisions being made in isolation without considering the long-term impact on the property portfolio and the organisation,
 - not having one point of responsibility to ensure the operational management of all land and property assets is consistent and compliant across the organisation.
- 5.3 Aside of the Housing Service, the Council does not currently have an asset management database to collate property data in a standardised format, instead property data is held within individual teams. This lack of centralisation makes it difficult to co-ordinate and fully understand property assets, especially in relation to being able to demonstrate compliance with statutory requirements across the whole organisation.
- 5.4 The overall impact of this position makes driving change from strategic asset management decisions more challenging.

6. Vision Statement

By 2026, the Council will have a more sustainable land and property estate which fully supports the delivery of corporate priorities and key services and will contribute to the Council's target to become carbon neutral by 2030.

The assets will be effectively managed across the organisation to make best use of staffing resources, ensuring the properties are financially viable, well maintained and that statutory and building compliance requirements are being met.

7. Proposals

- 7.1 By strategically aligning the use of its assets to the corporate priorities, the Council will have better utilisation of its estate, which in turn will lead to more efficient use of the buildings, the option to dispose of surplus property and more focussed maintenance. This in turn should then generate financial savings, the release of capital through the sale of surplus assets and help drive regeneration.
- 7.2 Through the development of a Strategic Asset Management Group and the Property Working Group, those strategic property decisions will be more easily implemented across the organisation.
- 7.3 There is the potential to work towards adopting a 'Corporate Landlord' approach to property, which could offer the opportunity to streamline the property management processes, further ensuring strategic asset decisions are implemented across the whole organisation.
- 7.4 The potential for further sharing of services with Stafford Borough Council, creates opportunities for standardisation of strategic property decisions and property management processes across both Councils, and this will be explored in the next few months through the work to develop a detailed business case.

Strategic Asset Reviews

- 7.5 The asset review process will incorporate the following stages:-
- A review of the asset;
 - The development of a future plan for the asset;
 - The implementation of the asset plan.

- 7.6 Asset performance will be measured and reviewed by a corporate Strategic Asset Management Group (AMG).
- 7.7 A review of the performance of the asset, will determine how well the asset is performing and the degree to which its current purpose is aligned to the Council's Corporate Priorities.
- 7.8 A SWOT analysis will be used to highlight the strengths, weaknesses, opportunities, and threats relating to the asset and the performance will be measured using a balanced scorecard approach, enabling similar assets within an asset group to be compared and evaluated. The scorecard will consider the following key objectives:

Objective	Description
Strategic Objective	How well are the Council's strategic objectives being met?
Operational Objectives	How well are operational objectives being met?
Customer / Stakeholder	How well are customer/ stakeholder needs being met?
Condition	What physical condition is the asset in and what are the maintenance obligations?
Financial Performance	What is the financial performance of the asset?
Social Value	What added social value does the asset bring?
Low Carbon Future	How well does the asset support a low carbon future?
Future Vision	What is the future vision for the asset?

Only relevant objectives will be compared within each review and each objective will be weighted, relative to its importance.

- 7.9 Each objective will be scored on the following basis:

0	No benefit	The asset does not support the objective.
1	Some relevance	The asset is only partially aligned to the objective and there are some major concerns.
2	Mostly relevant	The asset is aligned to the objective in most respects however there are some minor concerns.
3	Substantially satisfactory	The asset is aligned to objective.
4	Fully satisfactory	The asset is aligned to and fully supports the objective.

- 7.10 The weighted scores will formulate the foundation of discussion relating to the future use and purpose of the asset alongside the strategic decisions being made.
- 7.11 The agreed outcomes from an asset review need to be affordable and should be incorporated into the next budget-setting process.
- 7.12 Where changes are agreed, these will form part of the Council's existing quarterly performance reporting mechanism.

Strategic Asset Planning

- 7.13 The outcome of the asset reviews will be to develop asset plans which ensure property usage is aligned to the corporate priorities and operational requirements.
- 7.14 All asset plans should be affordable and enable the retained property assets to be maintained long-term at a good standard in line with the corporate objectives.
- 7.15 Where individual assets do not support the corporate priorities, the outcome of the asset review may require the asset to be repurposed or disposed of. The process for disposal will be set out in a Disposals procedure note and decisions on disposal will either be taken at officer level using delegated authority or escalated to Cabinet, depending on the size and significance of the asset.
- 7.16 Where a strategic asset review has determined that change should be implemented, costed options will be developed (including resource requirements and delivery timescales) to implement the proposals and maintain the asset for the required timeframe.

Implementation of Strategic Asset Plans

- 7.17 Agreed proposals will link into the Council's Budget process and Capital Programme and a realistic programme for delivery agreed.
- 7.18 Progress will be reported against the Council's current quarterly performance targets.
- 7.19 Performance indicators will be developed to measure progress of this Strategy against the agreed vision and objectives.

The Strategic Asset Management Group (AMG)

- 7.20 The Strategic Asset Management Group (AMG) will be responsible for facilitating strategic asset reviews in accordance with the principles of this strategy and the development of Strategic Asset Plans.
- 7.21 The decision-making process will include wider consultation with the Leadership Team as a whole, Service Managers through the Property Working Group and consultation with elected Members (where required).
- 7.22 The AMG will be chaired by the Chief Executive or the Deputy Chief Executive, or a relevant Head of Service to whom responsibility is delegated by the Chief Executive.
- 7.23 Membership of the AMG will be agreed by the Council's Leadership Team and is likely to include the Chief Executive, Deputy Chief Executive, Head of Finance / Section 151 Officer, Head of Economic Prosperity, Head of Environment and Healthy Lifestyles, Head of Housing and Partnerships, Corporate Asset Manager and Chief Accountant.
- 7.24 The AMG will be supported by a Property Working Group.

The Property Working Group

- 7.25 The Property Working Group will form an interface between the strategic asset management decisions being made by the AMG and Service Managers to aid the operational delivery of the asset management plans.
- 7.26 The Property Working Group will be chaired by a member of the AMG, to whom responsibility is delegated by the Chief Executive.
- 7.27 Membership of the Property Working Group will be agreed by the AMG and will most likely include the Corporate Asset Manager, Chief Accountant, and Service Managers with property responsibilities.

8. Key Actions

- 8.1 To set up a Strategic Asset Management Group (AMG) and agree Heads of Terms for the group.
- 8.2 To set up a Property Working Group and agree Heads of Terms for the group.

- 8.3 To review the current approach and organisational structure, including individual Service responsibilities, for the management of property assets against a 'Corporate Landlord' approach to property.
- 8.4 To develop a programme of strategic asset reviews to ensure the property assets are fit for purpose and are delivering their intended potential against the corporate priorities.
- 8.5 To review the purpose and benefit of underperforming assets and determine how they could better help the Council achieve its corporate aims and objectives.
- 8.6 To identify surplus property which could provide a capital receipt to further assist the Council in achieving its corporate goals.

9. Review of this Strategy

- 9.1 This strategy will be reviewed annually by the Asset Management Group and Leadership Team and formally after 3 years or following any changes in Corporate Priorities or legislation relevant to the delivery of this strategy.

Appendix 1

Asset Review Matrix

Asset Name:								
Asset Address:								
Current Use:								
Acquisition Date:						Date of Review:		
Original Purpose:						Reviewed By:		
Objective	Objective Description	Strengths	Weaknesses	Opportunities	Threats	% Weighting	Score 0-4	Weighted Score
Strategic Objective	How well are the Council's strategic objectives being met?							
Operational Objectives	How well are operational objectives being met?							
Customer / Stakeholder	How well are customer/ stakeholder needs being met?							
Condition	What physical condition is the asset in and what are the maintenance obligations?							
Financial Performance	What is the financial performance of the asset?							
Social Value	What added social value does the asset bring?							
Low Carbon Future	How well does the asset support a low carbon future?							
Future Vision	What is the future vision for the asset?							
TOTAL WEIGHTED SCORE =								

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Colin Donnelly
Telephone No:	01543 464 520
Portfolio Leader:	Housing, Heritage and Leisure
Key Decision:	No
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
**Proposed Play Area Refurbishments and Access Arrangements -
Open Space at Wellington Drive, Cannock**

1 Purpose of Report

- 1.1 To seek Members' approval to proceed with the improvements to the play area and open space at Wellington Drive, Cannock. As set out in the indicative development plans attached as appendix 1
- 1.2 To seek members approval to proceed with the implementation of play area gate replacement project across Cannock Chase District to make play areas safe.
- 1.3 To seek approval for permission to spend S106 funds and £50,000 from the alternate budget 2021 / 22 (Parks & Open Spaces) to develop and deliver the proposed improvements to safety gates.

2 Recommendations

That Cabinet:

- 2.1 Grant approval to proceed with the proposed improvements to the play area and open space at Wellington Drive, Cannock. As set out in this report and the indicative plan attached as Appendix A.
- 2.2 Grant approval to proceed with the proposal to replace and upgrade safety gates on various play areas across Cannock Chase district.
- 2.3 Recommend to Council to include £118,000 from existing S106 funds, into the Capital Programme for 2022 – 2023.
- 2.4 Grants permission to spend up to £168,000.00 to deliver both the Wellington Drive Proposals and the replacement gate proposals projects as set out in this report.

- 2.5 Delegate authority to the Head of Environment and Healthy Lifestyles, to enter into the required contractual arrangements, to agree the project details and to take such actions as may be necessary to progress the above recommendations within the approved budgets in consultation with the Housing, Heritage and Leisure Portfolio Holder.

3 Key Issues and Reasons for Recommendation

- 3.1 The site at Wellington Drive occupies an area of 0.9 hectares and needs upgrading, thereby providing an opportunity to not only install new modern play equipment but to also enhance and improve the open space, making it a more useable and pleasant site.
- 3.2 Significant development has taken place on the former Parker Hannifin site, in the last 10 years or so in the Cannock South Ward. As such the Council could utilise the funding identified from the new housing development to deliver new and improved play and recreational facilities to the Wellington Drive site.
- 3.3 Wellington Drive play area sits within a deprived area of Cannock and Staffordshire with above average childhood obesity and above the Staffordshire average number of children in deprived income families.
- 3.4 Councils have a major role in the provision of good quality parks, fully inclusive play areas and public open spaces that are both sustainable and meet the needs of the community.
- 3.5 A contribution of £40,343 from the Councils S106 fund, collected following the residential development on the former Parker Hannifin site has been identified which can be used **“for Improvements and/or maintenance of Council owned public open space at Laburnum Avenue, Cannock and/or Wellington Drive, Cannock and/or Cannock Park, Stafford Road”**. The remaining S106 fund contribution of £77,656 will come from the development of the Land West of Pye Green Road, which has been identified can be used for, **‘Provision of off-site open space, sports, recreation and health facilities within a catchment area which includes the development of the type to be provided as defined by the Council’s open space strategies from time to time and any subsequent revision of them’**.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council’s Corporate Priorities as follows:
- (i) Health and Wellbeing
 - a. By providing opportunities for residents and members of the public to lead healthy and active lifestyles in an enjoyable and safe outdoor playing and sports space, in an area with an identified need.

5 Report Detail

5.1 Background

- 5.1.1 The proposed scheme entails the refurbishment of an existing and outdated play area with no inclusive play provision or direct access for pushchairs or wheelchairs. Wellington Drive public open space is a rectangular piece of land fronting Wellington Drive, Longford, in the Cannock South ward. Cannock South ward has a higher-than-average population of under 5's and under 16's compared to other wards and also has a high population of children living in deprived families and high levels of teenage healthy weight issues.
- 5.1.2 The existing formal play area is 300m². It is not fully inclusive; it includes 9 pieces of formal play equipment and was last updated in 2001. However, the main flaw with this site is its layout, with the locations of play space and open grass kickabout areas at odds. The play equipment is tucked away into the far northwest corner of the site, surrounded by the brook and woodlands on two sides with only one access gate. Due to the location of the play space, there is no formal hard pathway to the play area, just an informal grass desire line. The grass kick about area is located at the front of the site, nearest the access. Both play area and grass kick about are accessed via a well-worn gravel bridge with no barriers or gates for security.
- 5.1.3 Councils have a major role in the provision of good quality parks, play areas and public open spaces, that are both sustainable and meet the needs of the community.
- 5.1.4 A contribution of £40,343.12 from the Councils S106 fund, collected following the housing development at the former Parker Hannifin site has been identified, which can be used '**for Improvements and/or maintenance of Council owned public open space at Laburnum Avenue, Cannock and/or Wellington Drive, Cannock and/or Cannock Park, Stafford Road**'. In addition, a further £77,656.88 has been identified from the Councils S106 fund, from the residential development on the Land West of Pye Green Road. These funds include for the '**Provision of off-site open space, sports, recreation and health facilities within a catchment area which includes the development of the type to be provided as defined by the Councils open space strategies from time to time and any subsequent revision of them**'.
- 5.1.5 The Council is keen to progress the proposed Wellington Drive play area development, and for it to be completed by the fourth quarter in 2022/23. To achieve this deadline, it will be necessary to include the estimated cost of the proposed scheme in the Council's Capital Programme for 2022-23 and to secure approval to spend the S106 funds to develop and deliver the scheme within the budget approved.
- 5.1.6 A safety gate replacement program has been developed to improved pedestrian and maintenance access to play areas across the district to enable easier and better access for members of the public as well as contractors and site maintenance operatives.

5.2 Wellington Drive Project Outline

5.2.1 The project includes the provision and relocation of a new fully accessible and equipped play area, new formal hard surfaced footpaths, relocation of grass kick about area and a new site access barrier; all aimed to encourage the Wellington Drive site to be used more constructively for sport and active recreation and to be more enjoyable for its users.

5.2.2 The Wellington Drive site measures 0.9 Hectares, it is 150m in length, and is unequally dissected by a small brook, which is set some 20m back from the highway, and runs parallel with Wellington Drive. The site is relatively flat and can only be accessed off Wellington Drive. As a result, well used desire lines across the grass areas have been formed and these become muddy and impractical for use with prams or by those with mobility issues. Improved links providing new formal tarmac pathways and maintenance access is considered essential.

5.2.3 Budget cost estimates and a draft scheme have been prepared which include the following items of work:

1. Removal of existing play area	£16,000
2. Tarmac Pathways / Access	£25,850
3. New formal play equipment	£60,850
4. Landscaping	£4,300
5. Contingency	£11,000

5.2.4 Whilst draft budget estimates and plans have been proposed, a detailed scheme will be drawn up and consulted with local / adjacent residents and users. This will lead to a final design, producing a scheme that has community and ward member support. - **See Appendix 2**

5.3 Wellington Drive Project and Play Area Gate Replacement Costs and Funding

5.3.1 The itemised costs together with the funding previously identified and in part requested for this scheme are as follows:

Pre-Tender Cost Estimate - Wellington drive	£
Remove existing play area	16,000.00
New maintenance access and site barriers	25,850.00
New Play Area	60,850.00
Landscaping / Tree planting	4,300.00
Contingency	11,000.00
Sub Total -Wellington Drive	118,000.00
Replacement Play Area Gates	50,000.00
TOTAL SPEND	168,000.00
Funding requested as part of this report	
Q280 S106 Parker Hannifin Development	40,343.12
Q258 S106 Land West of Pye Green Road	77,656.88
Alternative Capital budget 2021/22 - POS	50,000.00
TOTAL FUNDING	168,000.00

5.3.2 It is envisaged that any ongoing revenue costs associated with the future upgrading of the play area and improvements to the open space will be met from existing budgets. Should this position change a further report to Cabinet may be necessary.

5.4 Project Management and Timeline

5.4.1 This project will be overseen and managed by the Council’s Capital Projects Officer working in collaboration with the Parks and Open Spaces Team.

5.4.2 The project’s estimated timeline is as follows:

1	Finalise project brief, specification and procurement and contract documentation	Quarter 2 - 2022/23
2	Issue Tender	Quarter 2 - 2022/23
3	Submit Tender	Quarter 2 - 2022/23
4	Evaluate Tenders and contract award	Quarter 3 - 2022/23
5	Consultation and review of design	Quarter 3 - 2022/23
6	Start on Site	Quarter 3 - 2022/23
7	Completion	Quarter 4 - 2022/23

5.5 Play Area Safety / Access Gate Replacement

The play area safety / access gate replacement is required to improve / upgrade pedestrian user safety and maintenance access into the Council’s play area sites across the district. It will enable safe, easy and improved access for members of the public, as well as contractors and site maintenance operatives. The work will include the manufacture, purchase and installation of, new gates, vehicle barriers, and some surfacing work, to improve the access and management of the sites.

6 Implications

6.1 Financial

A budget of £118,000 will be required to refurbish the Wellington Drive Public open space and play area, as per the costs attached in section 5.3.1, this is to be financed by existing S106 contributions Q280 £40,343.12 and Q258 £77, 656.88.

At this stage it is envisaged that ongoing site maintenance of the renovated play site facilities will be met from existing revenue budgets. Should this position change as the details of the scheme are clarified then further reports to Cabinet may be necessary.

From the alternative budget approved by cabinet for the capital programme 2021/22 a budget of £50,000 was allocated to Parks and Open Space for further enhancements / maintenance. It is proposed these funds will be used to improve pedestrian and vehicle maintenance access into Parks and Open Spaces sites across the district to enable easier and better access for all members of the public as well as contractors and site maintenance operatives. The work will include the

manufacture, purchase and installation of safety gates, vehicle barriers, some surfacing, to improve the management of access to the sites.

6.2 Legal

The Council is obligated by the terms of the S106 Agreements within the Parker Hannifin development to use the funding identified above “*for Improvements and/or maintenance of Council owned public open space at Laburnum Avenue, Cannock and/or Wellington Drive, Cannock and/or Cannock Park, Stafford Road*”. By carrying out the proposed scheme as described above the Council would be complying with its obligations.

The Council will ensure that the necessary legal agreements and details of the works to be carried out are in place before any works are undertaken, especially dealing with gaining access to Council and/or other land.

6.3 Human Resources

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

6.4 Risk Management

The main risks involved in such a project relate to the provider not being able to deliver the proposed improvements; not being able to deliver them to the required quality standard; or within the allocated budget for the works. However, the Council’s involvement in the design, content and the layout proposals will assist in the mitigation of such risks, and where relevant, elements of the project will be reviewed in order to keep within the existing budget.

6.5 Equality & Diversity

It is anticipated that the redevelopment, including the provision of inclusive play equipment, will have a positive impact in relation to equality and diversity.

6.6 Climate Change

The tree planting works as recommended in this report will enhance the natural environment and will contribute towards the Council’s climate change agenda.

7 Appendices to the Report

Appendix 1 – Indicative Development Plan

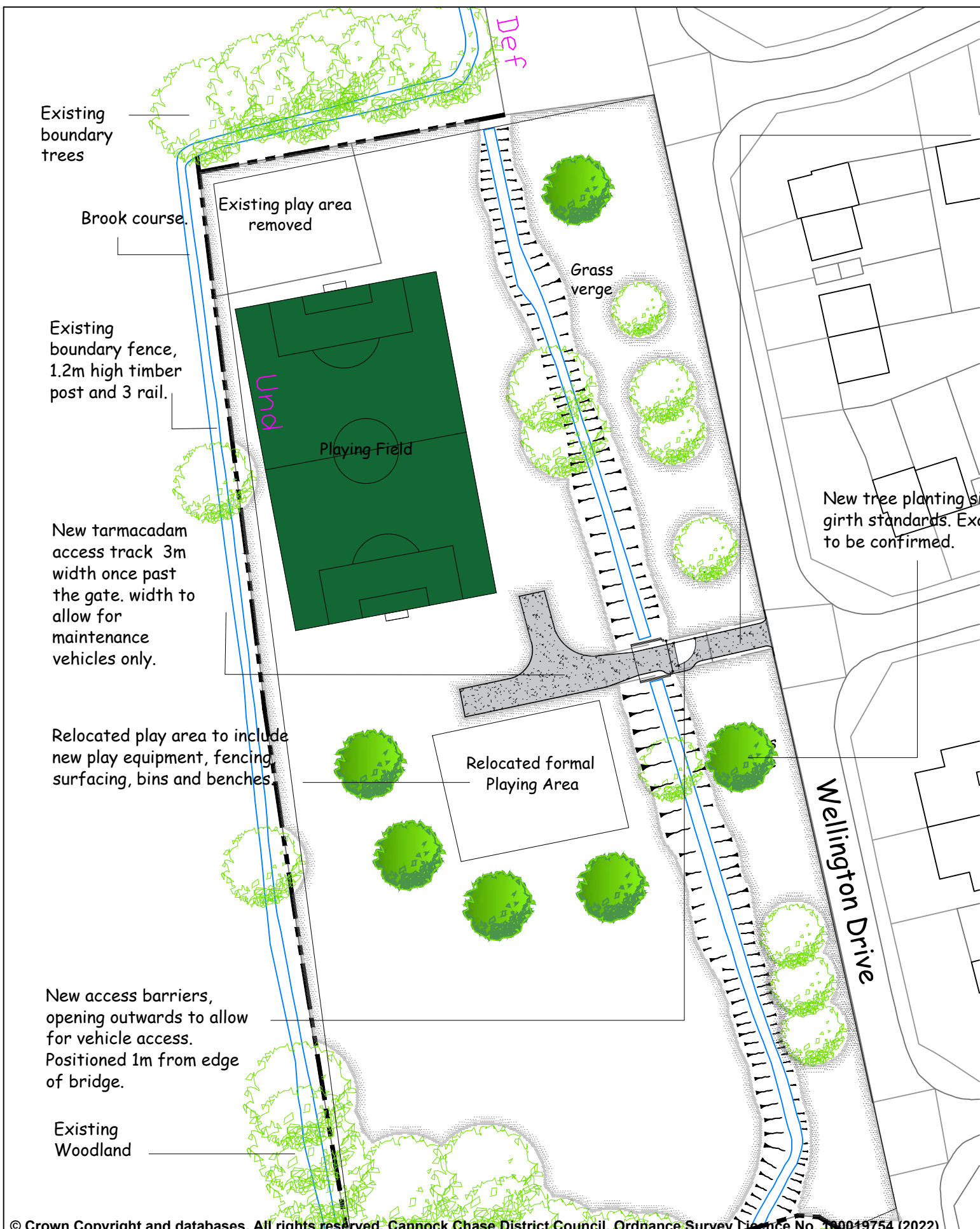
Appendix 2 - Budget cost estimates

Previous Consideration

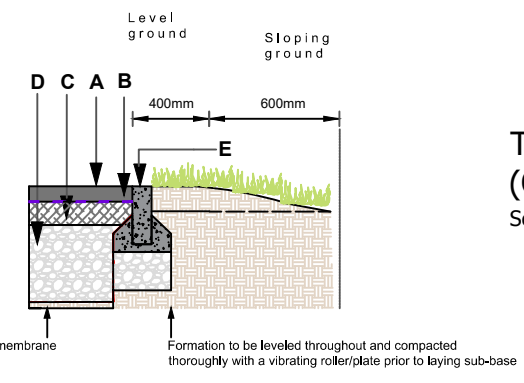
None.

Background Papers

None.



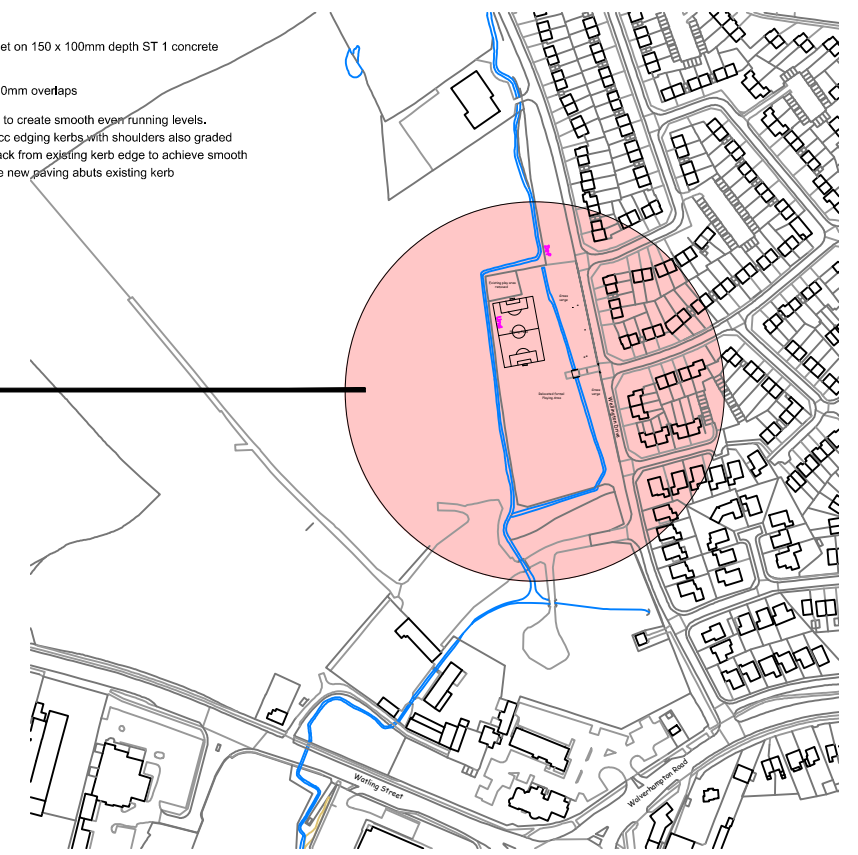
Access track narrowed to 4m width to cross bridge. Gate repositioned to allow for access of electric scooters




Tarmac surface detail (Occasional traffic)
Scale 1:20

- A Wearing course HRA 10 F Surf 40mm depth PSV 60.
- B K bitumen lac coat applied between macadam layers at a rate of 0.05 litres per Sqm
- C Binder course asphalt concrete dense bit 60mm compacted depth.
- D 200mm depth of DoT Type 1 sub-base
- E 50 x 150 x 900mm flat top PCC pin kerb edging. Set on 150 x 100mm depth ST 1 concrete footings with haunchings.
- F Terram 2000 geotextile membrane laid flat with 300mm overlaps
- G Make up ground adjacent to new paving as shown to create smooth even running levels. Paving level to be graded down to meet existing pcc edging kerbs with shoulders also graded accordingly. Grading of paving to start 4000mm back from existing kerb edge to achieve smooth even running levels with no lip or trip hazard where new paving abuts existing kerb

Site location Plan
Scale 1:5000



- GENERAL NOTES**
- Do not scale from this drawing.
 - All dimensions are in mm.
 - All excavated material to be spread on adjacent site within areas as agreed with the Contract Administrator (Not exceeding 500m from site)
 - All kerbs to be natural finish and colour and butt jointed.
 - For radii up to 12.0M, kerbs of appropriate radius will be used.
 - For radii 12.0M up to 20.0M half length kerbs shall be used.
 - Reference 'Type' refers to BS EN 1340 and reference should be made to this British Standard for specification of all kerbs, quadrants and edgings
 - Proposed falls across new tarmacadam access track to fall towards brook course
 - Where new tarmac surfaces abut existing to be retained, disc cut through existing tarmac construction to provide a neat, clean edge to receive new tarmac construction and coat exposed face and surface of new joint with bitumastic sealant (50 per)
 - Extend up to paving surface to cover joint.
 - Coated macadam paving to BS EN 13108. Keep new paving free from traffic until it has cooled to prevailing atmospheric temperature.
 - Do not allow rollers to stand on paving at any time. Finished surface of paving to have an even overall texture. Leave in a clean state on completion.
 - Do not use pavings as a building platform for storing, mixing or preparing materials.
 - Contractor to visit site prior to construction to accurately establish site conditions, take measurements, including ground levels and agree setting out.



CANNOCK CHASE COUNCIL
Caring for the Community

Civic Centre
PO Box 28
Beecroft Road
Cannock
Staffordshire
WS11 1BG

Tel: (01543) 462621
Fax: (01543) 462317
www.cannockchasedc.gov.uk

Scheme :
Appendix 1 - Wellington Drive Proposed play area refurbishment

Drawing Title :
Landscape proposals Layout and details

Drawing No : ST \ 9 \ WE \ 4 \ PAR22-001a	Scale : Various @ A3
Drawn By : CWD	Date : 28th May 2022
Checked By :	Date :

CANNOCK CHASE DISTRICT COUNCIL



WELLINGTON DRIVE : Refurbishment contract

APPENDIX 2

BILLS OF QUANTITIES

		Qty	Unit	Rate	Amount
SECTION 1					
Conditions of Contract					£500.00
SECTION 2					
General Specification / Preliminaries					£1,500.00
SECTION 3					
Ref:	Schedule No.1: Preparation				
	Refer to dwg No. ES/ST/9/CS/4/CP - 005 & 6 for all details				
1.1.1	Allow for removal of existing steel Pole barrier Allow for carting all arisings off site to a suitably licensed tip.	1	No	£110.00	£110.00
1.1.2	Excavate existing gravel surface to a depth not exceeding 300mm to allow for construction of new tarmac surface	66	Sqm	£20.00	£1,320.00
1.1.3	Removal of existing turf and topsoil to area of new tarmacadam footpath, maximum width 3m maximum depth 300mm. Cart all green waste arisings to suitably licensed tip.	125	Sqm	£9.00	£1,125.00
1.1.4	Removal of existing timber and mesh fence to play area perimeter	75	Linm	£7.20	£540.00
1.1.5	Remove all existing play and site furniture to include all fixings footings and foundations. Cart all arising off site to suitably licensed tip				
a	Swing set	3	No	£350.00	£1,050.00
b	3 tower multi unit	1	No	£650.00	£650.00
c	Chain link trail	1	No	£50.00	£50.00
d	Spring animals	2	No	£150.00	£300.00
e	Steel zig zag balance beams	2	No	£100.00	£200.00
f	Steel air rider	1	No	£400.00	£400.00
g	Bin	1	No	£40.00	£40.00
h	Bench	1	No	£103.00	£103.00
j	Single gate	1	No	£50.00	£50.00
k	1,2m High flat top timber and mesh fence	76	Linm	£12.00	£912.00
l	200mm depth hard dig excavation	320	Sqm	£22.00	£7,040.00
Balance carried forward					£15,890.00

CANNOCK CHASE DISTRICT



WELLINGTON DRIVE : Refurbishment contract

APPENDIX 2

BILLS OF QUANTITIES

Qty	Unit	Rate	Amount
-----	------	------	--------

Balance Brought forward	£15,890.00
-------------------------	------------

Ref:						
	Schedule No.2: Hard Works Construction					
	Refer to dwg No. ES/ST/9/CS/4/CP - 005 & 6 for all					
2.1	TARMAC WORKS TO ENTRANCES					
2.1.1	Supply and lay 200mm compacted depth MOT type 1 sub base to new tarmac footway across existing desire line. Include for excavation and carting all surplus material off site to a suitably licensed tip. Refer to spec clause Q 20.5	171	SQm	£22.00		£3,762.00
2.1.2	Supply and install Terram 2000 or similar approved to base of all new pathway works. Overlapped 300mm at all joints. Installed as per manufacturers recommendations. Refer to spec clause D 20.23	171	SQM	£2.00		£342.00
2.1.3	Supply and lay new tarmacadam asphalt concrete base /binder course. 60mm compacted depth AC14 dense bit H/S 100/150 pthway width 1.7m maximum. Refer to spec clause Q22.1 and drawing Number ST/8/FL/6/PW16/01	171	SQM	£20.00		£3,420.00
2.1.4	Supply and lay asphalt concrete AC6 paving surface 40mm compacted and rolled depth. Close graded surf H/S 100 / 150. Refer to spec clause Q22.1	171	SQM	£25.00		£4,275.00
2.1.5	Supply and lay HB 2 road kerbs to sides of new tarmacadam pathway. To include for all fixings and footings, to be laid smooth and straight	92	Linm	£36.00		£3,312.00
2.1.6	Extra over cost for curved radius kerbs, 5m radius					
a	5M radius outside kerb	7	Linm	£36.00		£252.00
b	3.75M radius outside kerb	6	Linm	£36.00		£216.00
Ref:						
	Schedule No.2: Hard Works Construction					
	Refer to dwg No. ES/ST/9/CS/4/CP - 005 & 6 for all					
	details					
3.1	FENCING AND BARRIERS					
3.1.1	Supply and install new 1.2m high hoop top steel fencing To include all fixings, footing and foundation.	76	Linm	£75.00		£5,700.00
3.1.2	Supply and install a new 3m pedetrain /maintenance gate. Include for all fixings footngs and foundations.	1	No	£1,200.00		£1,200.00
3.1.3	Supply and install a new 1m wide pedetrain gate. Include for all fixings footngs and foundations.	1	No	£1,200.00		£1,200.00
3.1.4	Allow for fixings new field gate to prevent unauthorised access to the site. Via a 3m wide steel gate. 3 bar post and rail fence to include for all fixings, footings and foundations	1	No	£2,000.00		£2,000.00
	Balance carried forward					£41,569.00

CANNOCK CHASE DISTRICT



WELLINGTON DRIVE : Refurbishment contract

APPENDIX 2

BILLS OF QUANTITIES			
---------------------	--	--	--

Qty	Unit	Rate	Amount
-----	------	------	--------

			Balance Brought forward		£41,569.00
	Schedule No.2: Hard Works Construction				
	Refer to dwg No. ES/ST/9/CS/4/CP - 005 & 6 for all details				
3.2	PLAY AREA CONSTRUCTION				
3.2.1	Supply and install the following items of play equipment.				
a	Three tier climb frame with net	1	No	£11,500.00	£11,500.00
b	triple bay swing	1	No	£5,750.00	£5,750.00
c	Wheelchair rounabout	1	No	£6,750.00	£6,750.00
d	Spring animals	2	No	£900.00	£1,800.00
e	spinner bowl	1	No	£950.00	£950.00
f	Steel air rider	1	No	£4,000.00	£4,000.00
g	Musical play panel	1	No	£1,000.00	£1,000.00
h	3 way see saw	1	No	£2,000.00	£2,000.00
j	Bin	1	No	£400.00	£400.00
k	Bench	2	No	£1,000.00	£2,000.00
3.2.2	Excavate for supply and lay new wetpour surface to new play area. To include all sub bases and base courses and localised regrading to make site site smooth and level	320	Sqm	£70.00	£22,400.00
3.2.3	Supply and lay PCC Pin Kerb edging to base of new fence.	75	Linm	£25.00	£1,875.00
4	SOFT WORKS				
4.1.1	Supply and plant to include, preperation, planting, feeding tube, stakes, guys and mulching. New 10-12 standards tree planting. Exact species to be confirmed.	6	No	£450.00	£2,700.00
4.1.1	Supply and lay top soil to area of previously excavate play area, to a maximum dpeht of 300mm. Reagrding to maks ethe site smooth and level	96	Cubm	£25.00	£2,400.00
4.1.2	supply and spread new grass seed mix over newly established area. to include for all preparatory works and preperation. Sow general purposed grass seed mix - Germinal seed mix at a rate of 35g/Sqm	320	Sqm	£1.34	£428.80
4.1.3	Make good all areas following on form completion of the works.	1	Item	£500.00	£500.00
Sheet sub-total					£108,022.80

Total Value of works:
Add Contingency Sum

£108,022.80

£10,000.00

TOTAL COST

£118,022.80

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Joss Presland
Contact Number:	01543 456822
Portfolio Leader:	Environment and Climate Change
Key Decision:	Yes
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
Staffordshire Sustainability Board

1 Purpose of Report

- 1.1 To update Cabinet on the work of the newly established Staffordshire Sustainability Board.
- 1.2 To seek approval for the Council to sign up to the Staffordshire Sustainability Board vision and baseline pledge.
- 1.3 To highlight the revenue funding implications of a shared sustainability partnership post and other activities that emanate from the baseline pledge.

2 Recommendation(s)

It is recommended that Cabinet:

- 2.1 Notes the contents of the report.
- 2.2 Agrees the recommendations of the Staffordshire Sustainability Board and signs up to the boards vision and baseline pledge.
- 2.3 Agrees the allocation of £5,000 per annum revenue funding, as a contribution towards the shared sustainability officers post, hosted by Staffordshire County Council.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 In order to address the climate emergency all Staffordshire Councils have come together to create a member led Staffordshire Sustainability Board.

- 3.2 The board has established a vision and a baseline pledge. To achieve the requirements of the baseline pledge, an annual budget / resource will be required to be allocated.
- 3.3 In addition, the board has also called for the establishment of a Sustainability Partnership Officer role and is looking for that post to be jointly funded by all of the councils across Staffordshire. As per Item 3.2, this will require the allocation of an annual budget / resource.
- 3.4 The Council does not have an annual revenue budget for the sustainability / climate change cost implications of the pledge and so there is no funding at present beyond the £5,000 one-off cost of this year's contribution.

Reasons for Recommendations

- 3.5 In 2019 the Council passed a motion to work towards the entire district becoming carbon neutral by 2030. Due to the complexities involved this is considered an extremely ambitious target and is one of the highest in Staffordshire.
- 3.6 Working alongside our neighbouring Staffordshire authorities is seen as essential in order to tackle the global issue of climate change, especially given the size of the issues and the potential required investment. It is also in line with the principles established within the recent Staffordshire Deal.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) **Priority 2 - Health and Wellbeing**
 - a. Provides opportunities for residents to lead healthy and active lifestyles.
 - (ii) **Priority 3 - The Community**
 - a. Helps to ensure Cannock Chase is a place that residents are proud to call home
 - b. Encourages residents to live a sustainable lifestyle
 - c. Improves the housing offer across the District
 - d. Ensures our communities are well designed, accessible, and inclusive environments
 - e. Supports and builds strong connections within our local communities

5 Report Detail

- 5.1 The Staffordshire Sustainability Board was created in 2021 and was formally recognised on 19th January 2022 with the appointment of its Chair and Vice Chair.
- 5.2 Staffordshire Sustainability Board (SSB) is made up of portfolio leads with responsibility for sustainability / climate change from each of the Staffordshire authorities; Staffordshire County Council; Stoke-on-Trent City Council; Cannock Chase District Council; East Staffordshire Borough Council; Lichfield District

Council; Stafford Borough Council; South Staffordshire District Council, Newcastle-under-Lyme Borough Council, Tamworth Borough Council; and Staffordshire Moorlands District Council.

- 5.3 The board aims to allow the Member led discussion of environmental sustainability issues across Staffordshire to tackle climate change, from within its local authority membership.
- 5.4 Its vision is to facilitate a collaborative forum, of the democratically elected bodies in Staffordshire, to work together towards influencing change and to encourage organisations and individuals to ensure that Staffordshire is net carbon zero by at least 2050 or before.
- 5.5 SSB also intends to work as a collective to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.
- 5.6 The boards vision and pledge can be found at Appendix 1, with the draft terms of reference at Appendix 2.
- 5.7 The vision also sets out a list of Council commitments that it is asking each Council to sign up to, in the form of a baseline pledge.
- 5.8 The base line pledge is made up of ten areas that the board is asking each of its members to sign up to, these are mainly organisationally based, however, some are externally faced.
- 5.9 The base line pledge includes commitments to:
 1. annual organisational emissions reporting
 2. continued carbon literacy training and awareness
 3. ambassadors' roles
 4. green travel planning
 5. communications
 6. green energy
 7. energy reduction
 8. low carbon fuelled fleet vehicles
 9. waste and recycling improvements
 10. innovation and technology.
- 5.10 In order to achieve the aspiration contained within the baseline pledge there will be an annual resource requirement. Some of the work is already being undertaken and it is considered that much of the work should form part of the day-to-day running of the Council as we move towards our carbon neutral target.
- 5.11 As part of the Council's works around it's Costed Action Plan there will be a requirement for dedicated resourcing, including an annual revenue budget. This budget, if identified, would be used to fund work towards achieving the aspirations of the baseline pledge.
- 5.12 In addition to the pledge it was agreed that Staffordshire Councils would each

benefit from the appointment of a Sustainability Partnership Officer. This would mirror activities that have successfully been undertaken within the Staffordshire Waste Partnership since 2013, when the Staffordshire Waste Partnership Manager's role was first introduced.

- 5.13 The Staffordshire Waste Partnership Manager is paid for equally, by each of the Councils within the partnership, the post is hosted within East Staffordshire Borough Council's establishment. It is considered that having this post has proved to be a huge benefit to all of the Council's across the County in national, regional and local waste and recycling matters. The post acts as an impartial conduit between each of the Councils, chairs the Staffordshire Waste Officers Group (SWOG) and assists with the reporting and administration of the Joint Waste Management Board.
- 5.14 The County Council has offered to host the new Sustainability Partnership Officers role within their establishment, to sit alongside their emerging sustainability team. They have requested that each authority commits £5,000 per annum towards the role. Similar to the Waste Partnership Managers role, it is intended that, although being employed within the County Council, it will form an impartial link and essential coordination between each of the Staffordshire Councils.
- 5.15 In addition to the Baseline Pledge the Board is also keen for each of its members to sign a Nature Recovery Declaration for their areas. Nature Recovery Declarations have been signed by Staffordshire County Council, Staffordshire Moorlands District Council, and East Staffordshire Borough Council, with others set to follow.
- 5.16 The Council has begun working with Staffordshire Wildlife Trust on the creation of a Nature Recovery Declaration, which will be subject to a future report to Cabinet.

6 Implications

6.1 Financial

The Council does not have an annual revenue budget for the sustainability / climate change cost implications of the pledge. It does have a part-time (0.4FTE) Recycling and Climate Change Officer, however, that post is funded from within the waste and recycling management budget.

Staffordshire Sustainability Board has requested that each Council commits to an annual contribution of £5,000 towards a Sustainability Partnership Officers post (as detailed in item 5.12-5.14). This sum can be found, on a one-off basis, from reserves.

The Baseline Pledge calls for a number of items that will require resourcing such as, annual organisational emissions reporting, ongoing carbon literacy training, and a move towards a greener fleet. As per the above, the Council currently does not budget for this type of activity.

In addition to the above, it is considered that work will require funding in the future, as part of the Council's membership of the Sustainability Board, it's Costed Action Plan, and its wider Carbon Neutral ambition; none of which have funding at present.

6.2 Legal

The Staffordshire Sustainability Board acts as an advisory body only and has no decision-making powers. Those powers lie above the board, at Leader and Chief Officer level.

Neither the vision or baseline pledge are part of a legally binding document, and as such it is considered the Council could withdraw from them at any point, if it wished to do so.

It is considered that the appointment of the Sustainability Partnership Officer role will be covered by a Memorandum of Understanding between the parties involved.

6.3 Human Resources

Should, at some point in the future, the Sustainability Partnership Officer post be made redundant it is considered that the Council may be required to pay its equal share of any redundancy costs.

6.4 Risk Management

None

6.5 Equality & Diversity

None

6.6 Climate Change

The Staffordshire Sustainability Board was set up with the aim of reducing CO₂e emissions across the county, as such its proposals are designed to provide a positive impact upon climate change and should assist the Council with achieving its carbon neutral ambitions.

7 Appendices to the Report

Appendix 1: Staffordshire Sustainability Board - Vision and Baseline Pledge

Appendix 2: Staffordshire Sustainability Board - Draft Terms of Reference

Previous Consideration

None

Background Papers

None

Staffordshire Sustainability Board

Appendix 1

Vision and council commitments 2022-2023

Vision

The Staffordshire Sustainability Board (SSB) is to facilitate the collaborative forum, to work together, as the democratically elected bodies in Staffordshire, to influence change and to encourage organisations and individuals to ensure that Staffordshire is net carbon zero by at least 2050 or before.

The board will also work as a collective to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in. Sustainability and habitat biodiversity will be reviewed throughout 2022 and shall be considered in a revised vision in January 2023.

Context

The Staffordshire Leaders and Chief Executives Group has committed to work collaboratively to successfully achieve net carbon zero in line with our independent authority's climate change declarations.

It is recognised that the council's collective carbon footprint is less than 2% of Staffordshire's 5.8MtCO₂e annual carbon footprint however it is documented that, collectively, the councils could have an influence on a significant proportion of these emissions. This collaboration is to enable and facilitate change, where possible, throughout the geographic area of Staffordshire as a whole.

Work in the longer term will also bring into the discussion and actions, climate change adaptation and sustainable environment concerns.

Throughout all the activities and discussion that resonate from the SSB, we shall actively engage with external organisations that can bring specialist knowledge, understanding and facilitation to the board.

The SSB will comprise senior members of each authority and supported by a team of advisors drawn from across the authorities.

Council commitments

It is proposed that as an initial commitment, the combined councils will within their own carbon emissions boundary initiate the following but acknowledge that the larger scope of climate change mitigation and adaptation is within the wider community of Staffordshire.

1. Baseline and Reporting – All Councils will prepare and publish an annual baseline analysis of their organisation's carbon footprint. All Councils will assess and publish progress in reducing their carbon footprint in October each year.

2. Carbon Literacy Training & Awareness – All Councillors and Senior Management Teams will undertake carbon literacy training to build corporate awareness of the issue and the Council’s role in securing carbon reduction. All Councils will conduct a community impact assessment for key projects and proposals and include an assessment of Climate Change Implications in all key decision reports.

3. Ambassadors - All Councils will encourage members to act as climate change ambassadors, to encourage reduction in organisational carbon footprints and champion this in their own division/ward areas.

4. Green Travel Planning – All Councils will support and facilitate green travel by members, employees, and their communities through promotion of green travel planning. Policy implementation on green transport and ways of working

5. Communications – All Councils will contribute to a countywide communications group who will plan to deliver and manage a countywide Communications Plan, working together to drive our collective net zero visions forward, throughout the County.

6. Green Energy – All the Councils will commit to procure 100% green energy supplies for their electricity as soon as existing contract commitments allow.

7. Energy Reduction – By January 2023, all Councils will have established plans to reduce energy consumption across their estates.

8. Low carbon fuelled fleet vehicles – Moving towards an aspirational zero emission operational vehicle fleet, the Councils will by 2025, establish a plan to move to low carbon fuels within their internal fleets by 2030.

9. Waste & Recycling – By 2025 there will be a countywide waste strategy that all authorities will adhere to. This strategy will cover all aspects of the countywide waste operation, to reduce residual waste creation, increase recycling rates, promote composting of food waste at home and establish food waste collections throughout the County.

10. Innovation and Technology – Working collaboratively with research institutions, businesses and partners the Councils will encourage both innovation and technology development, that will assist the delivery of our combined net zero visions.



Sustainability Partnership Logo?

**Staffordshire Sustainability Board (SSB) -
Terms of Reference**

Background

SSB forms the Member level discussion on environmental sustainability issues within Staffordshire to tackle climate change with local authority projects. SSB has been created in 2021 as a response to the local authorities in Staffordshire announcing climate emergencies.

Membership

SSB comprises representatives from all authorities in Staffordshire. Representatives are the elected Members from each council within Staffordshire with a sustainability / climate change portfolio (or appropriate substitute), and also includes support from council officers, directors and additional council staff as and when required (such as legal specialists, Chief Executives etc).

The group is chaired by an Elected Member appointed to the role of Chair by Board vote, alongside a Vice Chair. The roles are elected in the summer each year, with no fixed term for the duration of the role, if the incumbent role holders wish to remain in post and are suitably voted so. The Board, who is appointed by Staffordshire County Council, is responsible for taking the meeting minutes and organising the meetings.

The SSB will elect a Chairman and Vice Chairman from the body of elected members on the SSB on an annual basis at the Annual Meeting.

Meeting frequency and availability

The Board meets every 3 months (or more frequently if required) on a revolving locational basis, it will also meet via video conferencing in between the in person meeting

The Board meetings are not open to the public in. The meetings are also recorded) and all documents (agenda, and any papers) are provided in advance of the meeting.

Purpose

JSB meets in order to gather together the Elected Members (Sustainability / Climate change portfolio) from the councils in Staffordshire to allow discussion on the relevant environmental sustainability issues, debate matters affecting multiple authorities and decide outcomes and objectives for collective projects.

Objectives

SSB will, on behalf of each of the local authorities in the partnership:

- Encourage and support partnership working between the local authorities on environmental sustainability collaborative projects,
- Develop and recommend a Staffordshire Environmental Sustainability Strategy (SESS) for Staffordshire for adoption by of the local authorities,
- Oversee the implementation of the SESS, monitoring delivery against agreed targets and milestones,
- Encourage and support partnership working outside the local area, with other local authorities, government agencies, community groups and companies where appropriate, both in the local region and elsewhere in the UK accordingly,
- Share best practice in environmental sustainability,
- Source solutions to joint concerns on climate change, such as developing public education on behavior change,
- Ensure that Staffordshire is represented both regionally and nationally on relevant issues and that opportunities to influence the regional and national agenda are pursued effectively,
- Through a collective bidding approach, ensure opportunities are explored to secure external funding, and agree arrangements for the management and distribution of external monies secured.

Reporting

The SSB shall report to the Chief Executives and Leaders Group (CELG). Therefore, Members of the Board must report back outcomes of meetings to their respective CELG representatives, as necessary. In addition, Members of the Board must share all relevant information from their appointing Authorities with Partners to ensure effective operation of the SSB.

The Staffordshire Sustainability Senior Officers Group (SSSOG) reports to the SSB through the SSSOG Chair, who sets Agenda for Board meetings in consultation with the Chairman, Vice-Chairman (For more information on SSSOG, please refer to the SSSOG Terms of Reference).

SSB will work with the newly created Joint Sustainability Board where necessary on any collaborative waste projects, which help to tackle climate change.

Decision making

The Board is not a formal decision-making body. As such, any significant decisions (determined by financial or service impact) need to be referred back to the Partner Authorities, with recommendations from the Board. Where a decision requires approval through the Partner Authorities governance processes, the decision is referred to another Board meeting to allow each Partner Authority to seek said approval.

Members should have the relevant authority from their Partner Authority to make any decisions, which are not considered significant decisions (determined by financial or service impact) at the Board. Whilst the expectation is that decisions of the Board are reached by consensus, where this is not possible, decisions are made by simple

Item No. 11.10

majority on the basis of the Member representative for each Partner Authority having one vote. Please note, other colleagues from Partner Authorities do not hold the right to vote.

The quorum required to vote differs from the quorum required for the meeting to proceed (as set out in para 3.3). Member representation from 7 out of the 10 Partner Authorities must be present in order for a vote to be taken. This will provide ownership of the decision.

Subject to Partner Authorities governance processes, each Partner Authority shall then be bound by the decisions taken by the Board.

Review

These Terms of Reference will be reviewed regularly and as deemed necessary by SSB representatives.

DRAFT

Report of:	Head of Environment & Healthy Lifestyles
Contact Officer:	Joss Presland
Contact Number:	01543 464 416
Portfolio Leader:	Housing, Heritage, and Leisure
Key Decision:	Yes
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
Leisure & Culture Concession Scheme

1 Purpose of Report

- 1.1 To provide Cabinet with revised proposals for the Leisure and Culture Concession Scheme ('Chase Card').
- 1.2 To seek approval to amend the Concession Scheme in line with the recommendations set out at 2.1 – 2.8.

2 Recommendation(s)

That Cabinet:

- 2.1 Endorse the proposed amendments to the Leisure and Culture Concession Scheme as set out at 5.14 to 5.21 in this report.
- 2.2 Specifically that residents of the district who are in receipt of any of the following benefits shall qualify for a concessionary membership:
- Housing Benefit
 - Income Support
 - Job Seekers' Allowance
 - Working Families Tax Credit
 - Carers Allowance
 - Universal Credit
 - Disability Access
 - Refugee Status (UNCHR 1951).
- 2.3 In addition, the concession scheme shall be open to 18-to-25-year-old residents of the district who are care leavers.

- 2.4 The existing interim arrangement for residents who are serving members of H.M. Armed Forces to have access to the concessionary scheme shall be made permanent.
- 2.5 Note the proposals to create new membership packages for residents over the age of sixty or under the age of eighteen.
- 2.6 Retain the existing concessionary arrangements for Cannock Chase Council staff.
- 2.7 Agrees that nominal one off fees are introduced to those who do not live in the district of Cannock Chase to access concessionary rates for activities / services.
- 2.8 Approve concession memberships to all those that enter a volunteering agreement with IHL, in exchange for a number of hours of service.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Council Leisure Concession Scheme has not been updated since prior to 2011. There is a requirement to realign the scheme in order to improve the schemes match with changes in demographics and benefits.
- 3.2 The key proposed changes to the concession scheme are summarised below:
 - Removal of automatic access to the scheme based solely on age
 - New membership package for 16 and under, students, and 60+
 - Concession Scheme allow for care leavers aged 18-25
 - Permanent offer of active Armed Force memberships
 - A new nominal one off fee for those who qualify for concession rates but live-in neighbouring districts, such as, Lichfield, South Staffordshire and Stafford
 - New concessions for IHL volunteers.

Reasons for Recommendations

- 3.3 Providing a concessionary pricing scheme meeting the strategic objectives of improving local health through increasing participation in physical activity.
- 3.4 Repurposing of the concessions scheme to take into consideration the impact of the SARS-CoV-2 pandemic and the Council's support measures introduced through the Covid Deed of Variation.
- 3.5 Enables opportunities to reward people who invest their time and skills to IHL services, voluntarily, to meet district priorities.

4 Relationship to Corporate Priorities

- 4.1 The proposals to update the Leisure and Culture Concession scheme for the District links to the Council's Corporate Plan 2022-26 priority of supporting Health and Wellbeing, by:
 - Encouraging and supporting residents to lead healthy and independent lives

- Providing opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental wellbeing.
- Working with Partners to address health inequalities.
- Supporting residents that need our help.

5 Report Detail

Background

Leisure Concession Scheme

- 5.1 Concession schemes should be a valuable tool for local authorities and their leisure providers in ensuring that its services are available to all members of their communities and/or to encourage specific users and groups to engage in-line with their strategic outcomes.
- 5.2 Concessionary pricing schemes are commonplace and often provided to encourage and better assist those groups of people who are less likely to use the leisure facilities and services provided as a result of having less disposable income or as a group who are at risk of poorer health outcomes.
- 5.3 One of the core requirements from the outsourcing of the culture and leisure services contract in 2012 was the continued provision of the existing concession scheme. Prior to transfer of services the Council operated scheme assisted in reducing cost as a barrier to participation.
- 5.4 The scheme is open to those on a number of means tested benefits or those who are engaging with health based structured exercise. The scheme allowed access to both pay and play and memberships at a reduced rate of 50% to Chase Leisure Centre, Rugeley Leisure Centre and Cannock Park Golf Course. IHL honoured all benefits with the Chase Card scheme and provided additional support to serving armed forces members.

Current Uptake

- 5.5 The existing scheme aimed to increase access to physical activity and healthy lifestyles as a way of contributing to improving the health and wellbeing of all those who participate.
- 5.6 The scheme is available to residents of the Cannock Chase district who are (and have the accompanying official proof of eligibility):
 - Full-time students
 - On a Government trainee scheme
 - Registered disabled
 - Carers or attendants
 - Job seekers
 - On low income
 - On income support
 - Children dependent on an adult receiving benefits
 - Retired and receiving a state pension

- In receipt of Working Family Tax Credit (higher element only)

Card holders are entitled to 50% discount on any activities including:

- Direct debit memberships
- Annual memberships
- Swimming
- Swimming lessons
- Fitness sessions
- Golf

5.7 Inspiring healthy lifestyles have continuously monitored the take up of the concessions scheme, and in partnership with the Council have assessed and evaluated the impact it has on increasing engagement from key target groups. There are currently **2,049** Concessionary Card Holders.

	Male	Female	0-16	17-21	22-59	60+
<i>LS Concession</i>	767	838	264	189	543	609
<i>Health Referrals</i>	203	241	-	2	239	204
Total	970	1,079	264	190	782	813

- In addition, there are 89 Armed Forces Members registered
 - 215 expired members have not renewed since covid (we are contacting these members to encourage them to renew)
 - The Health Referral card holders relate to members who have accessed the service to improve poor health.
 - Health referrals (Those referred by a health professional, such as a GP, Social Prescriber, Clinician) are entitled to 12 months at the discounted concessionary rate. It's designed to encourage behaviour change and acts as a pathway into experiencing wider IHL services and activities to suit their needs and personal circumstances. They are then reassessed to transition into a full membership or continued concessionary member should they qualify.
- 5.8 The opportunity provided by the Cannock Chase Can app to improve the identification and targeting of those who would most benefit from engagement in the scheme should be noted.
- 5.10 While most understand the benefits of regular exercise and enjoy physical activity there are several barriers to engaging in exercise. Time poverty is the most common reason given when people are asked why they don't exercise, followed by health reasons, low energy, low self-confidence, cost and family demands.
- 5.11 Whilst the current scheme recognises these factors, it assumes that price is the sole barrier to all those under 21 and over 60, regardless of their financial position. Even though the retirement age continues to increase, the scheme allows those in work to receive concessionary pricing.
- 5.12 In developing the proposed scheme the blanket application of entitlement to the scheme has been reviewed with a view to re-alignment of resource and access to the scheme.

The Proposed Concession Scheme

5.14 Residents of the District who receive any of the following benefits shall be eligible for a concessionary membership:

- Housing benefit
- Income Support
- Job Seekers' Allowance
- Working Families Tax Credit
- Carers Allowance
- Universal Credit
- Disability Access
- Refugee Status (UNCHR 1951).

5.15 Residents qualifying for concessionary membership, will receive at a discounted rate, access to the following:

- Inclusive access to gyms offering cardio, resistance, functional, weight and stretch zones
- Inclusive access to swimming pools
- Inclusive access to full fitness class programme
- 8-day priority advanced booking online or via the leisure hub.
- Access to free WIFI in IHL centres.
- Rolling monthly Direct Debit
- Up to 50% off other activities and services
- Free personalised fitness induction
- Free access to an expert fitness instructor, who'll create individuals a personalised exercise programme.

5.16 The concession scheme will be open for Members of the Armed Forces, Well at Work members or Health Referrals.

5.17 The concession scheme will also be open to 18-to-25-year-olds within the district who are care leavers.

5.19 The concession scheme will be open to Inspiring Healthy Lifestyle Volunteers with an approved volunteer agreement in place.

5.20 It is proposed there will be new membership packages for those over sixty and residents under the age of eighteen. This scheme would continue to provide for the highlighted groups whilst providing new reduced membership categories for those falling outside of the scheme. The new membership packages will not be restricted to off-peak hours.

	0-16	17-21	22-59	60+
<i>LS Concession</i>	264	189	543	609
<i>Health Fit</i>	-	2	239	204
Total	264	190	782	813

5.21 It is proposed the provisional arrangements offering serving members of the Armed Forces access to the scheme should be formalised permanently and included within the new scheme.

6 Implications

6.1 Financial

The proposed amendments to the Concessions Scheme set out within this report will be met from within the existing Management Fee and Contractual arrangements with Inspiring Healthy Lifestyles (IHL). Therefore, the adoption of the new scheme creates no additional financial pressure on Cannock Chase Council.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equality & Diversity

The proposed amendments to the concession scheme will ensure the Council remains inclusive and fair.

6.6 Climate Change

None.

7 Appendices to the Report

None

Report of:	Head of Environment & Healthy Lifestyles
Contact Officer:	Robert Watson
Contact Number:	01543 464416
Portfolio Leader:	Housing, Heritage & Leisure
Key Decision:	Yes
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
Private Sector Housing Strategy 2022-27

1 Purpose of Report

- 1.1 To seek approval and adoption of a new Private Sector Housing Strategy 2022-27.

2 Recommendation(s)

- 2.1 That Cabinet approves and adopts the Private Sector Housing Strategy 2022-27 (“the Strategy”) set out in Appendix A.
- 2.2 That the Head of Environment & Healthy Lifestyles be authorised to implement the Strategy and to keep the Strategy under review, making any amendments necessary in the interests of operational efficiency and / or due to changes in legislation or government guidance.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Strategy is updated to reflect changes in local strategic context since the previous version was published in 2011.

The key strategies contributing to the objective of ensuring all residents of the District have access to a safe, warm and healthy home include:

- Corporate Plan
- Local Plan
- Housing Strategy
- Homeless and Rough Sleeper Strategy 2018-23

- Housing Assistance Policy - Independent Living 2020
 - Environmental Health Enforcement Policy 2014
 - Statement of Intent
 - Empty Homes Strategy 2019-2024
- 3.2 The Strategy is updated to reflect changes in service delivery and the priorities of residents in the District who require safe homes in which to live. Since the previous Strategy was adopted, the private rented sector has grown significantly, with tenant demand for accommodation extremely high. The Council is therefore seeking to take a more proactive approach in delivering a quality private rented sector offer.
- 3.3 The Council regulates private sector housing standards via its Environmental Health functions. This work is predominantly concerned with investigating and resolving complaints from tenants and the licensing of multi-occupied properties and park homes. The service also offers free advice to landlords, registered providers and homeowners all of whom, in certain circumstances, may be subject to enforcement action. The Strategy outlines the objectives of the service to achieve healthy and safe housing for all in the private rented sector.
- 3.4 The Council undertook a consultation exercise seeking the views of landlords, letting agents, tenants and other stakeholders. Two responses were received by external consultees as part of the consultation process. These responses have been appraised by officers and are attached to the report in Appendix B. These responses have been considered in the final version of the Strategy.
- 3.5 Adoption of the Strategy provides Officers with the necessary framework for administration of statutory requirements and outlines to those operating in this sector Cannock Chase Council's short to medium term strategy. The strategy contains three key commitments:
1. Support through education and advice
 2. Ensure Safe and healthy homes (with enforcement as appropriate)
 3. Improve energy efficiency

4 Relationship to Corporate Priorities

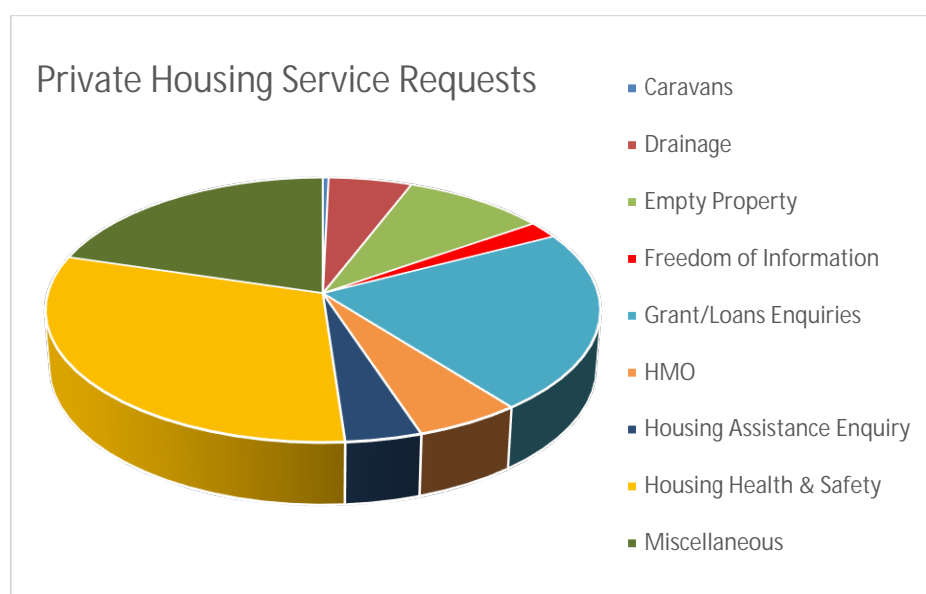
- 4.1 The Strategy contributes to and supports all of the Council's Corporate Priorities as follows:
- (i) Economic Prosperity - Responsible landlords investing in the District receive appropriate support and advice on compliance, and are protected against irresponsible landlords, who seek to gain an unfair business advantage by letting substandard / dangerous properties.
 - (ii) Health & Wellbeing - Individuals, particularly those who may be vulnerable, are protected from risks to their health, safety and wellbeing resulting from unsafe or unhealthy accommodation, illegal practices such as retaliatory and illegal eviction, or harassment from their landlord.

- (iii) The Community - The appearance, condition and safety of private rented property is improved and action is taken to ensure responsible landlords are supported to deal appropriately with tenants engaging in anti-social behaviour.
- (iv) Responsible Council - We will ensure where possible that we maximise cost recovery from administering property licensing and taking enforcement action, so these costs are not subsidised by local taxpayers.

5 Report Detail

Background

- 5.1 The number of households in the private rented sector in the UK increased from 2.8 million in 2007 to 4.5 million in 2017, an increase of 1.7 million (63%) households. More residents are now living in private rented housing than ever before and this trend is likely to continue due to the affordability of home ownership. The Private Rented Sector generally has the highest proportion of non-decent homes which may be in poor repair, lack reasonably modern facilities or have ineffective heating or insulation. As of 2019-20, 23% of rented properties failed to meet the decent homes standard with approximately 40% of the sector comprising households in the bottom third of incomes.
- 5.2 Cannock Chase District has 4430 private rental deposits currently registered with deposit protection schemes and there will also be some deposits which are not registered so this number is likely much higher. This is similar and only slightly lower than the approximate 5100 council properties owned by Cannock Chase Council.
- 5.3 Whilst most landlords operate in a responsible way, it is recognised that rogue landlords, who may deliberately rent substandard and dangerous properties are operating in the area and the objectives outlined in the Strategy document will assist officers in dealing with them in a proportionate manner. There has been much change to legislation to target poor standards and protect tenants since the adoption of the last Strategy and therefore it is important the new changes are incorporated into the Strategy document.
- 5.4 Where landlord/tenant dialogue fails to address disrepair or where there is a risk of serious harm to a tenant, the Council has enforcement powers available. These range from typical improvement works, to prohibiting or closing properties and the undertaking of emergency work in default, with or without landlord permission. Initially however the Council seeks to ensure repairs are completed by informal requests and the provision of education and advice. These powers also extend to owner-occupier housing, however enforcement action will only take place in the most extreme circumstances. The Housing Standards Team received 530 requests for service during 2020-21 showing regulation of the sector is necessary to protect public health. See graph below showing requests by type.



- 5.5 The Council is required to keep all private housing in its area under review. The Housing Standards Team aim to complete both reactive work and proactive enforcement work where standards are known to be poor. Houses in Multiple Occupation (HMOs) or shared house/bedsit type accommodation is often where the poorest conditions and highest fire risks are present. HMOs are also used for supported living, housing vulnerable individuals. Occupants of large HMOs are sixteen times more likely to die from a fire than those in normal single family houses. For this reason, the Council aims to inspect all HMOs in its area and license those HMOs with five or more occupiers.
- 5.6 A draft strategy document was consulted on between 22 December 2021 and 4 February 2022. This was accompanied by a SNAP survey encouraging landlords and letting agents to comment on the Private Sector Housing Service. We received three responses to the survey outside of the responses received relating to the Strategy itself. Every effort was made to bring it to the attention of everyone with an interest in Private Sector Housing. A press release was issued and a link on the Council's website also brought it to the attention of the wider public with details of how they could comment.

The only response received is shown at Appendix B along with an officer appraisal.

6 Implications

6.1 Financial

None.

6.2 Legal

The Council has a statutory duty as a local housing authority to make the necessary arrangements to administer and enforce private sector housing standards. The legal implications are set out throughout this report.

6.3 Human Resources

None

6.4 Risk Management

Failure to review the Strategy in line with current legislation and statutory guidance would place the Council at risk of failing to protect the public and therefore at risk of reputational damage.

6.5 Equality & Diversity

The Strategy Document will be made available in large print, Braille and as an audio version, on request. An Equality Impact Assessment is at Appendix C

6.6 Climate Change

The increase in energy efficiency standards within privately rented and owner occupied homes is likely to contribute positively to climate change.

7 Appendices to the Report

Appendix A: Private Sector Housing Strategy 2022-27

Appendix B: Response and Appraisal - consultation responses

Appendix C: Equality Impact Assessment

Previous Consideration

None.

Background Papers

None.



Private Sector Housing Strategy

2022-2027



Contents

Foreword 3

Introduction 4

National and Regional Context..... 5

Local Context 6

Service Objectives 8

Appropriate enforcement action (commitment 2.3 above)..... 12

Related key documents..... 13

Contact..... 14



Foreword



Cannock Chase Council's Private Sector Housing Strategy 2022-27 will play a key role in helping deliver our priorities of 'Economic Prosperity, 'Health and Wellbeing', 'The Community' and being a 'Responsible Council'.

At Cannock Chase Council we are committed to ensuring our residents live in safe and healthy homes. We understand that houses are far more than physical structures; they are the place where we spend most of our time, raise families, they are our homes! Since the start of the COVID pandemic, our homes have become our sanctuary and living in a safe, warm, healthy home is more important than ever.

We are aware that housing conditions can influence our physical and mental health and living in quality homes, which are free from hazards, can improve peoples' immediate and long-term health. The Private Rented Sector is key in meeting our District's housing needs and the Council will continue to work to help create supported, sustainable and cohesive communities.

This strategy sets out our proactive and reactive approach to improve the condition of properties within the sector and provide support to stakeholders. We are committed to continually improving our service and working with partner agencies and landlords to ensure homes meet the standards required.

Councillor Adrienne Fitzgerald
Housing, Heritage & Leisure Portfolio Leader

Introduction

The Private Sector Housing Team responds to complaints and requests for service mainly relating to concerns over poor housing conditions and energy efficiency. This Strategy sets out our approach to working within the Private Rented Sector (PRS) but also encompasses our offer to support owner-occupiers and Registered Providers.

The PRS in Cannock Chase is well served by the majority of landlords and letting agents who provide excellent service.

Cannock Chase Council will therefore seek to support and engage with landlords, letting agents, tenants and other stakeholders to ensure the PRS is attractive to both tenants and those property businesses seeking to invest in Cannock Chase.

However, if advice fails or there is an immediate risk from poor housing conditions, the Council will always seek to protect the safety, health and wellbeing of its residents.

In 2019 the Council declared a Climate Emergency and has set the ambitious target of creating a Net Zero Carbon District by 2030. This will be at the heart of everything we do. This Strategy therefore seeks to build on the Council's corporate objectives of 'Economic Prosperity, 'Health and Wellbeing', 'The Community' and being a 'Responsible Council'.



National and Regional Context

The number of households in the private rented sector in the UK increased from 2.8 million in 2007 to 4.5 million in 2017, an increase of 1.7 million (63%) households. A lack of housing supply generally, and the rise of the buy-to-let market has seen the sector more than double since 2007, with 19% of the population now living in privately rented homes.

The West Midlands region continues to demonstrate high demand for rented accommodation, with the sector providing valuable accommodation for residents. The West Midlands was the highest region for tenant demand during September 2021, illustrating the importance of the sector within the region in meeting overall housing need.



The Private Rented Sector generally has the highest proportion of non-decent homes which may be in poor repair, lack reasonably modern facilities or have ineffective heating or insulation. As of 2019-20 23% of rented properties failed to meet the decent homes standard with approximately 40% of the sector comprising households in the bottom third of incomes.

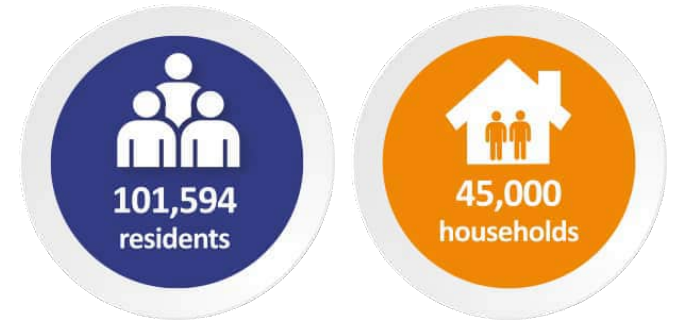
Rental reform is expected in 2022 with the publication of the Rental Reform White Paper. This is likely to lead to the introduction of a national landlord register, changes to legislation and changes to the Section 21 eviction process, where landlords can seek possession without needing a reason. Landlords and tenants are therefore encouraged to keep up to date with its progress, the consequences of which will likely be seen during the operation of this Strategy. The sector has also seen numerous changes to legislation and guidance in recent years encouraging private sector landlords to improve standards.

Local Context

Cannock Chase District is the second smallest district in Staffordshire covering 30 square miles with over 38% of it within the Cannock Chase Area of Outstanding Natural Beauty, and 60% designated as Green Belt.

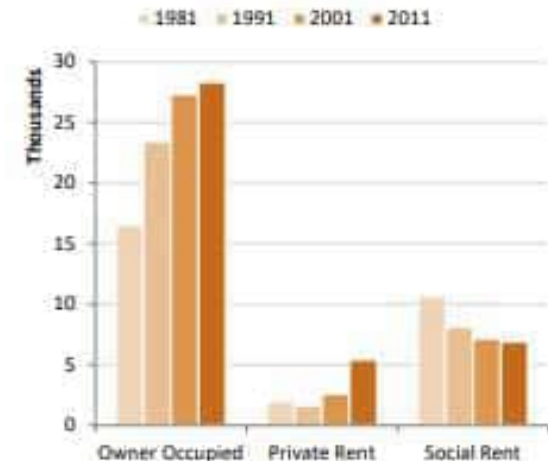


The District is an increasingly desirable place to both live and work. The population is expanding at a rate higher than the national average, which may be linked to employment or reflect positive levels of housing affordability in the area. As of 2020, the population is estimated at 101,594 living in around 45,000 households.



At the last estimate of households, 70% are owner occupied, 18% are social rented and 12% are privately rented. Levels of private renting in the District have risen significantly in the last 10-15 years, from 5% in 2001 to 12% in 2011, with this trend continuing. Cannock Chase has a comparatively low number of long-term empty homes, with 331 having been empty for a period of 6 months or longer and fewer than one third being charged an empty home premium of either 100%, 200% or 300%.

Estimates project that by 2043 the District's population will increase to 115,178 residents with the number of households rising to 52,372.





The average house price in Cannock Chase was £173,058 in March 2020, below the Staffordshire, West Midlands and England averages. The affordability of housing in the District (comparing average house price to average income) is positive compared to the regional and national average with Cannock Chase house prices being 6.2 times higher than average annual income (see Figure 1 below).



Figure 1: House prices as a multiple of average annual income 2020

Service Objectives

The Council's [Corporate Plan for 2022-26](#) sets out four priorities: 'Economic Prosperity, 'Health and Wellbeing', 'The Community' and being a 'Responsible Council'.

The Private Sector Housing Strategy will contribute to these priorities through our three key commitments as set out below, and supported by our action plan:

Commitment 1 - Support through education and advice

We will ensure responsible landlords are supported through clear advice on legal compliance and we will work with landlords to ensure wherever possible that tenants are safe; we will seek to work with partners and to promote our offers of financial assistance to those who are vulnerable or require adaptations to remain in their homes.

Commitment 2 - Ensure Safe and Healthy Homes

We will seek to identify all Houses in Multiple Occupation (HMOs) in the District and to ensure suitable amenity standards, fire safety precautions and management are in place. We will ensure targeted, proportionate enforcement action is taken against non-compliant landlords letting substandard properties and that tenants are not illegally evicted from their homes.

Commitment 3 - Improve Energy Efficiency

We will seek to reduce the number of households in our District experiencing fuel poverty, working with partners to ensure our residents can access all forms of available financial support. We will support landlords in ensuring their properties meet minimum energy efficiency standards, taking appropriate enforcement action where necessary.

Ref	Housing Standards Action Plan 2022-27 Commitments	
1	Support through education and advice	
1.1	Landlord & Tenant Engagement	<p>It is key that businesses have the confidence and feel supported about investing in the area. Regular landlord forums are held to bring together relevant stakeholders covering wide ranging topics.</p> <p>Provide advice to landlords and tenants to promote good management and maintain Tenancies. Advisory visits to prospective rented properties will remain free of charge.</p> <p>Engage with owners of empty properties to bring them back into use.</p>
1.2	Building Strong partnerships and collaborations	<p>Offer a wide range of grant and housing assistance such as disabled facilities grants (DFGs) to support vulnerable households live independently by our Housing Assistance Policy – Independent Living 2020.</p> <p>Contribute and signpost to other schemes delivered by partners, such as schemes to help tackle fuel poverty. Continue to offer home security grants to provide security measures for vulnerable residents.</p> <p>Provide homeowner advice about a wide range of issues relating to their homes. We will continue to provide advice and signpost where necessary.</p> <p>Where owner occupiers are faced with repossession colleagues in the housing options team can offer advice and support to help people keep their homes.</p> <p>Supporting the Housing Solutions Team in their work to address homelessness and ensuring accommodation is safe.</p>
1.3	Review and Promotion of Service Delivery	<p>We will place strong emphasis on proactive work to help identify future service needs and those of our customers, such as introducing a risk-based HMO inspection regime and use of targeted data.</p> <p>Seek to increase the range of services offered by digital platforms such as online licensing and payments.</p>

Ref	Housing Standards Action Plan 2022-27 Commitments	
2	Ensure Safe and Healthy Homes	
2.1	Work to identify and ensure management and licensing of Houses in Multiple Occupation (HMO's)	<p>Improve joint working with other departments and agencies to identify and investigate all HMOs in Cannock Chase including the use of mobile applications.</p> <p>Introduce updated HMO Amenity Standards for the District and improve the quality of information offered to landlords. Introduce a risk-based inspection programme for HMOs.</p> <p>Encourage landlords to ensure good management standards and an understanding of legislation.</p>
2.2	Improve knowledge of the Private Rented Sector within Cannock Chase	<p>Make better use of internally and externally available information to help determine composition of the local housing sector.</p> <p>Where poor conditions are found, work closely with other agencies and departments to help inform local planning policy.</p>
2.3	Take Appropriate Enforcement Action against poor standards	<p>Focus enforcement on the minority of landlords and lettings agents that provide poor conditions and services to tenants.</p> <p>Take action where conditions are immediately hazardous to occupiers or where private rented homes are found to be in disrepair and landlords have not acted on informal advice to improve standards.</p> <p>Increase use of powers against rogue landlords and the levying of financial penalties as an alternative to prosecution. Ensure the full remit of powers is available for use including rent repayment and banning orders and rogue landlord database entry.</p> <p>Protect tenants by investigating breaches of the Prevention of Eviction Act 1977 to ensure evictions take place in line with due Court process.</p>

Ref	Housing Standards Action Plan 2022-27 Commitments	
3	Improve Energy Efficiency	
3.1	<p>Reducing Fuel Poverty & Supporting delivery of improvement measures</p>	<p>Reduce the number of households in Cannock Chase living in fuel poverty (currently 12.5%) to average England levels of 11% or lower.</p> <p>Seek to review the provision of an energy efficiency advice service. Ensure the Statement of Intent allows maximum flexibility to ensure as many residents can receive funding as possible.</p> <p>Support Staffordshire Warmer Homes which is a partnership with local councils to combat fuel poverty. Through the scheme, the Council has access to funding where homeowners and private tenants could receive a fully funded first-time gas central heating system or other measures.</p> <p>Aim to keep updating relevant Home Energy Conservation Act Reports outlining the work of the Council in reducing fuel poverty and emissions.</p> <p>Support and enable landlords to increase the energy efficiency of their properties in line with changes to legislation.</p>



Appropriate enforcement action (see Table 2.3 above)

Each property is assessed for hazards under the Housing Health and Safety Rating System (HHSRS). This is the tool used for addressing housing conditions in the sector and determining enforcement action.

If a hazard is serious and is an immediate risk to a person's health and safety, this is known as a Category 1 hazard, while less serious or less urgent hazards are known as Category 2 hazards. If a Category 1 hazard is identified, the Council has a legal duty to take action to ensure the hazard is removed or reduced to an acceptable level.

Available enforcement action includes:

- Hazard Awareness Notice
- Improvement Notice
- Prohibition Order
- Emergency Action
- Demolition action and clearance areas.

Enforcement charges will usually apply and may be followed by civil penalty or prosecution. Work in default may also be carried out and recharged to the owner where enforcement notices are not complied with.



Related key documents

[Local Plan & Local Housing Needs Assessment 2019](#)

The Local Plan helps shape the physical, economic, social, and environmental characteristics of Cannock Chase. It sets local planning policy and is used to determine planning applications, alongside the National Planning Policy Framework (NPPF). The Local Plan is currently being reviewed and will be subject to change as will the NPPF.

[Housing Assistance Policy - Independent Living 2020](#)

For both social and private sector homes, we seek to ensure appropriately adapted homes are available that support people living safely, independently, confidently and with dignity in their own homes for as long as possible. The Policy also introduces the assistance available for owner occupiers and those living in rented accommodation.

[Housing, Homelessness And Rough Sleeping Strategy 2018-2023](#) - The Housing Strategy is an overarching document that draws upon a variety of supporting strategies. Its purpose is to present a comprehensive picture of local housing needs, issues and priorities for action.

[Environmental Health Service Enforcement Policy](#) - provides guidance to all stakeholders on the range of options available to achieve compliance with legislation enforced by Cannock Chase Council Environmental Health and Public Protection service .

[Statement of Intent](#) - The Energy Company Obligation (ECO) is a Government energy efficiency scheme to reduce carbon emissions and help tackle fuel poverty. The Statement of Intent allows funding to be more widely available to households within Cannock Chase.



Contact



Cannock Chase Council

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

tel 01543 462621

www.cannockchasedc.gov.uk



Search for 'Cannock Chase Life'



@CannockChaseDC

Public response and Appraisal

Good afternoon

I have read the housing strategy and find it difficult to comment as the strategy appears to me to be a statement of wholly laudable high level aims and intent with which I can only agree. However without specific detail of targets and goals, how they will be achieved and associated measures by which to assess their success I do find it difficult give useful practical feedback.

I do note, as always, the focus is on “rogue landlords” with no mention of how to tackle the issue of “rogue tenants”. I’m sure you will be more than aware from feedback at landlord forums that any experienced landlord or agent will have had to deal with difficult tenancies.

I do look forward to specific plans (and support?) for landlords to achieve the improvements in standards and in particular housing energy performance.

Regards

Appraisal

Specific projects to achieve and contribute to the aim and objectives stated within the Strategy will allow for focused, specific target setting. The comments are noted however the matter of addressing reported ‘rogue tenants’ is not something which the private sector housing service has any ability to control, or relevant legislation to apply, this being largely a civil matter between landlord and tenant.

Thoughts on introduction, **page 4**

‘The council declared a ‘Climate emergency’ in 2019’

This is nothing but virtue signalling. China is bringing online coal-fired power stations at a rate of two per week; the populations of China, India, Turkey, Brazil, Indonesia, Bangladesh, Nigeria and Malaysia continue to rocket as many of them remove acres upon acres of arboreal and rainforest every day.

What England does, never mind Cannock Chase, is inconsequential. Heat pumps are unreliable and expensive. Regards energy, successive Westminster governments have betrayed the country in failing to secure energy independence and reliance on neighbours who are competitors rather than friends.

Small scale nuclear generators are the short to medium term answer to meeting energy needs.

Thoughts on nation and regional, and local context, **pages 5-7**

Those figures are shameful, yet completely unsurprising. 'The affordability of housing in the district is positive compared to the region and national average with Cannock Chase house prices being 6.2 times higher than average annual income'

Really? That's a good thing? And I question your figures. I have seen new build terraced home with asking prices in excess of £250,000 in Cannock Chase, with the average wage at around £27,000 per annum. That is almost a 1:10 ratio.

Thoughts on service objectives **pages 8-13**

It appears evident from points 1.1 to 2.3 that the council, rather than addressing the increase in buy-to-let speculators, private tenancies and property price inflation, it is embracing it.

The district, the country, needs hundreds of thousands of new homes to even begin to catch up with the population explosion we have seen since 1997 following the open borders policies and EU free movement that simultaneously increased demands for homes and housing costs whilst allowing employers to suppress pay and erode job security with an oversupply of cheap labour.

Unless councils in England have the ability to authorise massive local authority housing programmes, and central government limit the mass migration we have seen over the past twenty-five years, the issue of housing will continue to deteriorate for those who did not get on the ladder when prices were more affordable and work actually paid.

Regards point 3.1 and energy, not only do I refer back to my assessment of your introduction, but it is also again that across England the country needs to be energy independent and not beholden to foreign gas and electricity supplies. It is also evident that the council is embracing housing being controlled by private landlords and buy-to-let investors. I'm sure many retired, home-owning Conservative voters in the district will share your enthusiasm.

Thoughts on enforcement, **page 13**

For too long now the private rented sector has been abused by landlords who have exploited a legal system better placed for the home ownership culture of decades past that has not caught up with the changes in housing policy and the almost invariably negative impact of council housing stock failing to be replaced, increased demand and cost of housing, buy-to-let speculators and quantitative easing since 2008 that has seen the wealth of those with assets increase whilst remuneration stagnates and job security worsens.

Until the law is changed to allow swift enforcement and fines on landlords who abuse tenants and threaten them with eviction if they complain, the councils proposals are moot.

Summary

Some context of my own. I am [REDACTED]. I have been in the same rented flat now since 2010. I estimate I have paid in rent around £71,000 on this property alone.

In some respect I am fortunate as the landlord are a family and are some of the better landlords.

Between 2008 and now, I have chosen not to buy my own home as I was convinced property prices were obscenely inflated and I felt insecure in my career [REDACTED].

I was wrong in expecting the former to be accurate as government pulled out all the stops to keep property prices inflated following the 2008 crash, but I was right in my assessment of my career as I have since left that most toxic of professions.

A home with a garden, the likes of which my parents' generation may own, are now valued at £300,000 to £400,000. My own parents [REDACTED] in a property they bought in 1985 for around £38,000. Certainly, they experienced 13%, 14% interest rates, but it doesn't take a mathematics masters degree to take £38,000 at 14% over £380,000 at 5%.

Their pet dog has a higher quality of life than many, many children in this country.

These sums are almost impossible for couples, let alone single buyers. A 20% deposit on even a terraced starter home, banks will be expecting £40,000 minimum. How does one save such a sum whilst paying a buy-to-let mortgage of a property speculator?

Such 'investments' are now also paid by the taxpayer, with in-work and housing benefit bills going through the roof into the ten of billions each year.

We have decision and policy being made by a generation whose parents made sacrifices for them during the second world war, grew up as boomers in the sixties and seventies, didn't need a university education to earn a living, but if they did attend university had it all paid for them, enjoyed sensible house prices, retired at sixty on final salary pensions.

They now pull up the ladder from everyone to follow: student loans to be repaid for doing the right thing and getting an education; obscene property price inflation, which has neither been earned, nor taxed; an explosion of low pay, zero hours, minimum wage jobs that see the taxpayer subsidise business profits through in-work and housing benefits; retirement age increased to nearly seventy and the disappearance of final salary pensions as unscrupulous financiers asset-strip pension pots that have been paid into by members for decades.

If such negativity were plaguing the boomer generation I trust central and local government would be doing all they could to rectify the issues, through fear of what might happen at the ballot box.

It is clear that Councillor Fitzgerald is both a Conservative and a homeowner, no doubt having benefitted from the above just as my parents. Might it be an idea to have policy guided by those at the sharp end of the negative implications of the decrease in home ownership and explosion of buy-to-let speculators and private landlords? At the very least it should be a prerequisite that those involved with housing policy and planning have no conflicts of interest with buy-to-let or property portfolios of their own. Are Councillor Fitzgerald, or any of the other councillors – regardless of affiliation – landlords, buy-to-let investors or second home owners?

Much of what I have argued is of a national rather than local issue and would require the political will, that simply isn't there, to address. I'll end though with this. The current retired generation, largely homeowners, having paid off their mortgages, need little in the way of housing benefit. When my generation, generation x and after, begin to retire, there will be millions of us still in rented accommodation, without personal pensions and rent levels of which the state pension simply will not cover.

The buy-to-let parasites and landlords will still expect their rent. This is a ticking time bomb.

Regards,

████████

Appraisal

The response raises many questions which are beyond the scope of this Strategy document but do reflect national issues experienced by many residents such as difficulties in acquiring home ownership due to affordability and supply. Many of these issues are more likely improved by national and local planning policy. Ensuring that private sector landlords are supported is as important as dealing with those who flout the law and the Council will do all it can to balance both in its work..

Equality and Diversity Impact Assessment

Appendix C

Equality Impact Subject:

Private Sector Housing Strategy 2022-27

Date of Completion:

12 January 2022

**COMPLETE THIS INTERACTIVE
FORM BY TYPING IN THE TEXT
AREAS AVAILABLE**

Start

Please refer to the guidance notes at the back of this form whilst completing this assessment. Please save the form then

Submit by email to policy@cannockchasedc.gov.uk

For more information about Equality and Diversity visit www.cannockchasedc.gov.uk/equality or contact the **Policy Team** on **ext. 4666** policy@cannockchasedc.gov.uk

Equality Impact Subject:

Private Sector Housing Strategy 2022-27

Impact Assessing Officer:

Robert Watson

Service Area:

Environmental Health

Assessment Date:

12 January 2022

Is this policy or service:

New or Proposed

Existing and being reviewed

1. What is the overall purpose and intended outcomes of this policy or service?*(See Question 1 Guidance Notes)*

The strategy sets out our approach to working within the Private Rented Sector (PRS) and encompasses our offer to support private rented sector tenants, landlords, owner-occupiers and Registered Providers. The strategy introduces new service objectives which are linked to our corporate priorities to ensure residents are protected via the statutory enforcement regime governing the PRS. The strategy also seeks to inform how we will work in an advisory and enabling capacity to bring about improvements in local housing standards.

2. Who does this policy or service affect?*(See Question 2 Guidance Notes)*

- Employees
- Wider Community
- Service Users

Other (Please provide details) e.g. Members, businesses

members, property related businesses/organisations.

3. Describe how the main aims of the policy or service will support the Equality Duties outlined below

Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

(See Question 3 Guidance Notes)

The strategy enables a level playing field for residents to make complaints to the council about their housing conditions, and encourages regulatory compliance preventing unlawful harassment, discrimination and victimisation of both tenants and landlords. By outlining our objectives to ensure standards are maintained the policy will aim to prevent perceived victimisation.

The strategy also encourages dispute resolution for all, some of whom may display protected characteristics which may assist the fostering of good relations negating the discrimination of protected characteristics. These services will be offered in a multitude of formats to prevent discrimination.

4. Is this project due to be carried out wholly or partly by contractors or through commissioned services?

Yes

No

If 'no', please move onto the next question

If 'yes', have you done any work to include equality considerations into the contract already? You should set out how you will make sure that any third party you work with complies with equality legislation.

(See Question 4 Guidance Notes)

5. What impact will the implementation of this policy or service have on employees, service users or other people who share a protected characteristic?

(See Question 5 Guidance Notes)

You should consider each protected characteristic and decide a level of impact as follows:

- **Positive Impact** The impact on a particular group is more favourable (this should be justified by the overall aims of the policy or service).
- **Neutral Impact** The group is neither positively nor negatively affected by the policy or service (same or similar impact upon everyone).
- **Negative Impact** The impact on a particular group is less favourable - putting one or more groups of people at a disadvantage through direct or indirect discrimination.

To evidence and explain an impact you should consider: if the impact can be justified on the grounds of promoting equal outcomes for disadvantaged groups; if the policy or service can be adjusted to overcome an impact; or if you may need to suspend this assessment and seek further advice due to a potentially unlawful impact.

Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>	Evidence and explain your answer

Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
		Positive	Neutral	Negative	
Age Consider implications across all age ranges - older and younger people. This can include safeguarding and child welfare issues.	Nil	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This is no particular age group affected more than another
Disability Consider any physical and social barriers for disabled service users, employees or the wider community.	Access to services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The provision of services covered by the Strategy will enable access to services offered, such as home visits to the persons residence but this would be the same for abled bodies persons also so the impact is neutral. A service objective is to increase the use of digital platforms however which may impact disabled persons positively where they can access these however for sight affected individuals the obverse may be true but it is still an improvement on what is currently offered.
Marriage and Civil Partnerships Consider implications for people in marriages/civil partnerships. Civil partners should be treated the same as married couples in legal matters.	Nil	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.

Protected Characteristic	Impact	What level of impact has been identified? <i>please tick*</i>			Evidence and explain your answer
		Positive	Neutral	Negative	
Pregnancy and Maternity Consider implications for pregnant women and new mothers. This could include working arrangements and childcare responsibilities	none	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.
Race Consider implications in respect of race, colour, nationality or ethnic / national background.	none	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.
Religion or Belief Consider implications of different religions or individual's beliefs. This could include consideration of religious customs and festivals.	none	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.
Sex Consider implications for men and women.	none	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.
Sexual Orientation Consider implications for heterosexual people as well as lesbian, gay and bi-sexual people.	none	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.
Transgender Consider implications for transgender and transsexual people. This can include issues such as privacy or data protection.	none	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No perceived impact on this characteristic.

6. What data, research and other information have you considered? *Please tick all that apply*

- Service Targets Performance Targets Service Take-up Consultation Responses
- Previous EqIA Media Coverage Workforce Data Community Data & Research
- Internal Audit Complaints & Comments Contractual & Commissioning

Other Please provide details

Please provide details on the available evidence/information you have selected.

Service take up by complaint category for 2020-21.
 Consultation and SNAP survey responses received by landlords and interested parties.

7. If you have identified any gaps in relation to the previous question, please provide details of additional research or data required.

(See page 4 of the EqIA Guidance Information)
If no gaps have been identified proceed to the next question

8. List any consultation that has taken place in the development of this policy or service with individuals or groups who are likely to be affected or interested in this subject.

Examples of relevant consultation could include informal discussions, focus groups or surveys. You should provide a brief summary of the responses gained and links to relevant documents.

(For further information and guidance on consultation, please see Question 8 Guidance Notes)

Target Groups

- Sex**
- Marriage and Civil Partnerships**
- Race**
- Religion or Belief**
- Pregnancy and Maternity**
- Disability**
- Gender Reassignment**
- Sexual Orientation**
- Age**

Additional comments

non specific to target groups however public consultation has taken place included consultation with likely affected businesses via SNAP surveys and advertisement of the public consultation on website, press release, distribution to landlord forum members.

9. Provide details of any changes that could be made to the policy or service to avoid any negative impact on equality identified in question 5.

(See Question 9 Guidance Notes)

No negative impact identified.

10. What mechanisms are in place to monitor and review the impact and effectiveness of this policy or service?

Include how any changes you are making will be monitored and reviewed.

(See Question 10 Guidance Notes)

This is a new strategy and will be formally reviewed every 5 years. Impact and effectiveness will be subject to ongoing review in line with service plans

11. Summarise your findings and give an overview of whether the policy or service will meet the authority's responsibilities in relation to equality.

(See Question 11 Guidance Notes)

It has been identified that there are no negative impacts on protected characteristics identified and therefore it is considered the authority's responsibility in relation to equality has been duly considered and met.

Please decide the outcome of this assessment

(See Question 11 Guidance Notes)

- No major change**
- Adjust the policy or service and continue**
- Continue with the policy or service despite negative impact identified**
- Suspend the assessment and seek further advice**

(move on to Declaration on page 9)

12. As a result of this assessment, what actions are proposed to remove or reduce any impacts that have been identified for people who share a protected characteristic?

(See Question 12 Guidance Notes)

Impact	Action	Target Date	Responsible Post Holder

Quality Assurance and Sign-Off

(See Quality Assurance and Sign-Off Guidance Notes)

DECLARATION:

The proposed policy or service has been fully assessed in relation to its potential effects on equality and any concerns have been addressed accordingly.

Impact Assessing Officer:

Name: Job Title: Service Area:

Date:

Concluding statement:

Some positive impacts has been identified during this Impact Assessment however no negative impacts have been identified after consultation with affected parties has taken place.

Sign Off by the Head of Service:

Name: Date:

Click here to submit form by email

Publication of EqIA:

Name: Job Title: Review Date:

Report of:	Chief Executive
Contact Officer:	Steve Partridge
Telephone No:	01543 464 588
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 16/06/22

Cabinet
16 June 2022
Representatives on Outside Bodies 2022-23

1 Purpose of Report

- 1.1 To consider the appointment of representatives to outside bodies for 2022-23 as set out in the schedule of nominations as attached at Appendix 1.
- 1.2 To confirm the Chief Executive's authority, in consultation with the Leader of the Council to make appointments to any other outside bodies throughout the municipal year and amend existing appointments as necessary.

2 Recommendation(s)

That:

- 2.1 Cabinet determine the appointment of representatives to outside bodies for 2022-23, as set out in Appendix 1 of the report.
- 2.2 The Chief Executive, in consultation with the Leader of the Council, be authorised to make appointments to additional outside bodies and amendments to any existing outside bodies, as necessary, throughout the municipal year, that would otherwise be determined by Cabinet.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 Each year Cabinet is required to appoint representatives to several outside bodies as detailed in the scheduled included at Appendix 1. This is normally done at the first Cabinet meeting following the Annual Council meeting.

Reasons for Recommendations

- 3.2 To reflect the wishes of the Cabinet in regard to which Members it wishes to appoint to those outside bodies as listed in Appendix 1 of the report.
- 3.3 For practical purposes, Cabinet is also requested to delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make appointments to any additional outside bodies, and amend existing appointments.

4 Relationship to Corporate Priorities

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

5 Report Detail

- 5.1 Determination of appointments to representatives on certain outside bodies (as detailed in Appendix 1) is a matter for Cabinet in the first instance. This is normally done at the first Cabinet meeting following the Annual Council meeting. The Chief Executive will consult with the Leader of the Council to make appointments to any additional outside bodies, or amend existing appointments, as necessary, subject to recommendation 2.2 being agreed.
- 5.2 As identified in the schedule of proposed appointees, the following outside bodies require a named substitute member to also be appointed:
- Cannock Chase AONB Joint Management Committee – **substitute must be a Cabinet member.**
 - Staffordshire Police, Fire & Crime Panel
 - Staffordshire & Stoke-on-Trent Joint Waste Management Board
 - Greater Birmingham and Solihull LEP Supervisory Board
 - Local Government Association General Assembly

6 Implications

6.1 Financial

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

6.2 Legal

Unless otherwise specified by statute, Section 101(1) of the Local Government Act 1972 empowers the Council to arrange for the discharge of any of its functions

by an officer of the Council in that:

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

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

In respect of appointments related to executive functions, the power to delegate the making of such appointments to the Managing Director rests with the Cabinet in accordance with section 14 of the Local Government Act 2000.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equality & Diversity

None.

6.6 Climate Change

None.

7 Appendices to the Report

Appendix 1: Schedule of proposed outside bodies appointments by Cabinet for 2022-23.

Previous Consideration

None.

Background Papers

None.

Cannock Chase Council

Proposed Cabinet Appointed Representatives to Outside Bodies for 2022-23

Notes:

- All of the below listed positions are appointed on an annual basis at the first Cabinet meeting after Annual Council.
- All bodies have one seat available unless otherwise stated.

Name of Body	Current Representative(s)	Proposed Representative(s)
Cannock Chase AONB Joint Management Committee	Environment and Climate Change Portfolio Leader - Johnson, J.P. (Sub – Fitzgerald, A.A.)	Environment and Climate Change Portfolio Leader Substitute - Housing, Heritage and Leisure Portfolio Leader
Cannock Park Golf Club Committee	Housing, Heritage & Leisure Portfolio Leader - Fitzgerald, A.A.	Housing, Heritage, and Leisure Portfolio Leader
Greater Birmingham & Solihull LEP Board	Deputy Leader of the Council - Jones, B.	District and High Street Development Portfolio Leader Substitute - Deputy Leader and Community Safety & Partnerships Portfolio Leader
Greater Birmingham & Solihull LEP Supervisory Board	Deputy Leader of the Council - Jones, B. (Sub - Lyons, O. (Leader))	District and High Street Development Portfolio Leader Substitute - Deputy Leader and Community Safety & Partnerships Portfolio Leader
Local Government Association General Assembly	Deputy Leader of the Council - Jones, B.	Leader of the Council Substitute - Deputy Leader and Community Safety & Partnerships Portfolio Leader

Name of Body	Current Representative(s)	Proposed Representative(s)
Local Strategic Partnership (Chase Community Partnership) 5 seats to be appointed to.	Leader of the Council - Lyons, O. Deputy Leader of the Council - Jones, B. Community Engagement and Health & Wellbeing Portfolio Leader - Jones, V. Housing, Heritage & Leisure Portfolio Leader - Fitzgerald, A.A. Leader of the Opposition - Johnson, T.B.	Leader of the Council Deputy Leader of the Council and Community Safety & Partnerships Portfolio Leader Health, Wellbeing, and Community Engagement Portfolio Leader Housing, Heritage, and Leisure Portfolio Leader Leader of the Opposition
Norton Canes Community Partnership	Housing, Heritage & Leisure Portfolio Leader - Fitzgerald, Mrs. A.A.	Health, Wellbeing, and Community Engagement Portfolio Leader
PATROL (Parking and Traffic Regulations Outside London) Joint Committee	Environment and Climate Change Portfolio Leader - Johnson, J.P.	Environment and Climate Change Portfolio Leader
Poplars Landfill Site Liaison Committee	Environment and Climate Change Portfolio Leader Johnson, J.P.	Environment and Climate Change Portfolio Leader
Staffordshire Destination Management Partnership	District Development Portfolio Leader - Sutherland, M. (or Head of Economic Prosperity as nominee)	District and High Street Development Portfolio Leader (or Head of Economic Prosperity as nominee)
Staffordshire Police, Fire and Crime Panel	Neighbourhood Safety and Partnerships Portfolio Leader - Jones, B. (Sub – Jones, P.)	Deputy Leader and Community Safety & Partnerships Portfolio Leader Substitute - Health, Wellbeing, and Community Engagement Portfolio Leader
Staffordshire and Stoke-on-Trent Joint Waste Management Board	Environment and Climate Change Portfolio Leader - Johnson, J.P. (Sub – Fitzgerald, A.A.)	Environment and Climate Change Portfolio Leader Substitute - Deputy Leader and Community Safety & Partnerships Portfolio Leader
Staffordshire Playing Fields Association	Housing, Heritage & Leisure Portfolio Leader - Fitzgerald, A.A.	Housing, Heritage, and Leisure Portfolio Leader
West Midlands Employers	Deputy Leader of the Council - Jones, B.	Leader of the Council