

Please ask for: Wendy Rowe

Extension No: 4584

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11 September, 2019

Dear Councillor,

CABINET

4:00 PM ON THURSDAY, 19 SEPTEMBER, 2019

ESPERANCE ROOM, CIVIC CENTRE, CANNOCK

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

Yours sincerely,



T. McGovern,
Managing Director

To: Councillors:

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

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A G E N D A

PART 1

1. Apologies

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

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

3. Updates from Portfolio Leaders

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

4. Minutes

To approve the Minutes of the meeting held on 8 August, 2019 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: September to November 2019 (Item 5.1 – 5.3).

6. Implications of the Council Motion on Climate Emergency Approved on 17/07/19

Report of the Managing Director (Item 6.1 – 6.54).

7. Quarter 1 Performance Report 2019/20

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.28).

8. Peer Review Follow-up

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.12).

9. Update to Surveillance Policy

Report of the Interim Council Solicitor (Item 9.1 – 9.29).

10. Cannock Indoor Market Consultation

Report of the Head of Economic Prosperity (Item 10.1 – 10.9 + Not for Publication Appendix 3 (Item 10.10 – 10.11)).

Appendix 3 of the Report is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council).

11. Exclusion of the Public

The Leader to move:

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

A G E N D A

PART 2

12. Request for Flexible Retirement

Not for Publication Report of the Head of Housing and Partnerships (Item 12.1 – 12.4).

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

No Representations have been received in respect of this matter.

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CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 8 AUGUST 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Councillors:

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

25. Apologies

Apologies for absence were submitted for Councillor J.T. Kraujalis, Housing Portfolio Leader. Apologies were also noted for Mr R. Kean, Deputy Managing Director and Head of Finance.

26. 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.

27. Updates from Portfolio Leaders

Leader of the Council

Local Government Association (LGA) Peer Challenge Follow-up Visit

The Leader advised that the initial feedback from the LGA Peer Challenge follow-up visit held during mid-July was generally favourable and positive about the Council, in particular noting its handling of the closure of Rugeley Power Station, its future plans, priorities and ambitions and the hard work of its staff. A full report of the visit was expected shortly.

Crime and Partnerships

Funding for New Police Officers

The Portfolio Leader advised that following the recent announcement by the Prime Minister that 20,000 new Police Officers would be recruited; further details were still awaited as to how these posts would be paid for, whether it be with new money or sourced from existing funding streams.

Economic Development and Planning

Building Safer Futures Consultation

The Portfolio Leader advised that following the recommendations made as part the 'Independent Review of Building Regulation and Fire Safety', led by Dame Judith Hackitt in response to the Grenfell Tower fire, the Government launched a consultation on policy proposals to improve the fire and structural safety of high-rise residential buildings. Although no such buildings existed within this District, Officers had submitted a response to the consultation as different sizes of buildings could in future be covered by any new regulatory scheme devised.

28. Minutes of Cabinet Meeting of 11 July, 2019

RESOLVED:

That the Minutes of the meeting held on 11 July, 2019, be approved as a correct record and signed.

29. Forward Plan

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

RESOLVED:

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

30. Siting of World War One Commemorative Beacon

Consideration was given to the Report of the Managing Director (Item 6.1 – 6.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The allocation of funds required to site the World War One commemorative beacon be approved.
- (B) Permission to spend and proceed with the project be granted.

Reasons for Decisions

Since 2014, the Council had been committed to delivering a four-year commemorative programme to mark the centenary of World War One. To complete this, a World War One commemorative beacon, which was specifically made for the official beacon lighting ceremony in 2018, would be sited on the grounds of St. Luke's Church as a permanent memorial feature.

A small amount of funds to the value of £2,100 were available in a reserve budget, however, further funding was required to complete this final element. Up to £6,000 was required to complete this project, the details of which were broken down in Appendix 2 of the report. In addition, an ongoing maintenance fee payable to St. Luke's Church would have to be agreed to cover the cost of the electricity used. This would be up to £50 per annum.

31. Consultation on Local Council Tax Reduction Scheme

Consideration was given to the Report of the Head of Finance (Item 7.1 – 7.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The need to review the Council's Local Council Tax Reduction Scheme be noted and supported.
- (B) Authority be delegated to the Head of Finance, in consultation with the Leader of the Council, to instigate a formal consultation process, subject to detailed cost forecasting and the scheme principles explained in the report.

Reasons for Decisions

Over the last six years there had been several significant changes that had been applied to the Housing Benefit Scheme through Welfare Reform legislation that, in the main, had not been applied to the Local Council Tax Reduction Scheme (LCTRS). This had resulted in complex and costly administration, with councils applying different rules to the assessment of Housing Benefit Claims compared to the assessment of LCTR. This could lead to confusion for customers as well as staff. In particular, the scheme did not work well for Universal Credit (UC) claimants, who no longer claimed other benefits from the Council.

Central government funding for the Council's benefit service would continue to reduce as Housing Benefit caseloads reduced as a result of UC. The rules for LCTR for pensioners continued to be prescribed nationally, and the Council could only consider the scheme insofar as it affected working-age claimants.

32. Final Accounts 2018/19

Consideration was given to the Report of the Head of Finance (Item 8.1 – 8.31 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The final accounts position for the year ending 31 March 2019 be noted.
- (B) The financing of the capital programme as outlined in the report be approved.

Reasons for Decisions

The overall revenue account position showed net expenditure reducing by £406,000 when compared with the budget agreed by the Council. The overall impact, after taking into account changes in Financing was a reduction in the Transfer from Balances of £48,000. The portfolio outturn for 2018/19 showed a

favourable variance of £128,000, which consisted of a number of minor variations. Investment income in year increased by £89,000. Technical items showed a variance of £181,000, however this primarily related to a reduction in the transfer to the Business Rates Equalisation Reserve as a result of a reduction in the amount retained for 2018/19.

Income from the Business Rates Retention Scheme was £257,000 lower than anticipated, principally as a result of an increase in the provision for appeals and losses. Council Tax collection rates continued to improve, and combined with additional properties, an in-year surplus of £22,000 existed. This, combined with the surplus brought forward provided a distribution to the Council of £154,000.

33. Housing Revenue Account – Final Accounts 2018/19

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 9.1 – 9.7 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The final accounts position of the Housing Revenue Account for the year ending 31 March 2019 be noted.
- (B) The financing of the capital programme as outlined in the report be approved.

Reasons for Decisions

The overall revenue account position showed net expenditure reducing by £0.042 million when compared with the budget agreed by Council. Income at 31 March 2019 was £19.681 million, which was broadly in line with the revised budget position of £19.714 million reported to Cabinet in February 2019.

Expenditure at 31 March 2019 was £19.847 million, compared to the revised budget position of £19.922 million reported to Cabinet in February 2019. The £0.0750 million decrease in expenditure related primarily to savings in supervision and management, repairs and maintenance, and provision for bad debts partly offset by net additional capital financing costs. The final accounts therefore showed a use of working balances of £0.166 million, compared with a planned use of £0.208 million, a reduction of £0.042 million.

Working balances at 31 March 2019 were now £1.573 million, compared to the £1.531 million reported to Cabinet in February 2019. The report set out the capital outturn of £6.349 million, compared to a budget of £7.682 million, a reduction of £1.333 million. Details of financing for the current year, and resources available, were also included.

The meeting closed at 4:15 p.m.

LEADER

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

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

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

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

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

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

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Implications of the Council Motion on Climate Emergency Approved on 17 July 2019	Managing Director / Environment Portfolio Leader	19/09/19	Yes	No		
Quarter 1 Performance Report 2019/20	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	19/09/19	No	No		
Peer Review Follow-up	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	19/09/19	No	No		
Update to Surveillance Policy	Interim Council Solicitor / Corporate Improvement Portfolio Leader	19/09/19	No	No		
Cannock Indoor Market Consultation	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	19/09/19	Yes	Yes (Appendix 3 only)	Information relating to the financial or business affairs of any person (including the Council).	

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Request for Flexible Retirement	Head of Housing & Partnerships / Housing Portfolio Leader	19/09/19	No	Yes	Information relating to any individual and information which is likely to reveal the identity of an individual.	
Updated Community Infrastructure Levy Regulation 123 List	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	17/10/19	No	No		
Local Plan Issues and Options Consultation Feedback and Next Steps	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	17/10/19	No	No		
Local Development Scheme Revision	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	17/10/19	No	No		
Corporate Property Repairs Budget	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	17/10/19	No	No		
Communications Strategy 2019-22	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	17/10/19	No	No		
Housing Services Annual Report 2018/19	Head of Housing and Partnerships / Housing Portfolio Leader	17/10/19	No	No		
Former Tenant Arrears Debt Recommended for Write-off	Head of Housing & Partnerships / Housing Portfolio Leader	17/10/19	No	Yes	Information relating to any individual and information which is likely to reveal the identity of an individual.	
Strategic Risk Register	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/11/19	No	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Quarter 2 Performance Report 2019/20	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/11/19	No	No		

Report of:	Managing Director
Contact Officer:	Tony McGovern
Telephone No:	01543 464553
Portfolio Leader:	Environment
Key Decision:	No
Report Track:	Cabinet: 19/09/19

CABINET
19 SEPTEMBER 2019
IMPLICATIONS OF THE COUNCIL MOTION ON CLIMATE EMERGENCY
APPROVED ON 17 JULY 2019

1 Purpose of Report

- 1.1 To consider the implications of the motion approved at Council on 17 July which declared a Climate Emergency and committed the Council to a vision of Carbon Neutrality by 2030 at the latest.
- 1.2 To formally approve that Carbon Neutrality is a corporate objective of the Council and that this is added to the Corporate Plan 2018-2023. To approve the additional resources necessary to implement the decision to establish a Citizens Assembly and to develop a 10 year Action Plan for the Council to deliver this vision. Further resource requirements will be necessary to implement the Action Plan.
- 1.3 To approve the necessary resources for this to be taken forward to the next stage.

2 Recommendation(s)

- 2.1 That Cabinet formally approve that Carbon Neutrality is a corporate objective of the Council and that this is added to the Corporate Plan 2018-2023.
- 2.2 That Cabinet notes that Carbon Neutrality by 2030 is a significant strategic commitment that will require additional resources over the 10 year period.
- 2.3 That Cabinet notes that the target of Carbon Neutrality by 2030 relates to the whole District and not just the Council as an organisation.
- 2.4 That Cabinet notes the Council's Carbon baseline headline starting point as set out in Appendix 1.
- 2.5 That Cabinet request from Full Council a supplementary estimate of £10,000 in 2019/20 to recruit additional external capacity to develop a more detailed baseline and draft 10 year Action Plan. In addition Cabinet approve the inclusion of £40,000 in the 2020/21 financial year to conclude this work.

- 2.6 To note that the resource implications of the Action Plan will be submitted to Cabinet for consideration as part of the 2021/22 budget process.
- 2.7 That Cabinet request from Full Council a supplementary estimate of up to £10,000 to establish a Citizens Assembly during 2019/20 and £20,000 in 2020/21 to complete this work and to receive the outcomes and recommendations of this in due course.

3 Key Issues and Reasons for Recommendations

- 3.1 At the Council meeting on 17 July, the Leader of the Council moved a motion on Carbon Neutrality and this was approved by a majority of Councillors present.
- 3.2 The decision commits the Council to a vision of Carbon Neutrality by 2030 at the latest. It asks that Westminster continue to provide resources and power to tackle climate change locally; and to explore an expansion of community energy. Further, it agreed to work with partners to deliver carbon reductions and grow the local economy and to establish a Citizens Assembly made up of a representative range of citizens and make recommendations for our Council.
- 3.3 Delivering Carbon Neutrality by 2030 is not a formal corporate priority objective for the Council and is not identified in the Council's current Corporate Plan covering the period 2018-2023 which was approved in April 2018. Cabinet need to formally decide that it is agreeing this as an additional corporate objective in the Council's Corporate Plan due to the scale and implications that delivering this agenda represents.
- 3.4 There is currently a lack of resources and skills in the Council to progress this agenda. Due to the number of officer posts that have been deleted over the past 8 years, there is no flexibility to absorb a major new priority of this scale. Therefore, additional resources will be required to take this agenda forward. Initially, up to £50,000 will need to be allocated over two financial years (2019/20 and 2020/21) to provide additional capacity to develop a 10 year Action Plan that seeks to deliver carbon neutrality by 2030. Further resources will then be needed to implement the Action Plan although it is too early to define what these might be.
- 3.5 In addition and as a result of the Council motion, up to £30,000 will be required over two financial years to establish a Citizens Assembly; there is no capacity to do this in house and it is recommended that it remain independent of the Council in any event.
- 3.6 In relation to the Action Plan and Citizens Assembly, it is necessary to determine the scope of the Carbon Neutrality Agenda. The Council can only achieve carbon neutrality by 2030 if it takes a District wide approach; if the Council only focuses on itself as an organisation (e.g. own estate/ infrastructure/ energy consumption and fleet etc.) it will not on its own deliver carbon neutrality at all.
- 3.7 Cabinet should note that this wider scope across the District will be more resource intensive if it is to provide the appropriate level of leadership for this agenda. It also potentially means providing incentives to businesses to change their processes and activities to become carbon neutral.

- 3.8 Further reports will be submitted to Cabinet as the work on Citizens Assembly and the Action Plan progresses, subject to whatever decisions Cabinet takes today.

4 Relationship to Corporate Priorities

- 4.1 Carbon Neutrality by 2030 is not currently a corporate priority in the Council's approved Corporate Plan covering the period 2018 to 2023. There is no agreed action in the 2019/20 Priority Delivery Plan (PDP) to set up and manage a Citizens Assembly or to deliver actions relating to reducing the Council's carbon footprint. Cabinet therefore need to decide if these are to be added to the Corporate Plan and the relevant PDP for 2019/20.

5 Report Detail

- 5.1 At the Council meeting on 17 July, the Leader of the Council moved a motion on Carbon Neutrality and this was approved by a majority of Councillors present. The motion in full stated:

- Our economic system is enriching a minority while leading humanity towards climate catastrophe. Our political system is leaving many to feel powerless and excluded from the key decisions that affect them;
- In 2018, the world's leading climate scientists—the IPCC—warned that humanity has only 12 years left in which to cap temperature rises at 1.5C or face a sharply higher risk of drought, floods and heatwaves;
- The UK Parliament has approved a motion to declare an environment and climate emergency, and all governments (national, regional and local) have a duty to limit the negative impacts of climate breakdown;
- Local government should recognise that they cannot wait for national government to provide more money and support to reduce emissions, and commit to the ambition of carbon neutrality by 2030 at the latest;
- Our emissions are a small proportion of our area's CO2 emissions and that we achieve more for our environment working co-operatively than we do alone.
- Every year, our area spends significant amounts on energy. This money goes out of the local economy to the big energy companies when we believe that it could be retained through community energy—and that community energy is a fundamentally important part of the national energy transition we are undergoing right now.

In light of the above, Council therefore agrees to:

1. Join other Councils in declaring a Climate Emergency, and commit to the vision of carbon neutrality by 2030 at the latest.

2. Continue to call on Westminster to provide the necessary powers and resources to make local action on climate change easier.
3. Encourage this Council to explore the expansion of community energy to keep the benefits of our local energy generation in our local economy.
4. Continue to work with partners anchored in the area to deliver carbon reductions and grow the local economy.
5. Establish a Citizens Assembly made up of a representative range of our citizens to establish the facts and make recommendations for our council.

Carbon Reduction Targets

- 5.2 There are a plethora of different timescales for achieving carbon neutrality. The Government has established a statutory target of net zero carbon emissions by 2050 as recommended by the Committee on Climate Change. The West Midlands Combined Authority (of which Cannock Chase Council is a member) decided at its Board meeting on 26 July 2019 to set a West Midlands target of net zero emissions no later than 2041, with interim targets based on a 2018 baseline of 36% reduction by 2022 and 69% by 2027. Many local authorities (including Cannock Chase Council) have set a local target of net zero emissions by 2030 which mirrors the United Nations Panel on Climate Change recommendation. Extinction Rebellion, a climate change pressure group has recommended a net zero target of 2025 which has most recently been adopted by Warwick District Council.
- 5.3 Cannock Chase Council has adopted a much shorter timescale to achieve carbon neutrality than the statutory target of 2050 and this means that action to achieve this will need to be compressed within a period of just over 10 years. This is obviously more challenging and will require additional resources to achieve.
- 5.4 An action plan needs to be developed and costed during 2019/20 which will need to be formally approved by the Cabinet. The scope and resource implications of this 10 year action plan (2020 to 2030) will have to relate to the whole District if the 2030 target is to be met. It is obviously within the Council's authority to change its own activities and behaviours to achieve carbon neutrality by 2030; it will be more challenging to affect the behaviour and activities of other organisations such as businesses and transport providers. As an example, the Council may need to consider providing financial incentives if the target is to be achieved District wide in the next 10 years.
- 5.5 Cabinet also need to be aware that there will be tensions between delivering the carbon neutrality target and other agreed corporate priorities of the Council. Expansions in certain types of industry will increase carbon related emissions. Cabinet will need to make decisions in the future about the trade-off between certain types of economic development and delivery of carbon neutrality by 2030 and this will be an issue considered further in strategic documents such as the emerging Economic Prosperity Strategy.

Carbon Baseline

- 5.6 It is important that the Council understands its starting point in committing to a vision of carbon neutrality by 2030. This sets out the scale of what the Council needs to address by 2030.
- 5.7 The most up to date information is from 2016 and is provided by the Department of Business, Energy and Industrial Strategy.
- 5.8 According to this data, Cannock Chase Council has the second lowest Carbon Emissions Per Capita (tonnes) in Staffordshire at 4.1 in 2016. Tamworth has the lowest level at 3.7 whilst Staffordshire Moorlands has the highest at 12.2 tonnes per capita. The trend is downwards for all Staffordshire authorities. Carbon Emissions Per Capita (tonnes) has fallen from 6.3 to 4.1 in Cannock Chase in the 11 years to 2016. If this rate of reduction were to continue as before, then by 2030 it is estimated that the District would be at around 2 tonnes of carbon emissions per capita. However, whilst the trend is downward there will be certain activities and factors that may increase carbon emissions in the period to 2030.
- 5.9 Obviously, the District has the advantage of Cannock Chase. Trees absorb carbon dioxide and potentially harmful gasses, such as sulphur dioxide, carbon monoxide, from the air and release oxygen. The single most significant carbon reduction event in the District in recent times was the closure of the coal burning Rugeley power station in mid-2016. However, changes such as expansions in logistics may be expected to increase transport related carbon emissions.
- 5.10 Transport is also a key factor in carbon reduction and the electrification of the Chase line was also another contributor. Electric vehicles are mandated by law to take over from petrol/diesel cars by no later than 2040 and so it may be anticipated that transport related emissions may fall over time depending on the rate of transfer. The data indicates that housing is the most significant source of carbon emissions for Cannock Chase at 40%. Further work will be necessary to establish a more detailed baseline which is critical to the development of the Action Plan.

Officer Capacity

- 5.11 The Council is not currently resourced to deliver a Citizens Assembly or develop and implement a 10 year action plan to achieve carbon neutrality by 2030. The Council currently has one officer whose role includes approximately 10% allocated to climate change / carbon reduction. The Council has never had any agreed action plan and does not currently have a programme of work aimed at delivering carbon neutrality by 2030.
- 5.12 As part of its financial strategy over the past 8 years, the Council has deleted officer posts in order to meet challenging financial circumstances including the significant reductions in Government Grant and the closure of Rugeley power station. Since 2011, 76.39 Full Time Equivalent (FTE) Posts have been deleted by the Council saving a total of over £2m (£2,294,620). Of the 76.39 FTE posts, 19.4 FTE posts have been management posts at Service Manager or above which represents 25% of all posts deleted.

5.13 This means that there is little officer capacity available for initiatives outside of the agreed Priority Delivery Plans and the operational responsibilities for service delivery that officers have on a continuing basis. Officer capacity has continued to be flagged as a major risk on the Council's Strategic Risk Register. The most recent Peer Review highlighted again these capacity issues and urged the Council to ensure its resources are aligned with its priorities. Climate Change and action to reduce carbon emissions is a significant change agenda that will only be achieved if the Council resources it adequately. Therefore additional resources are required to make some progress on this agenda. The full scale of resources required to deliver carbon neutrality across Cannock Chase Council is not known at this stage; a 10 year plan needs to be developed to set out what needs to happen and at what cost.

Development of a Carbon Footprint Reduction Action Plan

5.14 An action plan needs to be developed and costed which demonstrates how the Council will achieve carbon neutrality by 2030. This will need to be submitted to Cabinet during 2020 for approval. This will need to include a detailed baseline which represents the starting point for the action plan. It is likely that some of the detail and costs for parts of the action plan will only be developed over time rather than be known up front at the point the Action Plan is considered by Cabinet. A detailed approach to Action Planning has been produced by the Carbon Trust and is attached as Appendix 4.

5.15 In order to develop these, an additional £50,000 will be required to produce an action plan and detailed baseline. Approximately £10,000 will be required in 2019/20 and the remaining up to £40,000 in 2020/21. This is a one off resource to develop the action plan only. It is anticipated that further significant resources will be needed to implement the action plan and these will be set out for Cabinet in the future. Examples of what this may include are:

- Switching from the use of fossil fuels e.g. gas;
- Different and more expensive materials to repair and build Council housing;
- Improved energy efficiency for commercial buildings that the Council rents out and phasing out or replacement of older inefficient buildings;
- Electric vehicles & charging infrastructure;
- Improving air quality;
- Replacing heat & ventilation systems and building insulation;
- Generation of additional renewable energy in District e.g. extension of Solar PV, windfarms etc.;
- Expansion of Home Working in the District to minimise transport related carbon emissions.

- 5.16 This is not a comprehensive list but just some illustrative examples. The Action Plan will need to incorporate the outcomes of the Citizens Assembly and all actions will need to be costed and accountability and delivery arrangements will need to be identified.
- 5.17 The Council will need to review its own energy use in Council owned property and assets, supply chain, vehicles, housing materials and overall carbon footprint as a minimum and this will entail examining and assessing every Council activity and service which is a significant undertaking. Further, additional capacity will be required to change the Councils approach to a zero carbon approach as well as expanding community energy initiatives. Resource requirements will be identified in the Action Plan for this.
- 5.18 The Council has an ambitious Housing Investment Fund to increase the level of much needed social/ affordable housing in the area and in order to ensure this objective and carbon neutrality are dovetailed options appraisals will be required to ensure resources are used in the most effective and efficient way.
- 5.19 The Council's actual fleet has been reduced by service delivery being provided by BIFFA. The contract is a seven year (plus seven) contract with the first phase terminating on 31 March 2023 and is clearly a major factor in carbon neutrality. Any changes in advance of 2023 are likely to involve substantial costs. In addition any contact extension post 2023 will need to take into account additional resource requirements following changes to the recycling/green waste recycling credits scheme and the Government's Resources and Waste Management Strategy 2018.
- 5.20 The Council forms part of two tier local government arrangements with the County Council having its own estate; fleet of vehicles and responsibly for waste disposal; transport etc. In addition, other key partners such as Staffordshire Police, Colleges; NHS etc. will have similar arrangements. In addition the WMCA and two LEPS will be key partners in the carbon reduction agenda and Cabinet will need to determine how such arrangements fit into both the scope of the Action Plan and the remit of the Citizens Assembly, particularly in ensuring a joined up approach to tackling the issues. There is the possibility of a shared approach to this agenda across some or all of the Staffordshire local authorities and this will be explored further.
- 5.21 The Council can also enable a District approach by reviewing all its policies – however, as referred to earlier this may cause conflict with other priorities. The Local Plan and Economic Prosperity Strategy will represent key documents in this process and opportunities to refocus towards the clean growth agenda and develop the low carbon sector will need to be examined
- 5.22 Council officers will also seek advice and support from national and local bodies such as the Carbon Trust and Sustainability West Midlands, as well as learn from other local authorities who are further advanced to support this Council in the development of a baseline, an action plan and subsequent implementation.

Citizens Assembly

- 5.23 A Citizens' Assembly is a group of people who are brought together to discuss an issue or issues, and reach a conclusion about what they think should happen. The people who take part are chosen so they reflect the wider population. Citizens' Assemblies give members of the public the time and opportunity to learn about and discuss a topic, before reaching conclusions. Assembly members are asked to make trade-offs and arrive at workable recommendations. Citizens' Assemblies have been used by national government and have been more recently been used by local government. There are currently a small number of councils using them for Climate Change issues.
- 5.24 An organisation specialising in engagement will need to be procured to set up and operate the Citizens' Assembly. It is anticipated that this will cost in the region of £30,000 across two financial years. This includes making a gift/payment (typically in gift vouchers) to the citizens that comprise the Assembly, their expenses (e.g. travel), payment of the experts needed to support the Assembly, as well as payment to the organisation appointed to organise and operate the Assembly. The total cost of this will ultimately depend on:
- The number of citizens to be included in the Assembly – this can range from a minimum of 50 and up to 250 people;
 - The time/length the Assembly is operational and how many times it meets; and
 - The scope of the work to be considered by the Assembly.
- 5.25 The setting up of a Citizens' Assembly will involve officer time in procuring an organisation to run it. Furthermore, it is common practice to establish an advisory group to oversee the Citizens' Assembly process – this can include councillors, stakeholders and technical experts.
- 5.26 The issues surrounding climate change span from local to global and therefore it is important to define what the Citizens' Assembly should address – i.e. the scope of the review. An example of the scope being used by Oxford City Council is given in Appendix 2. Consideration will need to be given to who, by, and how the scope is to be determined. If one is established, the advisory group could determine the scope of the work. Alternatively, there could be a "call for ideas" as the London Borough of Camden has done (see Appendix 3 for details).
- 5.27 The governance arrangements for the Citizens' Assembly will need to be determined. As referred to above, an Advisory Group could be set up which would have some oversight of the Citizens' Assembly, but will this report directly to Cabinet or will it be overseen by the Community Scrutiny Committee? Citizens' Assemblies tend to be high profile and there will be an expectation that their views are acted upon.

5.28 Consideration will need to be given as to whether the Citizens' Assembly will be a one-off, e.g. to support the development of an action plan, or whether it will have an ongoing role in shaping and developing the delivery of the action plan over 10 years. The latter would have a considerable effect on the costs involved.

5.29 Typically, a Citizens' Assembly will adopt a three-step process:

- (i) Stage 1 – the participants learn about a topic through a combination of presentations from experts to cover the breadth of opinion on the issue being addressed (participants can also be provided with additional learning materials that introduce them to the topic being discussed before the Assembly starts). There is also time given for experts to answer questions from participants.
- (ii) Stage 2 – deliberation – participants are encouraged to explore their own opinions on what they have heard and develop a wider understanding of the opinions of others. Experts participate in this phase to provide additional information and clarification.
- (iii) Stage 3 – the third phase involves participants coming to some conclusions of what they have learnt through the assembly process. It is important that Citizens' Assemblies do not manufacture a false sense of consensus; thus, alongside agreed positions, individual voting can be used to collect the views of all participants. This ensures that minority voices are heard as well as the majority.

5.30 The strengths and weaknesses of Citizens' Assemblies are set out below:

Strengths

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

Weaknesses

- Gaining a broadly representative group of people can be challenging and expensive;

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

5.31 In summary, due to the lack of officer capacity to take on this significant agenda, the next stage following the declaration of a Climate Change emergency is to produce a specification and conduct a procurement exercise to secure the necessary expertise to deliver three key actions and then report back to Cabinet:

- (a) A detailed carbon baseline for the District
- (b) Setting up and managing the outcomes from a Citizens Assembly
- (c) Development of a costed 10 year Action Plan taking into account the recommendations from the Citizens Assembly.

An officer Working Group chaired by the Managing Director will co-ordinate the delivery of these three objectives across all Departments of the Council. Further resources will be identified to co-ordinate the delivery and monitoring of the Action Plan and identified to Cabinet in the future.

The three elements will all be reported back to Cabinet in 2020 when this stage of work has been completed.

6 Implications

6.1 Financial

No provision exists within the approved budget for the recruitment of an additional officer to develop a draft Action Plan or for the establishment of a Citizens Panel.

A supplementary estimate will be required in 2019/20 of £20,000 (Action Plan £10,000, Citizens Assembly £10,000) with in addition the balance of funding for the additional capacity (£60,000) will need to be included in the 2020/21 Budget.

The additional cost can effectively be funded from the surplus on Working Balances although this is currently earmarked to fund potential transitional arrangements arising from changes to the methodology for funding Local Government.

Although no details are available as such the action Plan cannot be considered in isolation and will need to form part of the overall allocation of funding (revenue and capital) and determination of priorities as part of the 2021/22 Budget process.

The Medium Term Financial Plan approved by Council requires the use of Working Balances to fund a budget deficit of £603,000 in 2020/21 with a potentially balanced budget in 2021/22.

Major caveats exist in relation to both 2020/21 and 2021/22 in relation to the Business Rates to be generated from Mill Green and changes arising from Fair funding/ 75% Business Rates Retention and New Homes Bonus.

The changes to local government funding were expected to be implemented in 2020/21 however in light of only a one year Spending review by Government this year and a full review in 2020 it is very likely any changes will now not arise until 2021/22.

In addition to the funding position of the Council the 2021/22 budget process will need to take into account any additional actions arising from the existing Corporate Plan including the currently being developed Economic Prosperity Strategy and the outcome of service review.

At present no specific funding is provided to local government for Climate Change although the motion approved by Council requires the continuation of lobbying Government on this matter.

In relation to Capital although £565,000 of uncommitted resources are forecast at the end of 2021/22 it should be noted that this position includes capital receipts forecast from the sale of residual property of £0.625 million which are yet to be received. This balance also includes restricted grants of £0.257 million. In addition no capital programme effectively exists for 2022/23 with the rolling programme of wheelie bin /IT vehicle replacement to be addressed. £5.7 million is allocated for the District Investment Fund however the implication of town centre regeneration, station upgrades etc. are yet to be determined.

6.2 Legal

No direct legal implications at this stage.

6.3 Human Resources

Subject to budget being allocated for additional capacity it is understood that a procurement exercise will be undertaken to secure an external third party with the necessary expertise and capacity to deliver a more detailed baseline, Citizens Assembly and 10 Year action plan.

6.4 Section 17 (Crime Prevention)

No direct implications.

6.5 Human Rights Act

No direct implications.

6.6 Data Protection

None

6.7 Risk Management

There are significant risks in progressing a new corporate objective with such implications for all aspects of the Council's activities and the wider District including:

- Insufficient capacity and funding to deliver change
- Securing behavioural change

6.8 Equality & Diversity

None at this stage but equality impact assessments will need to be completed for specific policy changes. The Council will need to ensure that hard to reach groups are engaged and not disadvantaged further by changes in service delivery.

6.9 Best Value

None

7 Appendices to the Report

Appendix 1: Carbon Emissions data from Department of Business, Energy and Industrial Strategy.

Appendix 2: Oxford Climate Change Citizens' Assembly – Scope

Appendix 3: London Borough of Camden's Citizens' Assembly: Overview of process

Appendix 4: Public Sector response to the climate emergency: taking action at a local level (Carbon Trust)

Previous Consideration

Not applicable.

Background Papers

Council agenda for 17 July 2019

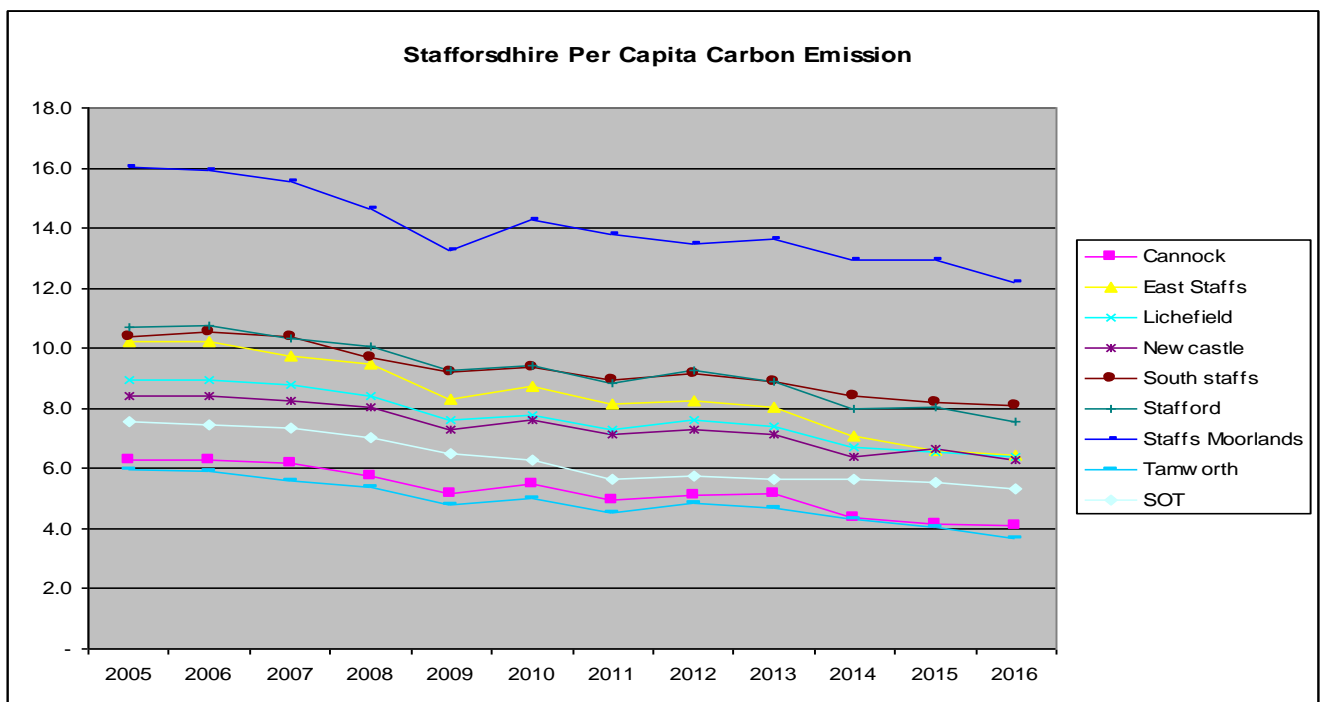
Carbon Emissions data from BEIS (Department of Business Energy and Environmental Strategy) 2016

The below data is taken from national statistical data (2016) released every year in arrears by BEIS (previously known as DECC). This data is in arrears due to the timescale involved in collating and calculating a national data set of this type.

The table below gives 'per capita emissions' for each of the districts within Staffordshire and Stoke-on-Trent (NB: per capita is the preferred way of reporting emissions data for comparison).

Staffordshire's Carbon Emissions Per Capita (tonnes)

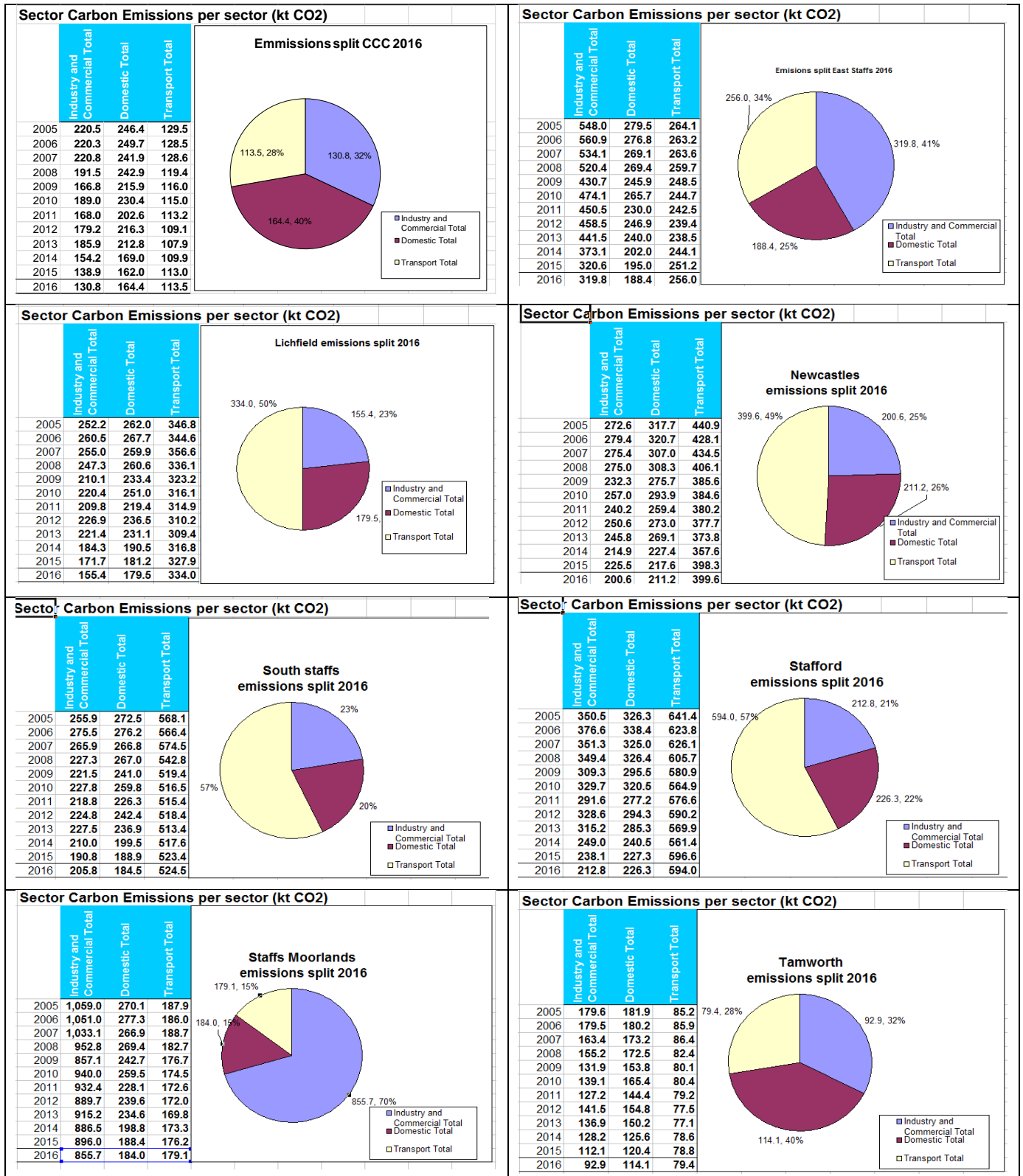
Year	Cannock	East Staffs	Lichfield	Newcastle	South staffs	Stafford	Staffs Moorlands	Tamworth	SOT
2005	6.3	10.2	8.9	8.4	10.4	10.7	16.0	6.0	7.5
2006	6.3	10.2	8.9	8.4	10.6	10.8	15.9	5.9	7.4
2007	6.2	9.8	8.8	8.3	10.4	10.3	15.6	5.6	7.3
2008	5.8	9.5	8.4	8.1	9.7	10.1	14.6	5.4	7.0
2009	5.1	8.3	7.6	7.3	9.2	9.3	13.3	4.8	6.5
2010	5.5	8.7	7.8	7.6	9.4	9.4	14.3	5.0	6.3
2011	4.9	8.1	7.3	7.1	8.9	8.8	13.8	4.6	5.6
2012	5.1	8.3	7.6	7.3	9.1	9.3	13.4	4.8	5.7
2013	5.1	8.0	7.4	7.1	8.9	8.9	13.6	4.7	5.7
2014	4.4	7.1	6.7	6.4	8.4	8.0	12.9	4.3	5.7
2015	4.2	6.6	6.6	6.6	8.2	8.1	12.9	4.0	5.5
2016	4.1	6.4	6.4	6.3	8.1	7.6	12.2	3.7	5.3



All districts across Staffordshire are experiencing a reducing emissions pattern, with Cannock Chase and Tamworth being the forefront, for a number of reasons.

This picture is also generally true nationally and can be attributed to the decarbonisation of the energy supply sector; more industrial efficiency and off-shoring our emissions/production.

Not all of the Staffordshire districts have the same balance between the different sectors regarding carbon emissions. For example, Cannock Chase's biggest source is housing (40%) whilst Lichfield and Newcastle's is transport. See below tables:



Currently other than fleet fuel consumption and mileage Cannock Chase Council has very little base line information on its carbon emissions of it's own buildings and activities. This lack of data will need to be addressed immediately as part of any climate strategy.

ITEM NO. 6.

Oxford Climate Change Citizens' Assembly – Scope

The Oxford Advisory Group has determined that Citizens Assembly will address three themes, divided into five separate areas of content. These were selected following work undertaken for the City Council by Anthesis, an Oxford-based environmental consultancy that provided quantitative evidence of where the Council can help deliver the most significant emissions reductions:

How do we use less energy?

Buildings – how do we ensure our buildings are fit for the future?

Transport – how do we develop a sustainable zero-carbon transport system?

How do we make more energy?

How do we transform our energy system to ensure it comes from renewable sources?

How do we improve environmental quality on the journey to net zero?

Waste – How do we reduce our waste to deliver net zero?

Offsetting – How could Oxford offset the emissions it can't reduce?

The issue of biodiversity will be considered within each of these subject areas.

ITEM NO. 6.

London Borough of Camden's Citizens' Assembly: Overview of process

The Citizens' Assembly on the climate crisis sits at the centre of a three-phase process. The process aims to build demographically representative citizen consensus about how the local authority area should address the issue, while drawing on the expertise and energy of active environmental groups to drive social action across Camden.

The Camden assembly was made up of 60 people. With a payment (in shopping vouchers) of £150 on completion of the 3 sessions required the potential total cost was up to £9,000 for the participant costs element of the Assembly.

Camden have allowed for a budget of £50-60,000. In terms of overall costs, in addition to participants' payments there are also:

- Officer time in commissioning the work
- Recruitment of participants – by appointed contractor
- Cost of expert input into the event – organised by contractor
- Location / venue hire and logistics
- Officer time in communication and promotion

The process being followed by Camden is set out below:

Phase 1 – Pre- Assembly engagement with schools, business and residents

To harness community ideas and to build support for the Assembly process, an on-line "call for ideas" was run. This provided details about the Assembly and allowed citizens to put forward ideas for the Assembly to consider at different scales: at home; in your neighbourhood; your Council and your country. In addition, Camden's environmental business network, the Camden Climate Change Alliance arranged a series of roundtables with the business community. The views of schools were also collected. There were over 1,800 visits to the website, submitting over 250 comments and which resulted in over 600 proposed actions.

To broaden the community discussion, Camden's environmental business network, the Camden Climate Change Alliance arranged a series of roundtables with the business community and the views of schools were also collected through a project called The Sustainers, which has been delivered with the local Transition Town groups.

Phase 2 – the Citizens' Assembly – deliberation

The Citizens' Assembly convened in July over three sessions, with the same members attending all 3 sessions. The Assembly members were randomly recruited from across Camden with the final composition representative of the borough demographic. 55 members attended the first session, and 49 the third session demonstrating strong participation throughout.

Assembly meetings were not open to the general public, but the agendas, presentations, summaries of deliberations and video footage was uploaded to Camden's website. The Assembly process was been developed with Involve, a leading

public participation organisation, and the approach to Assembly design has also been overseen by an independent Advisory group.

The framing question for the Assembly, developed in consultation with the Advisory group was “*We are now facing a climate and ecological crisis. How can the Council and the people of Camden help limit the impact of climate change while protecting and enhancing our natural environment? What do we need to do in our homes, neighbourhoods, council and country?*”

The first session focussed on the science on Climate Change and the current situation in Camden.

The second session focussed on possible solutions, with speakers presenting their ideas for actions and participating in a carousel Q&A.

The third session was about developing an action plan to be put forward to Full Council.

Evidence was shared with Assembly members at different scales: at home, in the neighbourhood and at the Council level. Speakers included community energy groups, universities, Climate Emergency Camden and renewable energy experts. The third session focuses on action planning around the Home, Neighbourhood and Council with the ideas collected through the pre-Assembly engagement phase presented to Assembly members for review and development.

To demonstrate transparency, independent observers were invited to attend the Assembly sessions. UCL’s public policy team are also conducting an independent evaluation of the process. As noted above, presentations, agendas and footage of the Assembly were shared on the Council’s website.

The Assembly proposals will be presented by Assembly members to full Council on 7 October, with a view to informing a new Environment Plan for Camden from 2020.

Phase 3 - Extending the process towards social action

The Assembly process focuses on developing a set of proposals at the scales of home, neighbourhood and Council within relatively short timeframes. The proposals will require development after the Assembly, with the approach to development differing depending on the type of action and scale.

Officers envisage that some actions will require significant further deliberation that others before moving into delivery. This deliberation could involve Assembly members, stakeholders and experts working together in a more “task and finish” setting with this informing more detailed recommendations for Members on the proposal in question.



Public Sector response to the climate emergency: taking action at a local level

David Reilly, Emma Ashcroft & Rob Hatcher
Cities & Regions Team

17/07/2019



1

Introduction



Introductions



Dave Reilly



Rob Hatcher



Emma Ashcroft

From the Carbon Trust's Cities & Regions team



Carbon Trust Cities & Regions team - helping the public sector lead the way to a low carbon economy

Strong track record

Since 2001, we have supported more than 3,000 public sector organisations to shape their approach to climate action and deliver positive outcomes for their communities

Key areas of focus

Working with local government and the public sector to accelerate the development and delivery of clean energy and carbon reduction at local and regional levels

Dedicated delivery team

25 staff based in London, Cardiff and Edinburgh – Technical, Commercial, Stakeholder Engagement, Strategy, Project and Programme Management capabilities

Recent activity

Supporting public bodies in raising their ambition on climate action, setting science based targets and developing net zero action plans



About this session

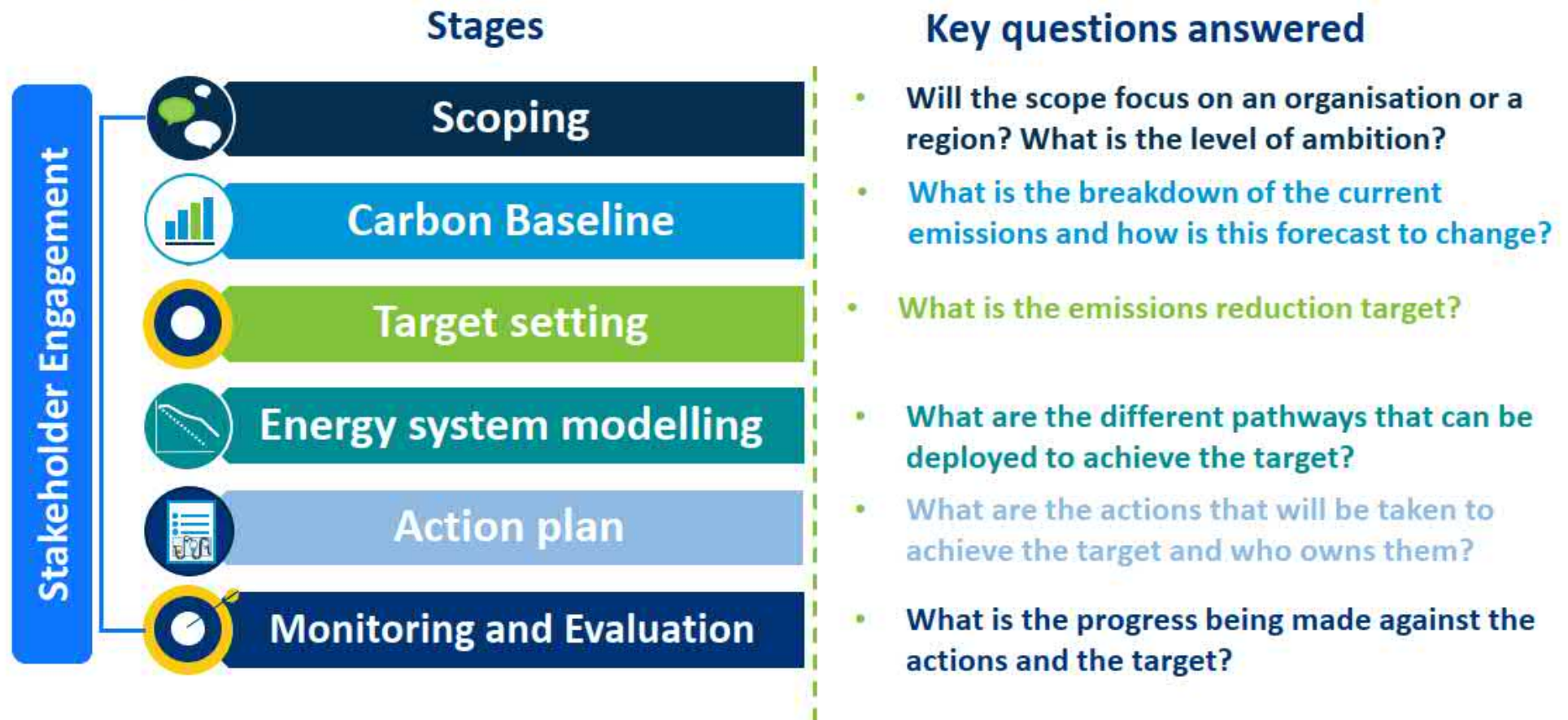
- Why are we running this session?
- What we will cover?



- What next?



A framework for taking declarations forward





Carbon neutral and net zero – the rise of target setting



130 Tier 1 & 2 councils have declared a climate emergency

Source: <https://www.climateemergency.uk/>

GREATER LONDON AUTHORITY
Zero Carbon by 2050

C40 CITIES
25 cities pledged to be emissions neutral by 2050

STROUD DISTRICT COUNCIL
www.stroud.gov.uk
Carbon Neutral since 2015

NYC
Net zero emissions by 2050

Nottingham City Council
Carbon neutral city by 2028

UK Net Zero by 2050



2

Scoping and stakeholder engagement



Scoping questions

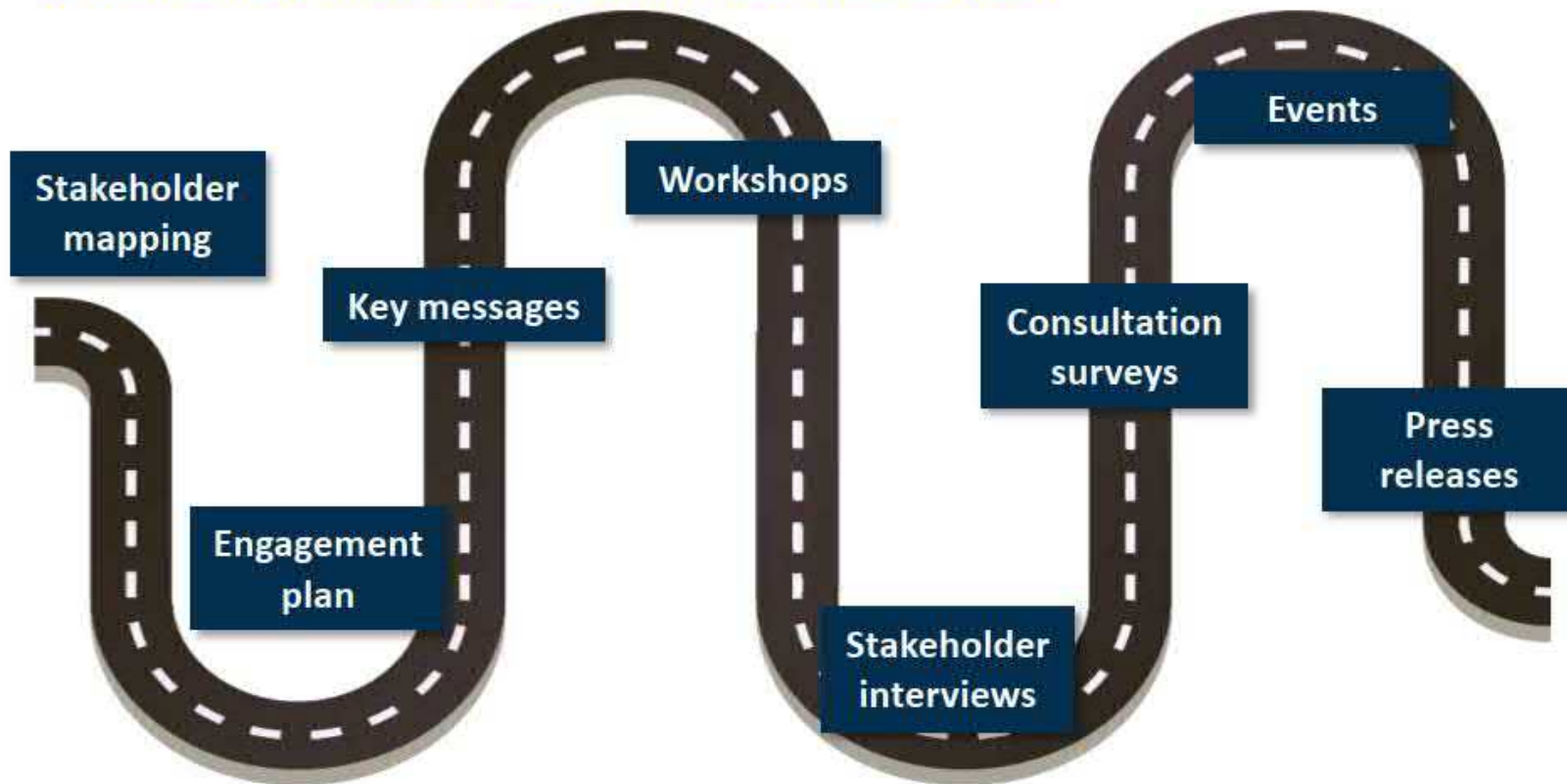
- 
- A decorative graphic on the left side of the list consists of a vertical column of hexagons. The hexagons are arranged in a staggered pattern. Most are dark blue, but several are highlighted in other colors: light blue, green, and bright blue. A small green horizontal line is positioned above the top-most hexagon.
- What is our vision and objectives?**
 - What is the level of ambition?**
 - City wide or estate only?
 - Scope 1, 2 & 3?
 - What resources do we have?**
 - Who should be involved?
 - What data do we have?
 - What levers can we pull?
 - How does this align to relevant policies and strategies?**



Stakeholder engagement

You need to secure input to and support for the climate action plan and *buy in to its delivery* from across your stakeholder group

Critical aspect throughout the development of your climate action plan – take account of stakeholder views and use them to shape the plan





Governance

1) Why is it important?

Impacts the ability of the climate action plan to deliver against its objectives

Ensures the appropriate stakeholders are involved at the appropriate level to take projects beyond discussion and into delivery

Facilitates collaboration between key stakeholders from across the organisation and/or partners across the public, private and community sectors



2) What does good governance look like?

Identifying senior political and business energy champions

Alignment with existing governance groups that hold influence/ power

Setting up an energy sector specific working/technical advisory group

Engagement with existing groups that deal with related focus areas (e.g. economy, housing, health, transport)

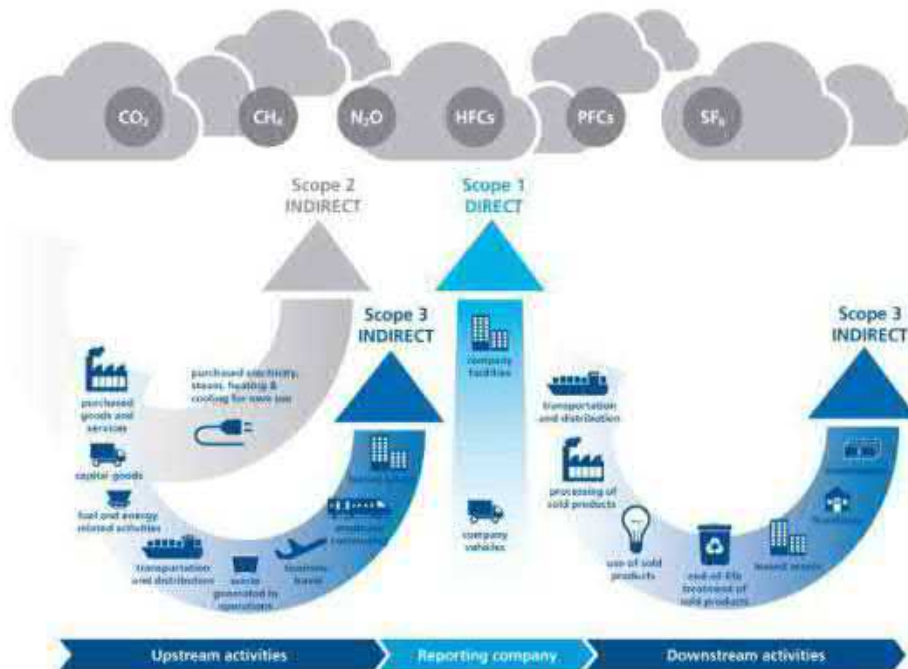


3

Developing a baseline



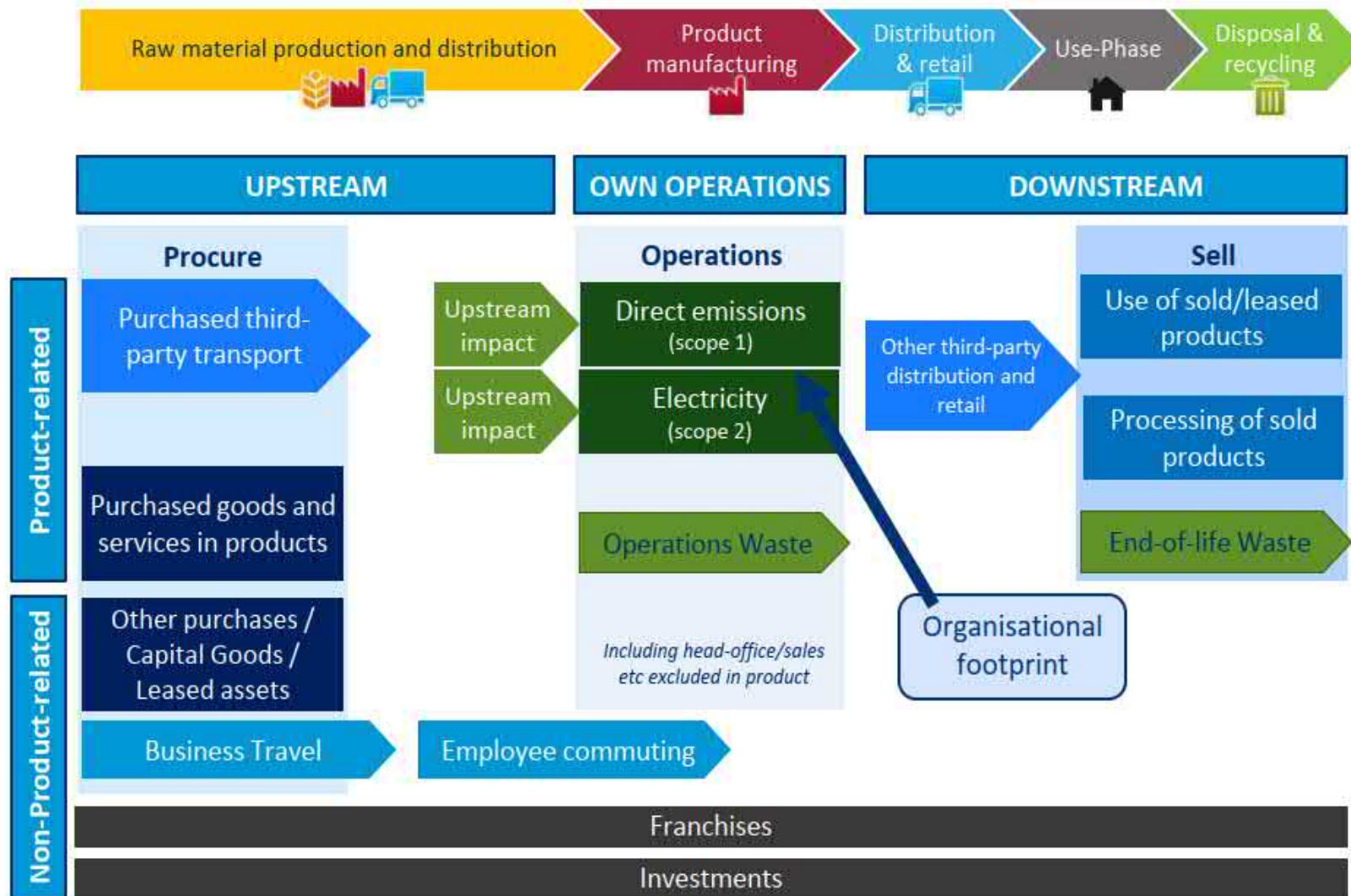
Organisational - Scope 1, 2 and 3 emissions



Scope	Emissions Category
Scope 1	Direct emissions from the organisation
Scope 2	Emissions relating to purchased electricity, steam, heat, cooling
Scope 3 Upstream	1: Purchased goods and services 2: Capital goods 3: Fuel and energy related activities 4: Upstream transportation and distribution 5: Waste generated in operations 6: Business travel 7: Employee commuting 8: Upstream leased assets
Scope 3 Downstream	9: Downstream transportation and distribution 10: Processing of sold products 11: Use of sold products 12: End-of-life treatment of sold products 13: Downstream leased assets 14: Franchises 15: Investments

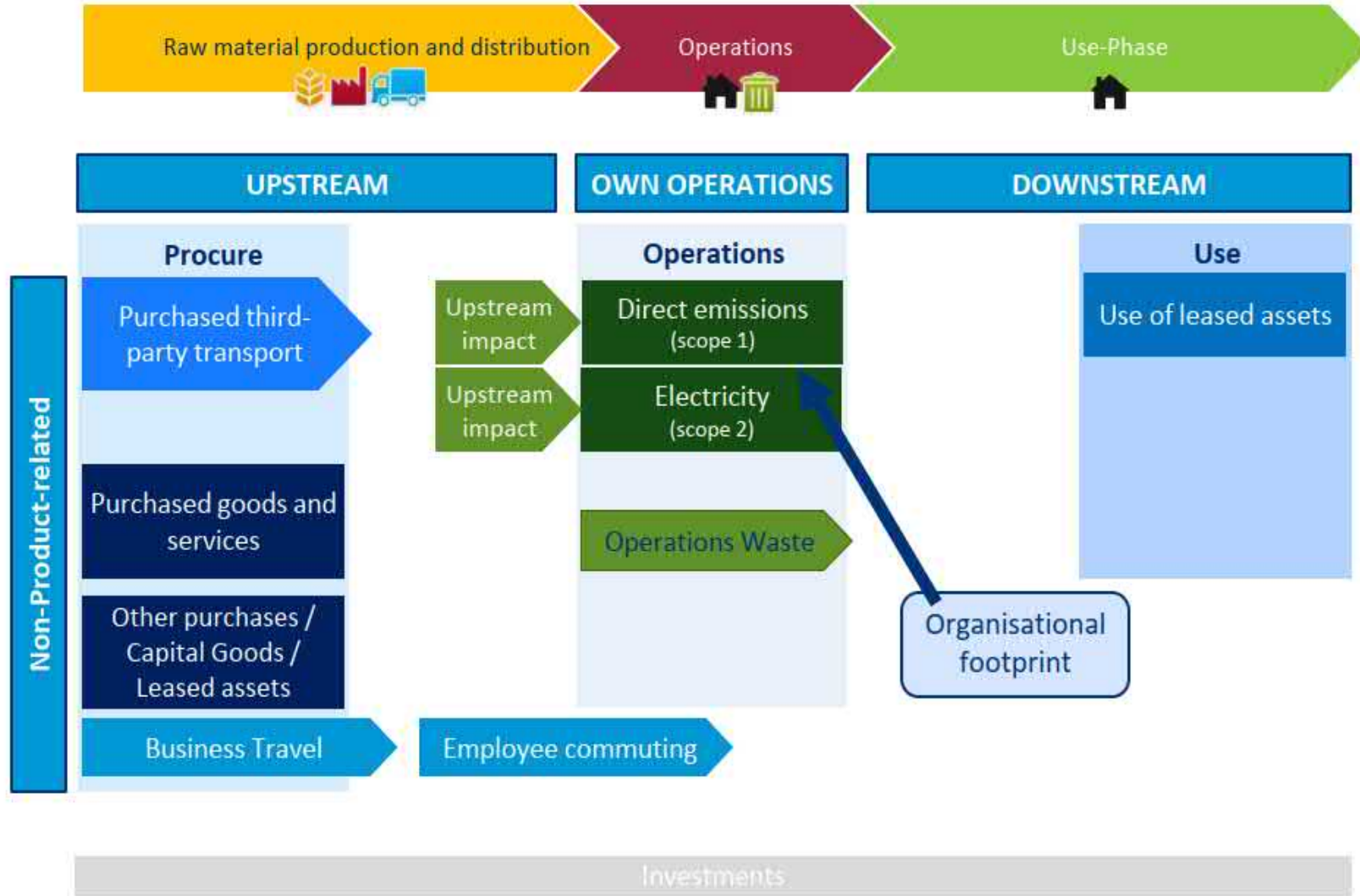


Organisational Footprints – product / value chain





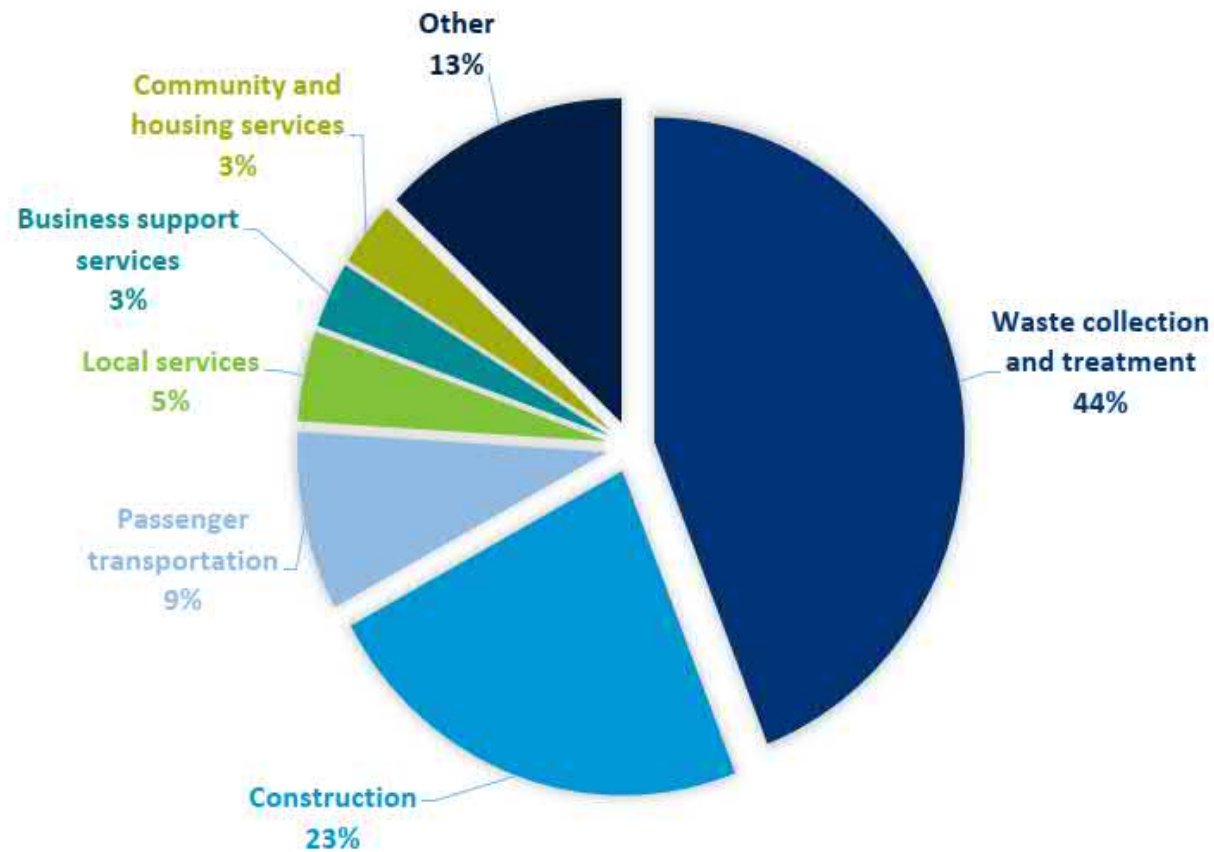
Organisational Footprints – public sector





Typical scope 3 emission – Local government example

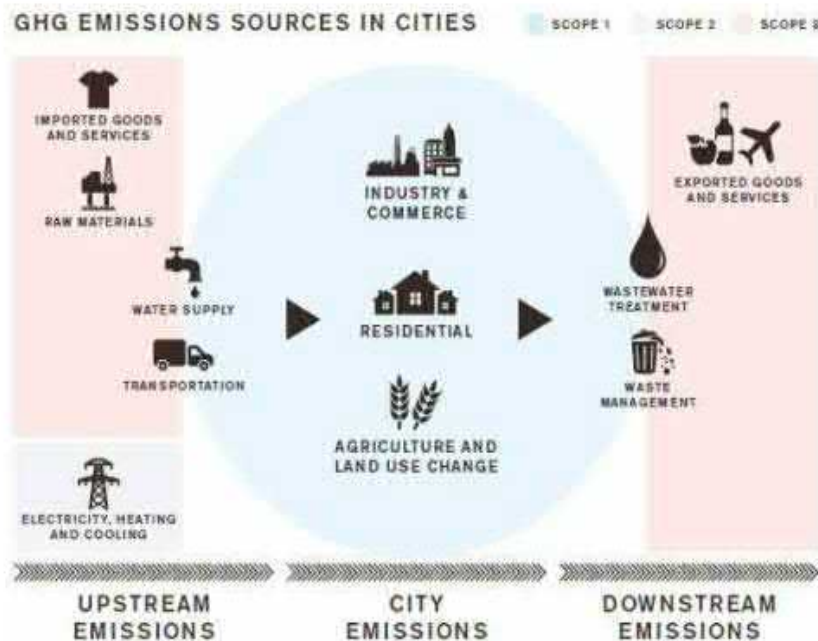
Scope 3 emission from the supply chain are typically ~70% of total emissions



Source: Carbon Trust LA analysis 2017 - Based on economic sectors (as shown)



Citywide Footprints – PAS 2070

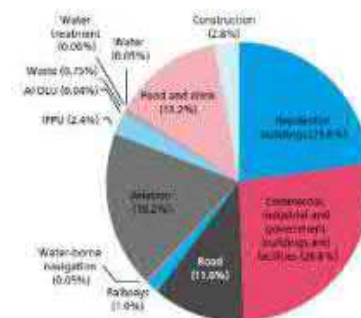


Source: PAS 2070:2014

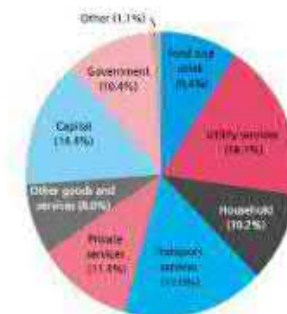


Source: Application of PAS 2070, London, UK

Direct Plus Supply Chain – 81 MtCo2

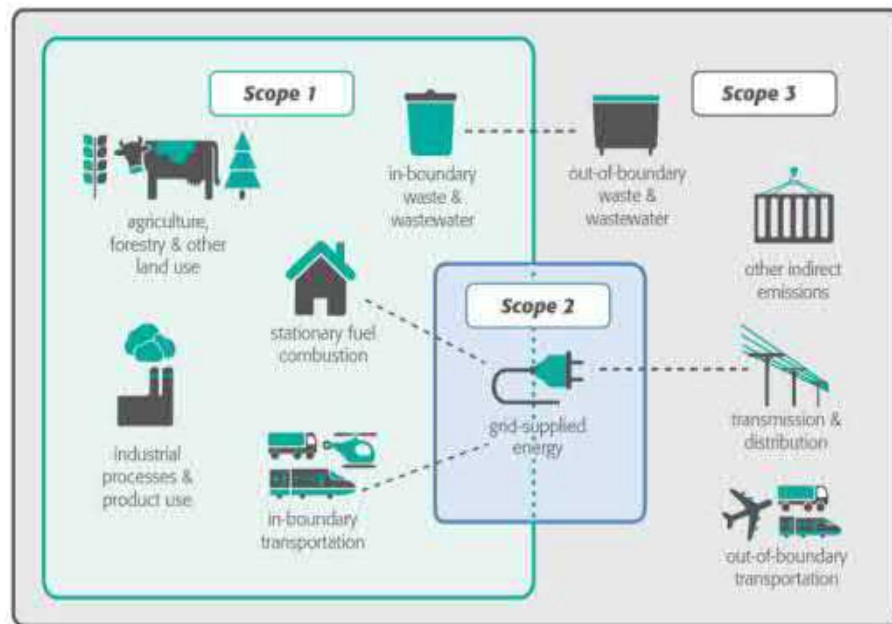


Consumption Based – 114 MtCo2

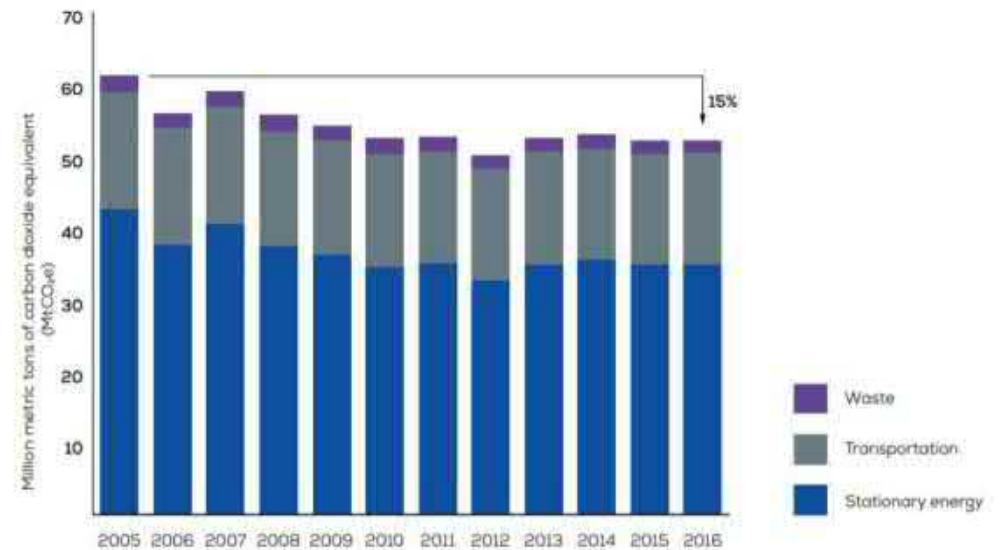




Citywide Footprints – GPC BASIC



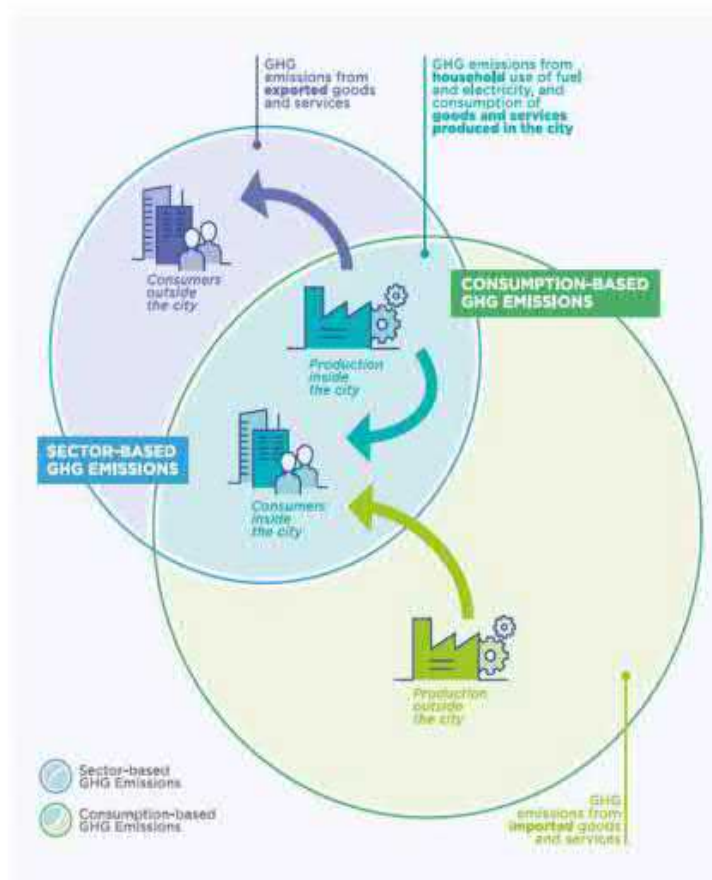
Source: Global Protocol for Community Scale GHG Emissions



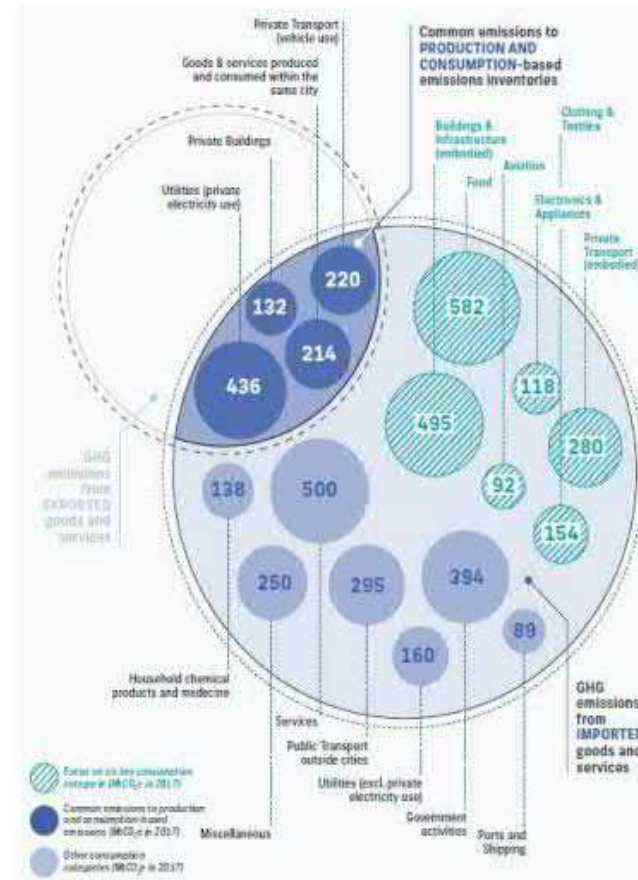
Source: Inventory of New York City Greenhouse Gas Emissions 2016



Citywide Footprints – Consumption vs sector based



Source: Consumption based emissions of C40 cities



Source: Future of Urban Consumption in a 1.5°C World



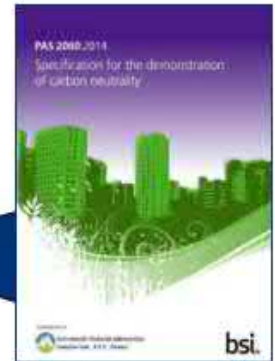
4

Carbon neutrality & target setting



Carbon Neutral – what is it?

Carbon Neutral	Offset emissions against a measured footprint. Specified by PAS 2060. Mandatory carbon reduction and management plan. Requires offsets providing genuine and additional GHG reductions.
Net Positive	Enabling effect (avoided emissions) of products and services is greater than emissions.
Carbon Zero	Zero emissions – zilch, nada, nothing.
Net Zero Carbon	Aim to get as close to zero as possible (e.g. following stretching target), then offset residual emissions, with good quality offsets.
Carbon Positive* product	Product removes GHG from the atmosphere over its life cycle – e.g. bioplastics, wooden furniture. (Can be measured according to PAS2060).
Carbon Positive* organisation	Organisation exports renewable energy greater than its equivalent emissions. Organisation uses carbon removal technology (e.g. BECCS), such that removals are greater than emissions.





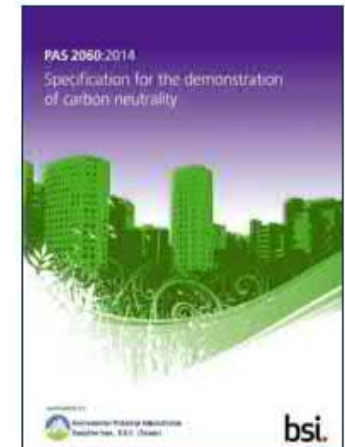
Offsetting – what is it?

Examples of
offsetting
schemes:



Gold Standard

- PAS 2060 most commonly used approach / standard
- Choose your own offsetting scheme provided the various criteria for PAS 2060 are met
- Flexible regarding the provider of carbon offsets
- Inclusion of emissions that it are practical to measure and you are able to reduce
- Should be independently verified, and held and retired on a managed register. E.g. VCS, CCB Standards, Gold Standard
- Organisation must show commitment to neutrality and create a carbon footprint management plan

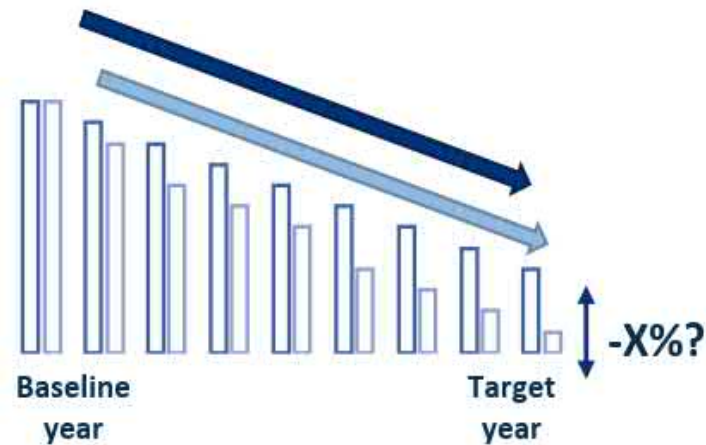




Target setting approaches – Top down

Science based

- The analysis informs the date
- Certain sectors need to decarbonise quicker than others
- Follows the science consistent with 2°C or 1.5°C pathways



Date based

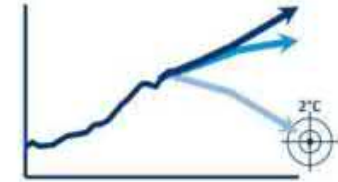
- The date is fixed
- Scope could be different
- Is potentially more ambitious than an SBT

Targets to reduce carbon emissions are considered “science-based” if they are in line with the level of decarbonisation required to keep global temperature increase below 2°C



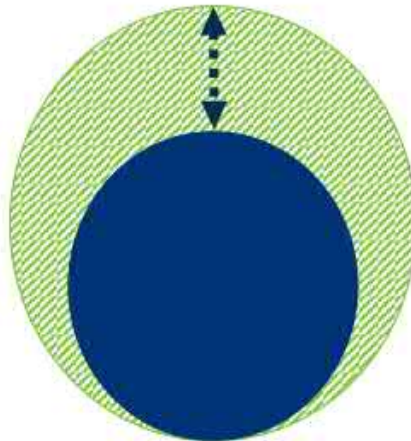
Science Based Targets

Methodology

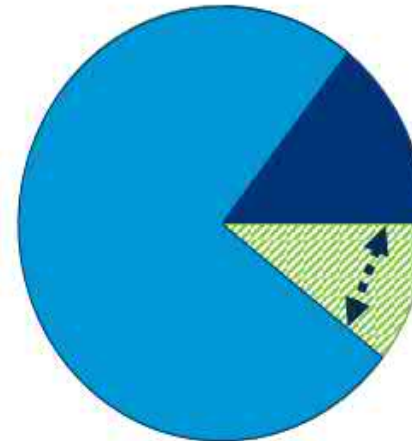


Different methodologies will take slightly different approaches to these steps and this city method builds on the established Sectoral Decarbonisation Approach

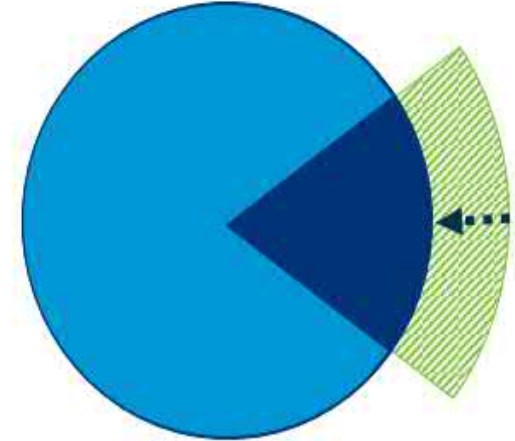
1. Assessing the global carbon budget
How large is the pie?



2. Calculating your city's carbon budget
How large is my slice?



3. Compare your budget and your footprint
Am I eating too much?





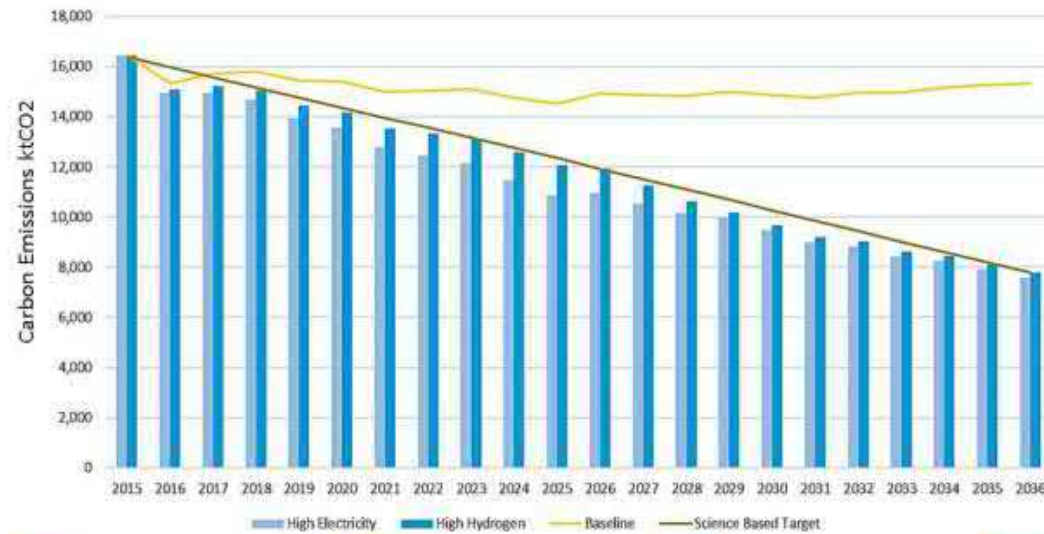
5

Energy system modelling












Energy system modelling

Modelling the various flexible pathways that could be deployed to achieve the target





Key considerations for energy system modelling

-  Compare BAU projections against a range of possible pathways (e.g. high hydrogen, high electricity, hybrid)
-  How to make best use of local resources to meet the future demands for heat, power, and transport
-  Base forecasts as much as possible on local context (e.g. existing pipeline)
-  Use appropriate data sources to underpin assumptions (e.g. National Grid FES, BEIS, CCC)
-  Address the role of flexibility and the integration between different vectors
-  The critical role of energy efficiency
-  The impacts and opportunities brought through the electrification of transport and heat
-  Align with socio-economic analysis to assess the impacts of the transition pathways
-  Engaging key stakeholders to inform assumptions and test outputs



6

Developing an action plan

Developing a pipeline

Own operations

- Project identification workshop
- Whole energy systems interventions across heat, power, transport and flexibility
- Estate wide energy audits to identify opportunities
- Renewable energy assessment
- Fleet review / electrification
- Behaviour change
- Waste reviews
- Identifying scope 3 opportunities through procurement

City wide

- Stakeholder engagement to identify existing pipeline
- Cross-sector concept development with key stakeholders
- Whole energy systems interventions across heat, power, transport and flexibility
- Support a mixture of capital projects and project development, R&D, skills/supply chain etc.
- Seek opportunities to bundle projects into programmes

Look for scale and transformation



Pipeline evaluation

Prioritising a shortlist for inclusion in the action plan – using tailored evaluation criteria





Developing the action plan

Stakeholder roles and responsibilities

Funding sources

Key benefits

Route to implementation

Monitoring and evaluation

What actions can municipalities take?



Low emissions zone
Roll out charging infrastructure
Rapid transition of own fleet to EV
Require taxis to be EVs through licensing
Invest in quality public transport
Electrify public transport fleet – buses, rail



Minimum EE standards for new build and private rented sector
Energy efficient retrofit in domestic sector
Retrofit own estate
Enforce building standards



Adopt circular economy waste policies
Zero waste to landfill
Recycling
Food waste collection



Identify renewable energy areas in local plan
Require renewable energy in new development
Roll out LED street lighting
Decarbonise own estate through EE and RE
Develop district heating
Establish municipal energy company
Buy green energy



7

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Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464 598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 19/09/19

CABINET
19 SEPTEMBER 2019
QUARTER 1 PERFORMANCE REPORT 2019/20

1 Purpose of Report

- 1.1 To advise Members on the position at the end of Quarter 1 for 2019/20, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2019/20.

2 Recommendation(s)

- 2.1 To note the performance information relating to PDPs as detailed at Appendices 1-4.
- 2.2 To note the actions which have been flagged with:
- (i) an Amber Triangle which require amendment to the timescale or scope: or
 - (ii) a Red Cross which requires an action to be closed.

3 Key Issues and Reasons for Recommendations

Reasons for Recommendations

- 3.1 Information for performance actions and indicators for Quarter 1 2019/20 is included for relevant items in Appendices 1 to 4. The overall position for each Priority Delivery Plan is detailed in Section 5 below, indicating that 77.5% of actions have been achieved or are in progress.





4 Relationship to Corporate Priorities

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

5 Report Detail

- 5.1 The Council’s Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council’s quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects / actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.5. The projects / actions are rated according to the system illustrated below. At the end of Quarter 1 satisfactory progress has been made in the delivery of actions with 50% delivered and a further 27.5% are in progress and will be completed with only minor slippage. Of the remaining actions, progress is behind schedule for 20% of them but plans are in place to complete the work in accordance with the revised timelines outlined in Appendices 1-4. The one remaining action (2.5%) relates to a bid for funding which was unsuccessful; another bid will be made at the next opportunity to do so.
- 5.4 The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly). An assessment as to whether targets have been achieved will be made at the end of the year. These indicators can be found in the PDPs under the heading for each objective.

5.5

Priority Delivery Plan	Progress in delivering actions				Total number of actions
					
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	10 (71.4%)	0	3 (21.4%)	1 (7.2%)	14
Improving Community Wellbeing – Health and Culture and Sport	3 (50%)	1 (16.7%)	2 (33.3%)	0	6
Improving Community Wellbeing – Environment, Partnerships and Community Safety	5 (41.7%)	5 (41.7%)	2 (16.6%)	0	12
Corporate	2 (25%)	5 (62.5%)	1 (12.5%)	0	8
TOTAL	20 (50%)	11 (27.5%)	8 (20%)	1 (2.5%)	40

6 Implications**6.1 Financial**

There are no direct financial implications arising from the report.

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

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

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

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register where appropriate.

6.8 Equality & Diversity

None.

6.9 Best Value

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2019/20 include targeted actions that will contribute to Best Value within the District.

7 Appendices to the Report

Appendix 1: Performance information for the Promoting Prosperity Delivery Plan.

Appendix 2: Performance information for the Improving Community Wellbeing (Health, Culture and Sport) Delivery Plan.

Appendix 3: Performance information for the Improving Community Wellbeing (Environment, Partnerships and Community Safety) Delivery Plan.

Appendix 4: Performance information for the Corporate Delivery Plan.

Previous Consideration





None

Background Papers

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

Corporate Priority Delivery Plan 2019/20, Report to Cabinet, 14 March 2019

Promoting Prosperity PDP 2019-20

Overall Performance				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
10 (71.4%)	0	3 (21.4%)	1 (7.2%)	14




Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District							
a) Local people working on construction site (those inducted)	Q	26	a) 150-200				
b) Retail jobs for local people			b) 700-800	Measurement to commence Summer 2020			
Passenger numbers using the station due to the development of McArthurGlen	A	N/A		Measurement to commence Summer 2020			

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 51.1% average	Aim to increase levels year on year				
	A	NVQ4 – 26.6% average for quarter	Aim to increase levels year on year				
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates	Q	Cannock 10.9% average for quarter	Aim to keep below national rate of 12%	12.7% (measure Jul 2019)			
	Q	Rugeley 4.8% average for quarter		1.6% (measure Jul 2019)			
	Q	Hednesford 4.6% average for quarter		6.5% (measure Jul 2019)			
Increase access to employment opportunities							
Employment Levels	A	Employment rate 75.7% (2018/19)	Aim to keep above West Midlands rate 73.8% (2018/19)				

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase access to employment opportunities (continued)							
Unemployment Levels (out of work benefits / universal credits now included)	Q	Cannock 1.4% Average W.Mids 2.9%	Aim to keep below West Midlands rate	Cannock 2% Average W.Mids 3.4%			
Create a positive environment in which businesses in the District can thrive							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) - 68	60				
	A	SSLEP (hub and landline) - 64	60				
Commencement of the regeneration of Rugeley Power Station							
Increase in supply of employment land				Measurement to commence 2022			
Increase housing choice							
Total number of net new dwellings completed	A	235 net dwellings completed (2018/19)	Average of 241 dwellings per annum				
Number of additional units delivered (Council Housing) <i>No further completions scheduled for this year – start on site in Q4 as per Hawks Green Housing Development</i>	A	19	9	9			
Number of additional units (Affordable Housing) – total for Council and Registered Providers	Q	51	140 total (Council and RP)	22 (Council and RP)			

Projects

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District								
Implement all associated McArthurGlen S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Evaluation of Partnership and Town Centre initiatives				X		
	Improvements to Cannock Railway Station	Work with partners to develop outline business case	There have been delays in West Midlands Railways being able to successfully procure a suitable consultant to develop the Outline Business Case. A consultant has now been appointed and work on the OBC should commence in September 2019. The target for completing the OBC has been revised to Q4		X			
		Identify potential funding sources and submit bids for funding	Due to the slippage outlined above, this action will now be completed in 2020/21				X	
		Delivery / phasing plan agreed.	Due to the slippage outlined above, this action will now be completed in 2020/21					X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Work proactively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Commence delivery of Retail Academy courses		✓			
	Work with partners to establish and promote an Engineering Skills Academy	Funding confirmed – maximising bidding opportunities			X		
		Launch event			X		
		Entrants / recruits commencing training					X
Create strong and diverse town centres to attract additional customers and visitors							
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of the McArthurGlen Designer Outlet can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Investment Prospectus adopted by Cabinet			X		
		Rugeley AAP review as part of the whole Local Plan review		September 2021			
	Cannock Town Centre Future High Streets Fund	Expression of interest submitted		✓			
		Develop full business case for funding (subject to our Expression of interest being shortlisted)	Unsuccessful round 1 bid. Round 2 is in 2020. Another bid will now be made in round 2. To be rescheduled for 2020/21	✗			X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Create strong and diverse town centres to attract additional customers and visitors (cont.)							
We will ensure our town centres are safe and welcoming for all visitors	We will review our Policy for commercial use of the Highway, in line with the recommendations of Cabinet	Review the current fee structure		✓			
		Investigate whether the enforcement of highways obstructions covered by the policy could be delegated from the County Council to the District Council		✓			
		Examine the feasibility of expanding the application of the Policy to cover the whole District			X		
Increase access to employment opportunities							
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Connecting Communities (formerly Employment Support Pilot) in Cannock North area. This tackles unemployment and low pay in local communities.	Project evaluation		2020/21			
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	CCDC businesses benefit from advice and grants available from the LEPs					X





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

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Commencement of the regeneration of Rugeley power Station							
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	Work with the land owner and Lichfield DC to progress the regeneration of the site in line with the strategic uses set out in the approved Supplementary Planning Document	Receive planning application		✓			
		Completion of demolition work			2021		
		Land remediation			2021		
Increase housing choice							
The Council will invest £12.9m to provide additional affordable homes across the district	Determination of sites: Property Services Team doing a trawl for sites and engaging with Land Agents	Cabinet report to approve sites identified and funding package			X		
		Soft Market Testing / Formal tender process through Homes England DPP3 panel				X	
		Tender award				X	
		Cabinet report for scheme(s) approval					X
	Complete garage site and other Council Owned Land Development Schemes	Completion of existing Council House Development on Garage Sites – <i>Final site completed end of June 2019 and completion event held</i>		✓	X		

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Increase housing choice (continued)								
Rationalisation of Hawks Green Depot site for potential housing	Implementation of Stock Rationalisation Plan - operating existing Services and Parks and Open Spaces from within a rationalised space	Architects Report received – recommendations to be determined		✓				
		Site Clearance of Services in preparation for land remediation				X		
		Surrender 51% of the Site for housing development				X		
	Hawks Green Depot Review for potential housing development	Receive outcome of funding bid to WMCA and SSLEP – <i>Grant offer of £900k received from WMCA (SSLEP bid unsuccessful)</i>		✓				
		Cabinet report to approve funding package		✓	X			
		Soft Market Testing / Formal tender process through Homes England DPP3 panel					X	
		Tender award					X	
		Cabinet report for Hawks Green scheme approval						X

ITEM NO. 7.

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





Overall Performance				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
3 (50%)	1 (16.7%)	2 (33.3%)	0	6

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
Total number of people using all of our facilities	Q	1,050,950	1,056,388	272,181			
Take up for the inclusive cycling pilot scheme	A	N/A	200				





Projects

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Produce Playing Pitch and Indoor and Outdoor facilities strategy	Finalise Strategy and report to Cabinet (13 June 2019)	Completed and reported to Cabinet on 13 June 2019	✓			
	Develop the ATP at Rugeley Leisure centre to full size	Finalise plan and submit planning application	Following adoption of the Playing Pitch Strategy in June, discussions with the Staffordshire FA are scheduled for August to discuss funding opportunities and options for planning submission. Delivery of this action will slip to Q3	●	X		
		Submit funding bid subject to planning application decision and appropriate funding opportunities being available					X

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so.	Undertake review	In discussion with Sport across Staffordshire and Stoke-on-Trent (SASSOT) to carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District. Potentially leading to a strategy. To take place in Q4.		X		
		Prepare report on outcome of the study	Work will now continue into 2020-21			X	X
	Commonwealth Games	Attend meetings of: (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group			X	X	X
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at homes	Identify Project Team, key partners and Produce PID for sign off					
		Using current research, best practice and local insight, identify key settings and potential areas of influence (carried forward from 2018-19 plan)			X		

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
		With Partners, and using the forthcoming LGA / PHE Whole Systems Approach Guide (due 2019), develop the Strategy					X
		Identify and implement pilot projects to test the strategy (soft launch)		2020-21			
		Launch Strategy (to include an Engagement Event with partners and stakeholders)		2021-22			
		Monitor and review implementation		2021-23			

Improving Community Wellbeing PDP 2019/20 – Environment, Partnerships & Community Safety

Overall Performance				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
5 (41.7%)	5 (41.7%)	2 (16.6%)	0	12





Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories / case studies (including social media platforms)	A	4	4	18			
Number of Community Protection Notice Warnings (CPNWs) issued	Q	N/A	New indicator	7			
Number of Community Protection Notices (CPNs) issued	Q	N/A	New indicator	6			
Number of Fixed Penalty Notices (FPNs) issued	Q	N/A	New indicator	2			
Number of ASB complaints dealt with via the Community Safety Hub	Q	102	Measure (not target)	30			
Number of CCTV case reviews provided to Staffordshire Police	Q	478	Measure (not target)	126			





Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	304 Cases	Measure (not target)	79			
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	N/A	New indicator	1			
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	12			
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	27			
Number of tenancies sustained	Q	65	50	14			
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	N/A – new indicator	98%	94%			
Number of Discretionary Housing Payments awards	Q	314 cases £64,029	£141,262	150 cases £27,829			
Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	366	131 (average for a quarter)	90			

Projects





Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement (Year 2)			X		
		Consult on revisions to taxi and private hire policy following completion of review in 2018-19				X	
		Monitor and review the implementation of revised policies, using shared local intelligence (Year 3)			2020-21		
We will work with partners to deliver the Anti-Social Behaviour Strategy	Raise awareness of the ASB Strategy	Local Strategic Partnership – Agenda Item for discussion		✓			
		Publish approved Strategy and article in Core Brief / social media platforms		✓			

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities (continued)							
We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children	Launch `See Something Say Something Campaign`	Develop 12 month campaign calendar – based on local safeguarding themes and trends	Due to capacity and a vacant post within the partnerships team this milestone will need to be carried forward to Q3		X		
		Recruit Safeguarding Champions	A Senior Partnerships officer has been recruited and will be responsible for the delivery of safeguarding champions. Start date 2 September. This means there will be some minor slippage - for delivery now in Q3		X		
		Roll out of concern cards	The partnerships team has received one concern card, but recognises that there is a need to continue to raise awareness and build on the `See Something Say Something` campaign				
		In conjunction with HR collate Safeguarding Training Data	A Senior Partnerships Officer has been recruited and will be responsible for the delivery and collation of training data, meaning there will be some minor slippage - for delivery now in Q4			X	

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities (continued)							
Upgrading CCTV technology	Award Contract to specialist provider	New CCTV cameras installed and commissioned, fully operational	3 CCTV cameras are outstanding, due to access issues. Legal Services is addressing this issue with the landlord's lender in order to draw up permission to access protocol.	✓			
	Procure a maintenance contract to maintain existing CCTV cameras across the District	Project Team set up to consider the recommendations from CCTV Audit Report	IT and CCTV Manager have met to consider the audit report and will be taking the procurement of a maintenance contract forward when the new CCTV camera installations are fully commissioned	✓			
		Project Plan developed and Procurement of specialist provider				X	
		Award Contract to specialist provider					X

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4	
Promoting attractive and healthy environments								
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Car Park improvement schemes	Permission to spend report to Cabinet for 2 nd year of Car Park Improvement Programme	Phase 2 improvements likely to be delayed until car parking strategy clarified		X			
		Delivery of schemes				X	X	
	Deliver priority s106 Projects	Appoint Project Manager	PM Appointment delayed, interviews arranged during Q2 with appointment in Q3					
		Actions to be determined for approved schemes	The delay in the appointment of the Project Manager will impact on determination of additional scheme outside the capital programme. Likely to slip to Q3.		X			
	Deliver new cemetery for the District	Appoint Project Manager	PM Appointment delayed, interviews arranged during Q2 with appointment in Q3					
		Prepare drawings and specifications for new cemetery	The delay in the appointment of the Project Manager will impact on the finalisation of the specifications. Likely to slip to Q3.		X			
		Tender, evaluate and appoint contractors						X

Corporate Priority Delivery Plan 2019-2020




Overall Performance				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
2 (25%)	5 (62.5%)	1 (12.5%)	0	8



Performance Indicators




Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	92.2% average	94%	92%			
Use of Online Forms	Q	1,258 per annum	475 per qtr	334			
E-payments transactions – Payments made via the Council's website	Q						
<ul style="list-style-type: none"> Number of transactions 		25,852	6,000 per qtr	7,233			
<ul style="list-style-type: none"> Value of transactions 		£3,004,908		£900,806			

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,766	5,750 per qtr	6,346			
• Value of transactions		£2,756,103		£773,573			
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		311,431	310,000	88,431			
• Value of transactions		£39,346,85	£40m	£11,604,173			

Projects

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services								
Giving choice to our customers in how they access our services	Review the Council's digital requirements with regard to customer services/interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system	Commission a review of the Council's digital requirements with regard to customer services / interactions	The Shared Services Strategic Board met in June and agreed the work that is to be commissioned. The specification will be drafted and the procurement process started in Q2					
		Review to be undertaken by consultant	Due to the slippage outlined above, target revised to Q3		X			
		Final report on outcome of the review	Due to the slippage outlined above, target revised to Q4			X		
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team						X
		Draft strategy for approval by Cabinet			2020/21			
	Procurement of a replacement for the CRM system	Identify requirements for new customer portal / CRM system and agree with Leadership Team			2020/21			
		Commence Procurement			2020/21			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Making the best use of limited resources – managing our people, money and assets								
Managing our people, money and assets	Development of an Asset Management Strategy	Recruit a Corporate Asset Manager	The role was offered to an individual in Q1 – but they withdrew in July; the post has now been offered to an internal candidate who has accepted. Appointment to commence in Q3					
		Review Condition Surveys for all Council assets and properties				X		
		Undertake Asset Review and prepare draft Strategy for adoption by Cabinet					X	
	Develop workforce development strategy, incorporating gender pay requirement	Scoping exercise to determine the development needs of the workforce	Progress made but Q1 targets not quite met. Further meetings booked in with all Heads of Service and their respective Managers. Expected to be back on track by the end of Q2.					
		Review of scoping exercise to determine how to address workforce need				X		
		Develop content of the strategy and consult stakeholders					X	
		Implement strategy including training as appropriate						X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Managing our people, money and assets - continued	Delivery of the Environmental Services Review Outcomes	Preparation of a business case for bringing together the grounds maintenance and street cleaning services and aligning them in a combined service. To include a review of the operational model for grounds maintenance and in particular highways grounds maintenance.		Due June 2020			
		Undertake an options appraisal for bringing together the Environmental Health and Environmental Protection services together and transforming the service. As part of the transformation work, consideration will need to be given to the service model / level of service provided.		Due June 2020			
	Identifying potential savings options	Service review methodology to be determined and agreed with Leadership Team					
		Programme of Service Reviews to be determined	All service reviews are now to be completed to the same timetable and will not be done in phases		X		
		First phase of Service Reviews to be completed	The first stage of the service review process is now due to be completed by mid April 2020				X

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Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 19/09/19 Corporate Scrutiny Cttee: 19/11/19

**CABINET
19 SEPTEMBER 2019
PEER REVIEW FOLLOW-UP**

1 Purpose of Report

- 1.1 To update Members on the outcome of the return visit to Cannock Chase Council by the Local Government Association's Peer Challenge Team on 15 and 16 July 2019.

2 Recommendation(s)

- 2.1 That Members note:
- (i) the outcome of the follow-up review as detailed in the final letter of the Peer Challenge Team to the Managing Director of 12 August 2019 (copy attached at Appendix 1); and
 - (ii) the comments / actions from the Council following the considerations made by the Peer Challenge Team (see Appendix 2).

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The LGA Peer Challenge Team who undertook a review of the Council's Corporate, Financial and Organisation position in September 2016 recently returned to undertake a follow-up review.
- 3.2 The aim of the follow-up review was to assess the progress the Council has made against the recommendations made following the original review.

- 3.3 In summary, the outcome of the review has been very positive and recognises the significant progress that the Council has made over the last three years. The team stated that `the Council is a more confident, ambitious and outward looking organisation than in 2016`.

Reasons for Recommendations

- 3.4 Cabinet is asked to note the comments made by the Council as it aims to take forward the `considerations` made by the Peer Challenge Team during their return visit.

4 Relationship to Corporate Priorities

- 4.1 A new Corporate Plan has been produced since the Peer Challenge Team's visit in September 2016. As a result, the new Corporate Plan was a key part of the discussions during the team's return visit. The follow-up review considered the Council's new, and refined, corporate priorities of Promoting Prosperity and Improving Community Wellbeing and the range of projects and actions being delivered in support of these priorities.

5 Report Detail

- 5.1 In September 2016 the LGA Peer Challenge Team undertook a review which focussed on the Council's corporate and financial planning for the future strategic direction of the Council. The review was timed to support the Council's development of a Financial Recovery Plan in response to the closure of Rugeley Power Station.
- 5.2 The September 2016 review resulted in seven key recommendations being made:
- Further develop and widen the `Customer` priority of the Corporate Plan so as to articulate what the Cannock Chase District Council of the future will look like;
 - Consider broadening and further diversifying the financial strategy so it becomes multi-stranded and adaptable to increase resilience and risk;
 - Continue to utilise informal and formal relationships to maximise influence and leverage, as part of the Council's `leadership of place` role;
 - Review the current democratic decision-making arrangements – including Overview & Scrutiny – to better enable councillors to have a timely and proportionate opportunity to inform, influence and challenge decision making and policy development;
 - Move at pace to finish the work started on governance, assurance and corporate policies;

- Consider how the corporate leadership, organisational capacity and capabilities need to develop further to ensure that the Council has the skills and resources aligned to deliver future priorities; and
 - Draw on the learning from both within the organisation and wider local government sector to support continued improvement and development
- 5.3 Following the original review, an action plan was put in place to address the seven recommendations.
- 5.4 In line with normal practice, the Peer Challenge Team returned in July 2019 to undertake a follow-up visit. The Team was largely unchanged from the one that undertook the original review. The team comprised:
- Paul Wilson, Chief Executive of Derbyshire Dales District Council
 - Councillor Tom Beattie, Leader of Corby Borough Council
 - Elaine Atkinson OBE, Former Council Leader of Poole Borough Council
 - Tricia Marshall, Deputy Chief Executive of Canterbury City Council
 - James Millington, Peer Challenge Manager, LGA
- 5.5 The aim of the follow-up review was to assess the progress the Council has made against the seven recommendations. To assist with this, prior to the site visit, a document was prepared for the Peer Challenge Team, outlining the progress, developments and key projects delivered over the last three years.
- 5.6 The Peer Challenge Team met with and spoke to over 40 officers, councillors and external partners during their follow up visit.
- 5.7 The Peer Challenge Team gave a presentation at the conclusion of their visit and have confirmed their feedback in a letter to the Managing Director. A copy of the letter is attached at Appendix 1. In summary, the Team observed `how the Council appears more confident than in 2016, with the cloud of an uncertain future resulting from the news of the closure of Rugeley Power Station now lifted`. The team `applaud how the Council has dealt effectively with this challenge, and made other improvements` and concludes `that the Council is a more confident, ambitious and outward looking organisation than in 2016`. The team goes on to comment that `in common with other councils, capacity is stretched and to ensure CCDC delivers on its ambitious plans it will want to ensure that its resources are appropriately aligned.`
- 5.8 As with the original review, the Peer Challenge Team has noted a number of “considerations” for the Council and these are summarised in Appendix 2 together with the Council’s response to these.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

None

6.9 Best Value

None

7 Appendices to the Report

Appendix 1: Letter from the LGA to the Managing Director – 12 August 2019

Appendix 2: Peer Review Follow-Up Summary of Considerations and Comments – August 2019

Previous Consideration

Local Government Association Peer Challenge Cabinet 17 April 2017

Background Papers

None



Tony McGovern
 Managing Director
 Cannock Chase District Council
 Civic Centre
 Beecroft Road
 Cannock
 Staffordshire
 WS11 1BG

12th August 2019

Dear Tony,

LGA Corporate Peer Challenge Follow Up visit 15th and 16th July 2019

Following the original LGA Corporate Peer Challenge (CPC) in September 2016 Cannock Chase District Council (CCDC) asked the Peer Team to make a Follow Up visit to help review and assess progress and development in response to the original feedback and recommendations. This visit took place on 15th and 16th July 2019.

This letter summarises the main observations of the Peer Team. The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read before and during their visit.

Process and peer team

Peer challenge is one of the key tools to support sector-led improvement. It is tailored to meet individual councils' needs, and designed to complement and add value to a council's own performance and improvement focus. The Peer Team provide feedback as critical friends, not as assessors, consultants or inspectors.

The Follow Up visit included members of the Peer Team who were involved in the original CPC:

- Paul Wilson – Chief Executive, Derbyshire Dales District Council
- Councillor Tom Beattie - Leader, Corby Borough Council
- Elaine Atkinson OBE - Former Councillor, and Council Leader, Poole Borough Council
- Tricia Marshall – Deputy Chief Executive, Canterbury City Council
- James Millington - Peer Challenge Manager, LGA

To inform their findings, the Peer Team spent a day and a half on site at CCDC, during which they spoke to more than 40 people including a range of council officers, councillors and external partners. The Team gathered information and views from around 20 meetings.

We would like to thank you for inviting us back to Cannock Chase to provide further challenge to the Council and we hope that our feedback helps to support continuous improvement.

Messages and Observations

The focus of this Follow-Up was to specifically review progress and developments in response to the peer challenge feedback and recommendations made in the 2016 CPC. It was clear the Council has taken the 2016 CPC seriously and has progressed implementing the recommendations.

The Peer Team observed how the Council appears more confident than in 2016, with the cloud of an uncertain future resulting from the news of the closure of Rugeley Power Station now lifted. As the Peer Team were on-site in 2016 the news of the closure had just emerged and CCDC was coming to terms with what this meant for the Council, particularly its finances. The Team applaud how the Council has dealt effectively with this challenge, and made other improvements.

Officer and member relations are good and have remained so since 2016. Additionally, our conversations and focus groups with staff have confirmed how staff overall have a good view of the Council – they feel listened to, well informed and support the organisation's vision.

In common with other councils, capacity is stretched and to ensure CCDC delivers on its ambitious plans it will want to ensure that its resources are appropriately aligned. The Council is planning to undertake a series of Service Reviews which will be critical to determining the focus of resources.

The Council is moving into a different type of operating environment than where it was in 2016. CCDC has a confidence to press ahead and realise its ambitions. In supporting this, staff in the organisation may benefit from guidance to clarify the Council's approach to risk and risk management so that whilst maintaining its grip on risk the Council can ensure staff are able to push the boundaries and innovate, within set parameters.

1. Further develop and widen the 'Customer' priority of the Corporate Plan so as to articulate what the Cannock Chase District Council of the future will look like

The Peer Team heard and observed how councillors and the management team have a "dynamic vision for the district" and this is clearly set out in the new Corporate Plan covering 2018-2023. The Corporate Plan has been developed carefully through engagement with the public and partners and the 'customer' priority is no longer a separate feature but now embedded throughout the work of the Council. The Peer Team consider this to be the right approach for CCDC which allows this customer focus to underpin its work.

Although the Council now has two clear priorities in its Corporate Plan there are obviously a number of activities which sit beneath. From our discussions with staff it was not always clear to them how these will be resourced at this stage, although we recognise that the Council's planned Service Reviews will clarify the position. We would encourage you to ensure this is clear to staff once confirmed.

The Council has good mechanisms in place to communicate internally with staff and the different approaches including Core Brief, Managing Director online Q&A and the intranet pages are valued by employees. However, the Peer Team felt that the Council may want to consider how to ensure its exciting plans are communicated widely externally so your communities are aware of the good work you are doing. This was confirmed through comments received in the recent staff communications survey and the Peer Team's discussions with staff and partners on-site. The Council may wish to review how it communicates its messages and successes as wide as possible to ensure that your plans for the future of the District are clearly understood by all your communities.

2. Consider broadening and further diversifying the financial strategy so it becomes multi-stranded and adaptable to increase resilience and reduce risk.

This recommendation was made in the context of the Rugeley Power Station closure decision in 2016. Since then the Council has delivered impressive efficiencies of £1.3M through the Financial Delivery Plan. The Peer Team recognise how the Council has risen to this challenge and commends the difficult decisions taken by members and the work delivered by officers.

The Business Rates Pilot has been a great success for the Council. CCDC has led the approach which involved all authorities within Staffordshire including the Fire Service; Police and Crime Commissioner and Stoke-on-Trent City Council to bring this pilot together and has resulted in the Council benefiting by £500K. The Council has also developed and set its future ambitions through establishing the Housing Investment Fund (£12.9M) and District Investment Fund (£6.5M). Working balances for the Council have also been increased to provide further resilience.

Similar to other authorities, CCDC has investigated the benefits of commercial opportunities and through a structured review process with a steering group have decided upon their preferred approach. The Council's decision was to focus on the generation of additional income, cost savings and exploiting opportunities of existing services. The Peer Team recommend that you keep your position regarding commercialisation, and the opportunities it presents, under review and consider future opportunities within parameters that you have set yourself.

3. Continue to utilise informal and formal relationships to maximise influence and leverage, as part of the Council's 'leadership of place' role

The Peer Team received excellent positive feedback from partners about the Council who continue to consider CCDC as a major player in the leadership of place. The Council is a well respected and critical partner, for example with the Police in the important role it plays in community safety and with South Staffordshire College in providing crucial support and funding of £500K to ensure that quality and local educational provision remains within the District. Partners spoke about CCDC as an important and valued partner that is "proactive" and able to "make things happen" and importantly, that the Council strives to maximise its influence for the benefit of its communities.

It was recognised that the Leader has "facilitated cross-party working to deliver the ambitions of the Council". This approach will continue to be important in order to deliver for the District's communities. Similarly, we heard how the Managing Director is "engaged, supportive and open to change" and this was recognised and supported across the Council's partnership arrangements.

The Local Enterprise Partnership agenda is challenging given the Council is currently a member of both the Stoke-on-Trent and Staffordshire LEP and Greater Birmingham and Solihull LEP and as part of the LEP Review the Government does not support local authorities being members of two LEPs. Despite the fact that the Council may favour one LEP over another it is evident that the Council continues to play its part, continuing to work closely with the both LEPs, and this is appreciated by your partner organisations. For Cannock Chase DC the benefits have included attracting important funding to the District (totalling more than £1M in 2017/18) from the GBSLEP alone.

The Peer Team recognise that the Council is doing some tremendous work on building and maintaining relationships and encourage you to continue - as your approach is very much

appreciated.

4. Review the current democratic decision-making arrangements - including Overview & Scrutiny - to better enable councillors to have a timely and proportionate opportunity to inform, influence and challenge decision making and policy development.

Since 2016 the Overview & Scrutiny (O&S) function has been reviewed twice, and this process has now led to a better balance of resources and improved processes. Member training has also improved and this has been valued by councillors.

The Team observed an energy from the O&S Chairs who are keen to add value to the organisation and particularly harness the enthusiasm and commitment of the newer councillors who have recently joined the Council.

We would encourage you to maintain your approach and continue a rolling review of the effectiveness of O&S, particularly with Chairs and Members as they have ideas and observations to be considered in adding value to Scrutiny and CCDC. This review may include assessing the frequency of meetings, the impact O&S has on the organisation and the Council's ability to deliver in its priority areas.

Additionally, the Peer Team would encourage you to ensure that your decision-making processes continue to be agile and timely according to the needs of the organisation.

5. Move at pace to finish the work started on governance, assurance and corporate policies.

The Council has completed the Financial Regulations and Code of Governance policies and is on track to deliver revised Code of Conduct and Information Governance Framework policies.

The Peer Team would ask the Council to ensure that its approach to risk and risk management is understood by staff and embedded corporately. As the Council is now moving forward the outlook is different to 2016 so we would encourage you to not let a more traditional risk averse approach hold you back too much as you have ambitious plans to deliver over the next period.

The Council will also want to ensure its approach to digitisation is Council-wide and embedded corporately. The Peer Team heard that currently the approach varies across the organisation but we would recommend that this is an organisational change which is owned by the whole of CCDC. We would encourage CCDC to maintain a close hold on this important agenda.

6. Consider how the corporate leadership, organisational capacity and capabilities need to develop further to ensure that the Council has the skills and resources aligned to deliver future priorities

The Peer Team heard how managers feel supported and are aware and support the priorities of the Council.

In the 2016 CPC sickness absence was an issue for the Council (11.62 FTE days per employee). This has been addressed through implementing a new Managing Sickness Absence policy since April 2018 – and has received positive feedback from managers across the organisation. Since its introduction absence levels have reduced by over 2.5 FTE days

per employee. The Peer Team heard about the support in place for staff including the 'Time for Change' initiative which has embedded the authority's approach to supporting staff with mental health issues. The Council is also further considering the provision of chiropractor support for its workforce.

The Peer Team observed how cross-team working, particularly in Housing, is working well. One example was the identification of vacant council owned sites for the delivery of council housing, which needed commitment from a number of teams across the Council in order to realise this complex project. Staff have shared objectives and work closely to deliver the Council's priorities in housing.

For most organisations capacity is always likely to be an issue and CCDC will want to be mindful of its capacity to ensure that your priorities can be delivered. The Council has plans to undertake Service Reviews and the Peer Team would emphasise that these will be critical to understand and realign resources according to priorities. Additionally, the Council will want to ensure that communication of the purpose, methodology and timescales for these Service Reviews and how they will be resourced is made clear to staff across the organisation.

The Council has faced some challenges to recruiting into some areas including planning and environmental health. It will be important to recruit the right calibre of people to deliver your ambitions and also to develop and grow your own where those opportunities exist. The Peer Team support your intentions to develop your Workforce Development Strategy and Recruitment & Retention Strategy as these will be vital to support the delivery of your ambitions.

7. Draw on the learning from both within the organisation and wider local government sector to support continued improvement and development.

The fact that CCDC has invited the Peer Team back to review progress is testament to its approach in this area. The Council has made clear its intentions for continual learning and development. Additionally, prior to this Follow-Up the Council has received support from the LGA including a Scrutiny Workshop for members and are currently planning a Ward Leadership session for members in the summer.

The Council are also aware of the opportunities for staff internally to learn and develop from one another and the Peer Team would recommend that this approach is explored further to draw on the expertise across the organisation. This, along with a corporate approach to learning opportunities, could be considered further and incorporated into your Workforce Development Strategy.

The Peer Team would encourage you to continue to call on support and to use your networks to maintain your approach as a learning organisation.

We appreciate that the Council will want to reflect on these findings and suggestions with the senior managerial and political leadership in order to determine how the organisation wishes to move forward.

Your LGA Principal Adviser, Helen Murray, will be happy to work with you to identify any additional support the LGA can offer to help you respond to the points set out in this letter. Helen can be contacted on 07884 312235 or Helen.Murray@local.gov.uk.

ITEM NO. 8.

**PEER REVIEW FOLLOW-UP
SUMMARY OF CONSIDERATIONS AND COMMENTS**

1. Further develop and widen the ‘Customer’ priority of the Corporate Plan so as to articulate what the Cannock Chase District Council of the future will look like

Considerations

- Ensure that you communicate your ambitions widely to the public. Do you make the most of your good news and communicate this widely to your residents?
- Although now have two priorities – ensure the delivery of the activities which sit underneath these are understood by staff across the organisation and resourcing is considered.

Comments/Actions

- The Council is pro-active in issuing press releases to communicate good news and projects that have been delivered. We will endeavour in future to make links back to the Council priorities in these press releases. We are also looking to communicate directly with businesses in the District about the work that we are doing to support them and our residents in delivering our priorities.
- The activities that support the Council’s 2 key priorities are reported on at the employee briefing sessions

2. Consider broadening and further diversifying the financial strategy so it becomes multi-stranded and adaptable to increase resilience and reduce risk.

Considerations

- Has your approach to commercialisation contributed to your financial position? – keep this under review to explore further opportunities which you may want to pursue in future

Comments/Actions

- The Council will be considering opportunities to be more commercial as part of the service review process and will continue to be kept under review thereafter.

3. Continue to utilise informal and formal relationships to maximise influence and leverage, as part of the Council’s ‘leadership of place’ role.

Considerations

- Maintain your work on building relationships – your approach is appreciated!

Comments/Actions

- The will continue to work closely with its partners and maintain good relationships with them.

4. Review the current democratic decision-making arrangements - including Overview & Scrutiny - to better enable councillors to have a timely and proportionate opportunity to inform, influence and challenge decision making and policy development.

Considerations

- Ensure that your decision-making processes are appropriate to the needs of the organisation.
- Continue to review the effectiveness of O&S (including frequency of meetings) and the impact this has on organisational decision making and delivery.

Comments/Actions

- No changes are planned at present pending the outcome of the Boundary Review.

5. Move at pace to finish the work started on governance, assurance and corporate policies.

Considerations

- Complete the review of your Code of Conduct and Information Governance Framework documents.
- Ensure that the Council's approach to risk and risk management is understood and embedded.
- Consider how digitization is delivered and embedded corporately.

Comments/Actions

- Work is scheduled in 2019/20 to complete the Code of Conduct for Employees and the Information Governance Framework.
- A session will be held with Wider Management Team on the Council's approach to risk management and risk appetite.
- A review of the Council's digital strategy and it's approach to Customer Services is being commissioned. This will also link into the service review process.

6. Consider how the corporate leadership, organisational capacity and capabilities need to develop further to ensure that the Council has the skills and resources aligned to deliver future priorities.

Considerations

- Is there capacity in place to deliver the Council's ambitions? Have resources followed the priorities?
- Are the corporate priorities clearly understood by staff?
- Service Reviews – these will be critical for you. Communicate the purpose, methodology and timescales for this and how they will be resourced.

- A Workforce Development Strategy & Recruitment and Retention Strategy will be critical to support the delivery of your ambitions.

Comments/Actions

- The service review process will look at capacity issues and reallocation of resources to the delivery of priorities.
- Updates on the Council's priorities will continue to be provided at Employee Briefings and consideration will be given to providing additional information in the quarterly Core Brief.
- A session has been held with Wider Management Team on the Service Review process and all employees have been briefed as to the purpose of these. A project manager is to be brought in to support the delivery of the process and the Policy & Performance Team will also provide advice and support to Managers.
- Work is underway on both the Workforce Development Strategy and Recruitment & Retention Strategy.

7. Draw on the learning from both within the organisation and wider local government sector to support continued improvement and development.

Considerations

- Draw on the expertise that you have within your organisation for staff to learn and develop from one another.
- Ensure there is a corporate approach to learning opportunities and this is built into your Workforce Development Strategy.

Comments/Actions

- Opportunities for learning and development will be considered and included in the Workforce Development Strategy.

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Report of:	Council Solicitor
Contact Officer:	Ian Curran
Telephone No:	01785 619220
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 19/09/19

CABINET
19 SEPTEMBER 2019
UPDATE TO SURVEILLANCE POLICY

1 Purpose of Report

- 1.1 To propose updates to the current Surveillance Policy.

2 Recommendation(s)

- 2.1 That the Surveillance Policy be updated in accordance with the attached APPENDIX to this report

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The current Surveillance Policy was adopted in 2015 and it is considered good practice to regularly review and update the Council's policy as appropriate.
- 3.2 Nationally, oversight of local authority procedures is maintained through the office of the Surveillance Commissioner (OSC), who carry out regular inspections of all local authorities.

Reasons for Recommendations

- 3.3 Since the current policy was adopted, the OSC has carried out a further inspection, the Home Office has revised its code of practice and new legislation has been brought into force affecting the acquisition of communications data. It is therefore prudent that the Council's policy to be revised to reflect the latest guidance, advice and legislation in this area.

4 Relationship to Corporate Priorities

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

- (i) Surveillance of illegal activity can take place as part of a number of Council regulatory functions which contribute to improving the district as a place to live.

5 Report Detail

- 5.1 The Surveillance Policy outlines the procedures by which the Council may conduct lawful covert surveillance of individuals. This includes any requirement to obtain authorisations under the Regulation of Investigatory Powers Act 2000 (RIPA).
- 5.2 Although it is anticipated that the Council will continue to be a rare user of this type of surveillance, it is important that the Council has an up to date policy to cover any operations should they arise. The Council last updated its Surveillance Policy in 2015. It is considered good practice to continually review the policy to keep it up to date to reflect changes in guidance and surveillance practices over time.
- 5.3 Responsibility for keeping the policy under review rests with legal services. As a shared service, legal services are responsible for oversight of the policy at both Stafford Borough and Cannock Chase Councils. To ensure a consistent approach it is recommended that a similar policy is adopted at both Councils.
- 5.4 Since the adoption of the current policy, legal services have had the benefit of an inspection by the OSC, the Home Office have introduced revised Codes of Practice for Covert Surveillance and Covert Human Intelligence Sources in August 2018, and key elements of the Investigatory Powers Act 2016 have recently been brought into force.
- 5.5 It is therefore recommended that the current policy be amended to cover the following elements of good practice and legislative changes:

5.6 Social Media/Use of Internet

The Home Office Codes of Practice for Covert Surveillance and Use of Covert Human Intelligence Sources were revised in August 2018. The revised codes seek to clarify when use of the internet during investigations may involve the use of the RIPA authorisation process.

5.7 Conduct of Covert Human Intelligence Sources (CHIS)

Although the Councils policy emphasises that the Council would be most unlikely to use a CHIS, the OSC recommends that the policy should further clarify when a CHIS relationship is likely to occur. The policy has therefore been updated reflect the latest guidance on this.

5.8 Investigatory Powers Act

Councils can lawfully access certain communications data for the purposes of criminal investigations (e.g. details of phone/email subscribers, numbers called etc.). Under the current policy, approval of the Magistrates Court is needed

before such information can be accessed. The Act has changed the process for accessing this type of information so that approval of the Office of Communications Data Authorisations is now required instead. While subscriber data can be accessed in connection with any crime or disorder investigation, service use data (e.g. the date and type of communications sent, and the duration/frequency) can now only be accessed in connection with the investigation of serious crime.

6 Implications

6.1 Financial

None.

6.2 Legal

Improper use of surveillance powers can lead to challenge on Human Rights grounds and it is important that the Council has an up to date policy to advise its officers on proper use of these powers to ensure any action is necessary and proportionate.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: Surveillance Policy and Procedures 2019

Previous Consideration

Amendments to Surveillance Policy	Cabinet	12 March, 2015
Adoption of Surveillance Policy	Cabinet	20 June, 2013

Background Papers

None.

CANNOCK CHASE DISTRICT COUNCIL

**SURVEILLANCE POLICY AND
PROCEDURES**



2019

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A. Introduction and Key Messages

1. This Surveillance Policy is based upon the requirements of the Regulation of Investigatory Powers Act 2000 ('RIPA') and Home Office's Codes of Practices on Surveillance which support RIPA.
2. The authoritative position on RIPA is, of course, the Act itself and any Officer who is unsure about any aspect of this document should contact, at the earliest possible opportunity, the Legal Services Manager for advice and assistance.
3. A copy of this document is on the Intranet and is reviewed annually.
4. The Council Solicitor is the Councils Senior Responsible Officer for RIPA. The SRO is responsible for:-
 - specifying, by name, appropriate officers able to grant RIPA authorisations (i.e. Authorising Officers)
 - verifying the competency of those officers before authorising them.
 - ensuring the integrity of the surveillance processes in place and compliance with legislation and Home Office Codes of Practice
 - engagement with Surveillance Commissioners and inspectors when they conduct their inspections
 - overseeing implementation of any post inspection action plans
5. The Legal Services Manager is responsible for maintaining the central register of all RIPA authorisations, reviews, renewals, cancellations and rejections. It is the responsibility of the relevant Authorising Officer, however, to ensure that the original forms are sent to the Legal Services Manager. Authorising Officers must also ensure that, when sending the completed forms to the Legal Services Manager they are conveyed in a confidential manner.
6. RIPA and this document are important for the effective and efficient operation of the Borough Council's actions with regard to covert surveillance and Covert Human Intelligence Sources. This document will, therefore, be kept under annual review by the Legal Services Manager.
7. In terms of monitoring e-mails and internet usage, it is important to recognise the important interplay and overlaps with the Council's e-mail and internet policies and guidance, and legislation such as RIPA, subsequent statutory instruments relating to RIPA the Data Protection Act 1998 Human Rights Act 1988 etc. RIPA forms should be used where **relevant** and they will be only **relevant** where the **criteria** listed on the Forms are fully met.

B. Background to the Relevant Acts

- 1 Under legislation it is the responsibility of all public bodies to comply fully with the requirements of the Human Rights Act (HRA) 1998 which came into force on the 2nd October, 2000. The Regulation of Investigatory Powers Act (RIPA) 2000 was enacted in order to give a clear statutory framework for the operation of certain intrusive investigative techniques, to provide for compliance with the HRA. RIPA also provided for the appointment of independent Surveillance Commissioners to oversee the exercise by public authorities of their powers and duties under the act.
- 2 **The purpose of RIPA** is to regulate the “*interception of communications, the acquisition and disclosure of data relating to communications, the carrying out of surveillance, the use of covert human intelligence sources and the acquisition of the means by which electronic data protected by encryption or passwords may be decrypted or accessed.*”
- 3 Essentially RIPA requires the following human rights principles to be complied with for investigatory work:-
 - the proposed action must be lawful
 - the proposed action must be proportionate
 - the proposed action must be necessary
 - the proposed action must be non-discriminatory.
- 4 To coincide with the RIPA coming into force, the Home Office published four statutory Codes of Practise, which are mandatory under the terms of the Act (Part IV, section 71, covering:-
 - * Use of covert surveillance
 - * Use of covert human intelligence sources
 - * Acquisition and disclosure of communications data
 - * Investigation of electronic data protected by encryption.

Details of the Codes are attached as ANNEX 1 to this Policy & Procedures Document.
- 5 The Regulation of Investigatory Powers Act states that all public authorities (including local authorities) are expected to comply with the Codes.
- 6 The codes of practise which have the most significant impact on the activities of officers at Cannock Chase District Council (CCDC), are the Code of Practice on Covert Surveillance and the Code of Practice on the Use of Covert Human Intelligence Sources (CHIS). However, officers should also be aware of the Regulation of Investigatory Powers (Communications Data) Order which provides guidance on the acquisition and disclosure of communications data.

C. What RIPA Does and Does Not Do

1. RIPA does:

- require prior authorisation of directed surveillance.
- prohibit the Council from carrying out intrusive surveillance.
- require authorisation of the conduct and use of a CHIS.
- require safeguards for the conduct and use of a CHIS.
- require judicial approval of authorisations before directed surveillance and use of CHIS can be carried out (see section J).

2. RIPA does not:

- make unlawful conduct which is otherwise lawful.
- prejudice or dis-apply any existing powers available to the Council to obtain information by any means not involving conduct that may be authorised under this Act. For example, it does not affect the Council's current powers to obtain information via the DVLA or to get information from the Land Registry as to the ownership of a property.

3. If the Authorising Officer or any Applicant is in any doubt, he / she should ask the Legal Services Manager BEFORE any directed surveillance and / or CHIS is authorised, renewed, cancelled or rejected.

D. Types of Surveillance

1. **Surveillance** is defined as including:-

- monitoring, observing, listening to persons, their movements, their conversations or their other activities or
- recording anything monitored, observed or listened to in the course of surveillance and
- surveillance by or with the assistance of a surveillance device.

2. There are different types of surveillance:-

- general surveillance (not directed at an individual)
- covert surveillance (directed / intrusive).

RIPA authorisation is not required for all surveillance. It only applies to covert surveillance:

3 Overt Surveillance

3.1 Most of the surveillance carried out by the Council will be done overtly – there will be nothing secretive, clandestine or hidden about it. In many cases, Officers will be behaving in the same way as a normal member of the public (e.g. in the case of most test purchases), and / or will be going about Council business openly (e.g. a community warden on patrol).

3.2 Similarly, surveillance will be overt if the subject has been told it will happen (e.g. where a noisemaker is warned (preferably in writing) that noise will be recorded if the noise continues, or where an entertainment licence is issued subject to conditions, and the licensee is told that officers may visit without notice or identifying themselves to the owner / proprietor to check that the conditions are being met.

4. Covert Surveillance

4.1 In terms of RIPA an action is defined as **covert** “if, and only if, it is carried out in a manner that is calculated to ensure that the persons who are subject to surveillance are unaware that it is or may be taking place”

4.2 RIPA regulates two types of covert surveillance, Directed Surveillance and Intrusive Surveillance and the use of Covert Human Intelligence Sources (CHIS).

5. Directed Surveillance

5.1 Surveillance is directed if it is undertaken:

- for the purpose of a specific investigation or specific operation in such a manner as is likely to result in the obtaining of private information about a person (whether or not that person is specifically targeted for purposes of an investigation), and
- is covert , and
- is not intrusive surveillance (see definition below – the Council must not carry out any intrusive surveillance), and
- is not carried out in an immediate response to events which would otherwise make seeking authorisation under the Act unreasonable, e.g. spotting something suspicious and continuing to observe it

5.2 The key issue in Directed Surveillance is the targeting of an individual with the intention of gaining private information. This includes any information relating to private and family life, home and correspondence, and includes activities of a professional or business nature. The fact that covert surveillance occurs in a public place or on business premises does not mean that it cannot result in the obtaining of private information about a person. Prolonged surveillance targeted on a single person will undoubtedly result in the obtaining of private information about him/her and others that s/he comes into contact, or associates, with.

5.3 Similarly, although overt town centre CCTV cameras do not normally require authorisation, if the camera is tasked for a specific purpose, which involves prolonged surveillance on a particular person, authorisation will be required. The way a person runs his/her business may also reveal information about his or her private life and the private lives of others.

6. **Intrusive Surveillance**

6.1 Surveillance is intrusive if it:-

- is covert
- is carried out in relation to anything taking place on any residential premises or in any private vehicle (or on certain premises where legal consultations with professional legal advisors are taking place)
- involves the presence of an individual in the premises or in the vehicle or is carried out by a surveillance device in the premises / vehicle. cameras, tape recorders etc.

6.2 However, surveillance carried out in relation to residential premises by use of a device (ie a camera) which is not in or on the premises **is not intrusive** (although it will be directed) unless it is of the same quality of information as would be obtained if the equipment was in the premises / vehicle.

Intrusive Surveillance can be carried out only by the police and other law enforcement agencies. Council officers must not carry out intrusive surveillance.

7. Examples of different types of Surveillance

Type of Surveillance	Examples
<u>Overt</u> does not require RIPA Authorisation	<ul style="list-style-type: none"> - Police Officer or Parks Ranger on patrol - Signposted Town Centre CCTV cameras (in normal use) - Recording noise coming from outside the premises after the occupier has been warned that this will occur if the noise persists. - Sampling purchases (where the officer behaves no differently from a normal member of the public). - Dog Warden in uniform on patrol in park, street or van - Food Safety or Health & Safety Inspections
<u>Covert</u> but not requiring prior authorisation	<ul style="list-style-type: none"> - CCTV cameras providing general traffic, crime or public safety information.
<u>Covert Directed</u> must be RIPA authorised.	<ul style="list-style-type: none"> - Officers follow an individual or individuals over a period, to establish whether s/he is working when claiming benefit or has long term sick leave from employment. - Test purchases where the officer has a hidden camera or other recording device to record information which might include information about the private life of a shop-owner, e.g. where s/he is suspected of running his business in an unlawful manner. - Surveillance of a property in relation to the movement or selling of illegal food products - Fly tipping surveillance
Intrusive – Council cannot do this!	<ul style="list-style-type: none"> - Planting a listening or other device in a person's home or in their private vehicle.

8. **Online Covert Activity**

- 8.1 In some investigations, the internet can form a useful source of intelligence. Use of the internet prior to an investigation should not normally engage privacy considerations (e.g. merely to check whether the subject does have an on-line presence). However, if the study of an individual's online presence becomes persistent, RIPA authorisations may need to be considered (e.g. if monitoring of the subject's online profile is undertaken or private information is intended to be extracted for use in an investigation).
- 8.2 RIPA is concerned with the obtaining of private information covertly (i.e. in a way that is designed to ensure that the subject is not, or may not, be aware

that surveillance is taking place). So, for example, if an individual posts content online through a medium designed to communicate information to a wider audience (e.g. YouTube), there is less likely to be a reasonable expectation of privacy. On the other hand, if content is posted online to an individual's own social media, they may have a reasonable expectation that it will not be secretly monitored by investigators.

- 8.2 If it is necessary and proportionate for the Council to covertly breach privacy controls (e.g. by becoming an account holder's "friend" using a false identity) to conduct an investigation, then a directed surveillance authorisation will be required.
- 8.3 If the surveillance involves more than merely reading the site's contents, and it is intended to engage with a subject on-line without revealing your identity, then an authorisation for the use and conduct of a CHIS will be required (see section E).

E. Conduct and Use of a Covert Human Intelligence Source (CHIS)
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1. A person is a covert human intelligence source (CHIS) if he / she establishes or maintains a personal or other relationship with a person for the covert purpose of using the relationship to obtain information.
2. RIPA does not apply in circumstances where members of the public volunteer information to the Council as part of their normal civic duties, or to contact numbers set up to receive information.
3. However where it becomes apparent that information has been obtained due to a relationship between the informant and the subject, and that the subject may be unaware that the relationship is being used for that purpose, the Council must be careful not to induce, ask or assist the informant to covertly gather further information on our behalf, as this may result in forming a relationship with the subject and therefore becoming a CHIS.
4. It is most unlikely that it will ever be appropriate for the Council to utilise a CHIS. In the event that it is ever considered, advice should be sought from the Legal Services Manager at an early stage.

5. What must be authorised?

5.1.1 The Conduct or Use of a CHIS requires prior authorisation.

- **Conduct** of a CHIS = Establishing or maintaining a personal or other relationship with a person for the covert purpose of (or is incidental to) obtaining and passing on information.
- **Use** of a CHIS = Actions inducing, asking or assisting a person to act as a CHIS and the decision to use a CHIS in the first place.

5.1.2 **The Council can use CHIS's IF, AND ONLY IF, RIPA procedures, detailed in this document are followed**

6. Juvenile Sources

- 6.1 Special safeguards apply to the use or conduct of juvenile sources (i.e. under 18 year olds). On no occasion can a child under 16 years of age be authorised to give information against his or her parents. The Legal Services Manager must be contacted re the potential use of juvenile sources as there are other onerous requirements for such matters.

7. Vulnerable Individuals

- 7.1 A Vulnerable Individual is a person who is or may be in need of community care services by reason of mental or other disability, age or illness and who is

or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or exploitation.

- 7.2 A Vulnerable Individual will only be authorised to act as a source in the most exceptional of circumstances. The Legal Services Manager must be contacted re the potential use of Vulnerable Individuals as there are other onerous requirements for such matters.

8. Test Purchases

- 8.1 Carrying out test purchases will not (as highlighted above) require the purchaser to establish a relationship with the supplier with the covert purpose of obtaining information and, therefore, the purchaser will not normally be a CHIS. For example, authorisation would not normally be required for test purchases carried out in the ordinary course of business (e.g. walking into a shop and purchasing a product over the counter).

- 8.2 By contrast, developing a relationship with a person in the shop, to obtain information about the seller's suppliers of an illegal product (e.g. illegally imported products will require authorisation as a CHIS). Similarly, using mobile hidden recording devices or CCTV cameras to record what is going on in the shop will require authorisation as directed surveillance. A combined authorisation can be given for a CHIS and also directed surveillance.

9. Anti-social behaviour activities (e.g. noise, violence, race etc)

- 9.1 Persons who complain about anti-social behaviour, and are asked to keep a diary, will not normally be a CHIS, as they are not required to establish or maintain a relationship for a covert purpose. Recording the level of noise (e.g. the decibel level) will not normally capture private information and, therefore, does not require authorisation.

- 9.2 Recording sound (with a Digital Audio Type recorder) on private premises could constitute intrusive surveillance, unless it is done overtly. For example, it will be possible to record if the noisemaker is warned that this will occur if the level of noise continues. Placing a stationary or mobile video camera outside a building to record criminal behaviour on residential estates will require prior authorisation.

10. Voluntary CHIS

- 10.1 It is possible that a person will become engaged in the conduct of a CHIS without the Council inducing, asking or assisting them to do so. An authorisation should be considered, for example, where the Council is aware that a third party is independently maintaining a relationship (i.e. "self-tasking") in order to obtain evidence of criminal activity, and the Council intends to make use of that material for its own investigative purposes.

11. “Status Drift”

- 11.1 Officers should be particularly careful to ensure that individuals who are not a CHIS at the outset of an investigation do not inadvertently become a CHIS by a process of “status drift”. If, for example a complainant volunteers to obtain further information about a person being investigated, care should be taken to consider whether the proposed action would involve the complainant becoming a CHIS and if so whether that is appropriate and in accordance with RIPA and the CHIS Code of Practice. **If further use of the informant would involve them establishing or maintaining a relationship with another person for the covert purpose of obtaining private information for the Council, then they may have become a CHIS and proper procedures would need to be followed and authorisations obtained.** Advice should be sought from the Legal Services Manager if such conduct is suspected.

F. Codes of Practise for Covert Surveillance/Use of a CHIS

1. The use of directed surveillance or covert human intelligence sources (CHIS) for a particular investigation must be subject to prior authorisation by an officer of a rank or position at least as senior as is specified in Regulations made under RIPA. For local authorities this is Director, Head of Service, Service Manager or equivalent.
2. The use of directed surveillance should only be authorised if the authorising officer is satisfied that the action is necessary (in a democratic society) for the prevention or detection of crime falling within the following description:
 - crime punishable, whether on summary conviction or on indictment, by a maximum term of at least 6 months imprisonment, or
 - crime constituting an offence under sections 146, 147, 147A of the Licensing Act or section 7 of the Children and Young Persons Act 1933.
3. The use of covert human intelligence sources should only be authorised if the authorising officer is satisfied that the action is necessary for the prevention or detection of crime or disorder.
4. If either type of surveillance is considered necessary, then the authorising officer must also be satisfied that the surveillance is proportionate - the HRA defines a measure or action as proportionate if it:
 - * impairs as little as possible the rights and freedoms (of the individual concerned and of innocent third parties)
 - * is carefully designed to meet the objectives in question
 - * is not arbitrary, unfair or based on irrational considerations.
5. Essentially the person granting the authorisation must believe that the use of a source is proportionate to what is sought to be achieved by the conduct and use of that source. This involves balancing the intrusiveness of the use of the source on the target and others who might be affected by it against the need for the source to be used in operational terms. The use of a source will not be proportionate if it is excessive in the circumstances of the case or if the information which is sought could reasonably be obtained by other less intrusive means.
5. A potential model answer would make it clear that the four elements of proportionality had been fully considered:
 - balancing the size and scope of the operation against the gravity and extent of the perceived mischief,
 - explaining how and why the methods to be adopted will cause the least possible intrusion on the target and others,

- that the activity is an appropriate use of the legislation and the only reasonable way, having considered all others, of obtaining the necessary result, and
 - evidencing what other methods had been considered and why they were not implemented.
- 6 Any surveillance involved in a case, even if it does not form part of an eventual prosecution case, may be deemed unlawful if not properly authorised and could lead to a challenge under Article 8 of the ECHR.
- 7 The requirements of the RIPA and the HRA impact on all officers of the Council who undertake investigatory or enforcement activities, including Benefits Fraud Investigation, Health, Planning and Internal Audit. **The Council adopts the Codes of Practice which are mandatory under the Act, and the following procedures should be adhered to in the conduct of any covert surveillance.**

<p>G. Procedures for Conduct of / Authorisation of Surveillance</p>
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- 1 Staffordshire Police have simplified RIPA by the acronym - "PLAN" ie covert surveillance must be proportional, lawful, authorised and necessary:-
 - * proportional (not using a sledgehammer to crack a nut)
 - * lawful (in accordance with legislation and the legality of the audit activity)
 - * authorised (by a proper person)
 - * necessary (having considered alternatives).

- 2 For any covert surveillance to be lawful, records must be sufficient to prove that RIPA has been complied with. All procedures relating to covert surveillance must be documented on standard forms. These are referred to below. The latest versions of the documents can be downloaded from the Government website on the internet www.homeoffice.gov.uk

- 3 Covert surveillance carried out by an officer of the Council should be subject to prior authorisation by a "senior" officer within the Council, and approval by a Justice of the Peace (see section J). It should not be authorised by an officer directly involved in the surveillance so that there is independent review of whether the surveillance is necessary and proportionate. Officers designated to authorise surveillance are detailed in section H below.

- 4 Application for authorisation must be made in writing and these should include full details of the proposed surveillance and the duration. The application must include full details of:
 - the grounds on which the action is necessary
 - why the action is proportionate to what it seeks to achieve (there must be a clear indication of what alternative methods were considered for obtaining the information required and why these were rejected) It may be useful to state that this is the only way the evidence can be gathered.
 - the person(s) to be subject to the action
 - the action to be authorised (ie observation / following and reference to any premises/vehicles involved and whether private / public, residential/business)
 - full description of the work to be carried out (including locations of areas from which observations are to be conducted eg street names etc and whether photography equipment or binoculars are to be used)
 - an account of the investigation / operation
 - the information which is sought from the action
 - the potential for collateral intrusion and a plan to minimise this potential (ie the potential impact on other people not involved in the action)
 - the likelihood of acquiring any confidential/religious material (medical records, financial records, legal documents etc).

- 5 A higher level of authorisation is required in respect of confidential material. In all such cases authorisation should be obtained from the Chief Executive (or the person acting as the Head of Paid Service in their absence). Confidential information consists of communications subject to legal privilege, communications between a Member of Parliament and another person on constituency matters, confidential personal information or confidential journalistic material.
- 6 Where surveillance is reactive (ie an immediate response to an immediate situation) this must be documented within reasonable time of the surveillance. Staffordshire police have indicated the time limit as being 3 days.
- 7 The authorising officer must consider whether the proposed surveillance is proportionate, lawful, necessary and non discriminatory. The criteria for surveillance is listed on the application forms. If the proposed surveillance cannot be embraced within the criteria it should not be undertaken.
- 8 Surveillance activity must be proportionate to the offence under investigation. For example suspected theft from the workplace may merit surveillance at work but not at the person's home. The length of the investigation also needs to be proportionate.
- 9 In assessing whether or not the proposed surveillance is proportionate, consideration should be given to other appropriate means of gathering the information. **The least intrusive method will be considered proportionate by the courts.**
- 10 Account must be taken of the risk of intrusion into the privacy of persons other than the specified subject of the surveillance (**Collateral Intrusion**). Measures must be taken wherever practicable to avoid or minimise collateral intrusion and the matter may be an aspect of determining proportionality.
- 11 The appropriate course of action must then be decided in terms of the type of surveillance and hence the appropriate form / course of activity:-
 - directed surveillance
 - intrusive surveillance – not to be undertaken by local authority
 - use of a Covert Human Intelligence Source.
- 12 Intrusive surveillance is only allowed for “serious” crimes. The police can only obtain authorisation for intrusive surveillance from the Surveillance Commissioners. Local authorities cannot undertake intrusive surveillance.
- 13 There must be appropriate arrangements in place for the management and oversight of the CHIS and this must address health and safety issues through a risk assessment.
- 14 Any surveillance should have a dedicated log-sheet for officers use (**see attached for example**). The log-sheet should be kept in chronological order detailing who is on the surveillance, where it is and what happens. Where

notes cannot be written up at the time of surveillance it should be completed as soon as possible afterwards.

- 15 All alterations in the log sheet should be crossed through and initialled and then the corrected material written to the side in the normal manner. Correction fluid should not be used at any time. Completion of the log should ensure that no empty lines are left where additional information could be written in at a later date. These logs could be used in the event of criminal prosecution and should be kept correctly, signed as true statements, and secure at all times.
- 16 In all cases there is a duty of care to those surveyed. All details and approvals must be kept strictly confidential. The privacy of individuals must not be put at risk and unnecessary information should not be documented i.e. if the observed person was incidentally observed in a private context such as an extra marital affair.
- 17 Where photographs or videos are taken then a photographic log needs to be maintained and all negatives retained. Technology is available to alter photographs and the logs are important to prove the originality of the photographs / videos.
- 18 Log sheets should be kept locked with the rest of the supporting documents for a period of 6 years.
- 19 All authorisations should be held at a central point to facilitate independent examination by the Surveillance Commissioners. Copies of all authorisations and cancellations should therefore be forwarded to the Legal Services Manager
- 20 A review date should be set for the authorisation and be reviewed no later than that date.
- 21 With regard to the duration of an authorisation, cancellation must be a positive act for which diary dates are set. Time limits should be placed on any authorisation for surveillance. In all cases written "Authorities" for directed surveillance last for 3 months (Authorisations for use of CHIS last for 12 months unless relating to use of juveniles). Authorisations must then be renewed if that is deemed necessary provided they meet the requirement for authorisation. Authorisations can be reviewed at any time and should be cancelled as soon as they are considered to be no longer necessary or appropriate. Forms are available for the cancellation and the renewal of surveillance as required.

H. Officers Permitted to Authorise a Covert Surveillance Exercise

1. Directed surveillance and the use of a CHIS can only be lawfully carried out if properly authorised, and in strict accordance with the terms of the authorisation. Such authorisations can only come into effect once approved by a Justice of the Peace (see section J).
3. The Senior Responsible Officer will ensure that sufficient numbers of Authorising Officers from each Service are, after suitable training on RIPA and this document, duly certified to take action under this document. The number of Authorising Officers certified to act will be limited to a maximum of 3 to ensure consistency and experience in procedures.
4. It will be the responsibility of Authorising Officers who have been duly certified to ensure their relevant members of staff are also suitably trained as 'Applicants' so as to avoid common mistakes appearing on Forms for RIPA authorisations.
5. Authorising Officers will also ensure that staff who report to them follow this Surveillance Policy & Procedures document and do not undertake or carry out any form of surveillance without first obtaining the relevant authorisations in compliance with this document.
6. Authorising Officers must also pay particular attention to Health and Safety issues that may be raised by any proposed surveillance activity. Under no circumstances, should an Authorising Officer approve any RIPA form unless, and until s/he is satisfied the health and safety of Council employees/agents are suitably addressed and/or risks minimised, so far as is possible, and proportionate to/with the surveillance being proposed. If an Authorising Officer is in any doubt, s/he should obtain prior guidance on the same from the Legal Services Manager.
7. The officers permitted to authorise a covert surveillance exercise at the Council (i.e. the Authorising Officers) are:-
 - all officers at Head of Service level or above
8. Prior to operating their powers to authorise surveillance, such officers must have undertaken such training as deemed appropriate by the SRO, A record of officers who have undertaken training will be kept by the SRO.

<p>I. Acquisition and Disclosure of Communications Data</p>
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- 1 Communications data is information held by communication service providers (e.g. telecom, internet and postal companies). The Investigatory Powers Act 2016 makes provision for obtaining communications data from such service providers and the disclosure to any person of such data. Communications data includes information relating to the use of a postal service or telecommunication system but **does not include** the contents of the communication itself. Data can be described as “Entity” data (i.e. details that describe the entity associated with a telecommunications service e.g. the subscriber), or “Events” data (i.e. details identifying or describing how a telecommunications service was used e.g. which numbers were called and when).
- 2 Examples of “data” available to the Council under the Act include:-
 - postal item (anything written on the outside of the envelope)
 - telephone (personal details of the subscriber, the telephone number and itemised calls made)
 - e-mail and internet (details of the subscriber of email account, websites visited, details of the date and times emails sent and received).
- 3 Communications data can only be obtained for the sole purpose of:
 - (a) the prevention or detection of crime or the prevention of disorder (if authorising access to Entity data), or
 - (b) the prevention or detection of “serious crime” (if authorising access to “Event” data).

["serious crime" includes an offence by a person who is not an individual, an offence involving the sending of a communication or a breach of privacy as an integral part of the offence, or an offence by an individual aged 21 or over which is capable of carrying a term of imprisonment of 12 months or more.]
- 4 Further the test of **necessity** must be met before data is obtained. The authorising officer must also consider the conduct involved in obtaining the communications data to be **proportionate** to what it is sought to achieve, and must also consider the risk of collateral intrusion. .
- 5 Communications data can be accessed using 2 different methods :-
 - the granting of Authorisations, or
 - the service of Notices.
- 6 An authorisation would allow the Council to collect or retrieve the data itself from the service provider. A notice is given by the Council to a postal or telecommunications operator and requires that operator to collect the data and provide it to the Council.

- 7 Integral to the acquisition of communications data under RIPA is the Single Point of Contact (SPoC). The role of the SPoC is to enable and maintain effective co-operation between a public authority and communications service providers in the lawful acquisition and disclosure of communications data. Any Notices or Authorisations must be passed to the service provider through a SPoC.
- 8 SpoCs must be properly trained in accordance with Home Office guidelines and must register their details with the Home Office.
- 9 The Council currently uses the National Anti-Fraud Network (NAFN) as its SPoC.
- 10 Any authorisations/notices must also have approval from the Office for Communications Data Authorisations before they take effect

J. Judicial Approval

- 1 Any grant or renewal of an authorisation for use of directed surveillance or use of covert human intelligence source will need to be approved by order of a Justice of the Peace (District Judge or lay magistrate) before it can take effect [NB. Access to communications data now needs to have the prior approval of the Office for Communications Data Authorisations rather than Judicial Approval].
- 2 Applicants will still need to ensure an authorisation is completed by an Authorising Officer before an application for Judicial Approval is made.
- 3 An application to the court should be made in good time before the start of the surveillance to be authorised. The court should be contacted to arrange a suitable hearing date and should be provided with:
 - A copy of the relevant authorisation
 - A written application for judicial approval
 - Any other relevant reference or supporting material relating to the application
- 4 Once an application date has been set, the applicant and Authorising Officer will appear before a Justice of the Peace (JP) in a private hearing. The JP will consider the application and may question the applicant to clarify certain points or require additional reassurance on particular matters. The nature of the questioning will be for the JP to satisfy themselves that the surveillance is necessary and proportionate and has been through the proper approval process within the Council.
- 5 In order to appear before a JP, the applicant will first need to be authorised by the Senior Responsible Officer to represent the Council under s.223 of the Local Government Act 1972.
- 6 On hearing the application the JP may decide to:
 - Approve the grant or renewal, or
 - Refuse to approve, or
 - Refuse to approve and quash the authorisation or notice
- 7 Further guidance on the judicial approval process can be found at www.homeoffice.gov.uk

K. NON RIPA SURVEILLANCE

1. RIPA does not grant powers to carry out surveillance. It simply provides a framework that allows the Council to authorise and supervise surveillance in a manner that ensures compliance with the Human Rights Act 1998. Equally RIPA does not prevent surveillance from being carried out or require that surveillance may only be carried out under RIPA.
2. There may be times when it will be necessary to carry out covert Directed Surveillance or use a CHIS other than by using RIPA. For example, in relation to an investigation that a member of staff or a contractor is not carrying out their work as contracted, then a RIPA authorisation is not usually available in such circumstances, because criminal proceedings are not normally contemplated.
3. Similarly there may be serious cases of neighbour nuisance or involving anti-social activity which involve potential criminal offences for which the penalty is below the thresholds which would enable use of a RIPA authorisation. Nonetheless in such cases there may be strong grounds for carrying out Directed Surveillance or use of a CHIS. Indeed there may be circumstances in which Directed surveillance or use of CHIS is the only effective means of efficiently obtaining significant information to take an investigation forward.
4. In the circumstances outlined above, a RIPA application may be completed in accordance with this Policy and the application must be clearly endorsed in red "NON_RIPA SURVEILLANCE" along the top of the first page. The application must be submitted in the normal fashion to the Authorising Officer who must consider it under the necessity and proportionality test in the same way they would a RIPA application. The normal procedure of timescales, review and cancellations must also be followed.
5. The authorisation, regular review, the outcome of any review, renewal applications and eventual cancellation must be notified to the Solicitor to the Council in the normal way and using the same timescales as would be applicable to a RIPA investigation. However for non RIPA surveillance the requirement to seek approval from the Magistrates Court is inapplicable. The authorisation for non RIPA surveillance takes effect from the date that it is authorised by the Authorising Officer.

Surveillance Policy

Purpose of the RIPA and the Codes of Practice

Purpose of the Act

The purpose of the Act is to regulate *“the interception of communications, the acquisition and disclosure of data relating to communications, the carrying out of surveillance, the use of covert human intelligence sources and the acquisition of the means by which electronic data protected by encryption or passwords may be decrypted or access.”*

The Codes of Practice

The Home Office has published four statutory Codes of Practice, which are mandatory under the terms of the Act (Part IV, para 75(1)). The title of each Code, along with a brief description of the purpose of each Code (Taken from the Codes themselves) is given below:-

Code of Practice on Covert Surveillance and Property Interference

Surveillance plays a necessary part in modern life. It is used not just in the targeting of criminals but as a means of protecting the public from harm and preventing crime.

The covert surveillance covered by this code is in two categories: intrusive surveillance and directed surveillance. The code defines the two categories and the authorisation procedures for both. Authorisation for covert surveillance gives lawful authority to carry out surveillance. However, often surveillance operations will also involve interference with property. This requires separate authorisation and Part 5 of this code details the procedures which give lawful authority for the interference with property and wireless telegraphy.

Neither do the provisions of the 2000 Act or of this code of practice cover authorisation for the use of overt CCTV surveillance systems. Members of the public are aware that such systems are in use, for their own protection, and to prevent crime.

Code of Practice on Covert Human Intelligence Sources

This code of practice provides guidance on the use and conduct of covert human intelligence sources by public authorities listed in Schedule 1 of the RIP Act 2000.

A covert human intelligence source (“a source”) is defined in section 25(7) of the 2000 Act as a person who establishes or maintains a personal or other relationship with other person for the covert purpose of facilitating anything that:

- (a) covertly uses such a relationship to obtain information or to provide access to any information to another person; or
- (b) covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship

A relationship is used covertly if, and only if, it is conducted in a manner calculated to ensure that the person is unaware of its purpose.

Code of Practice on the Acquisition and Disclosure of Communications Data

This code of practice provides guidance on the accessing and disclosure of communications data authorised under Part 1 of the RIP Act 2000. It covers operations conducted by all the public authorities listed in these parts of the 2000 Act.

The RIPA (Communications Data) order specifies which individuals in public authorities are entitled to acquire communications data. It also places restrictions on the grounds on which they may acquire communications data and the types of communications data they may acquire.

Code of Practice on the Investigation of Protected Electronic Data

Part III of the RIP Act 2000 establishes a power to require any person served with an appropriate notice to disclose protected (eg encrypted) information in an intelligible form ("plain text"). The Part III power is ancillary to all-statutory and non-statutory powers and functions of public authorities. Its use by any public authority requires proper and specific permission. A number of statutory requirements must be met before any such permission can be given to exercise the disclosure power. There are extra requirements where a decryption key - rather than plain text - is desired. The 2000 Act sets out statutory safeguards for the protection of all information obtained under the Part III power. There are associated offences. The Act also provides for independent oversight of the measures in Part III and an independent complaints mechanism.

The Home Secretary has powers under the Act to issue new or revised Codes of Practice as he/she sees fit and all such Codes will be mandatory on all public bodies.

Details of the full codes can be found at
<https://www.gov.uk/government/collections/ripa-codes>

RIPA FLOW CHART

Requesting Officer ('The Applicant') must:

- Read the Surveillance Policy & Procedures document and be aware of any other guidance issued by the Head of Law & Administration.
- Determine that directed surveillance and/or a CHIS is required.
- Assess whether authorisation will be **in accordance with the law**.
- Assess whether authorisation is **necessary** under RIPA and whether it could be done overtly.
- Consider whether surveillance will be **proportionate**.
- Obtain RIPA form.
- If authorisation is approved – review regularly

If a less intrusive option is available and practicable **use that option!**

If authorisation is necessary and proportionate, prepare and submit an approved form to the Authorising Officer

Authorising Officer must:

- Consider in detail whether all options have been duly considered, including the Surveillance Policy & Procedures document and any other guidance issued by the Legal Services Manager.
- Consider whether surveillance is considered by him/her to be necessary and proportionate.
- Authorise only if an overt or less intrusive option is not practicable.
- Set an appropriate review date (can be up to 3 months after authorisation date) and conduct the review.

Judicial Approval

The Applicant must: REVIEW REGULARLY

Complete Review form and submit to Authorising Officer on date set.

The Applicant must:

If operation is no longer necessary or proportionate, complete **CANCELLATION FORM** and submit to Authorising Officer

Authorising Officer must: If surveillance is still necessary and proportionate:

- Review authorisation
- Set an appropriate further review date

Authorising Officer must:

Cancel authorisation when it is no longer necessary or proportionate to need the same.

ESSENTIAL
Send all Authorised (and any rejected) Forms, Review, Renewals and Cancellations to the Legal Services Manager.

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Report of:	Head of Economic Prosperity
Contact Officer:	Debbie Harris
Telephone No:	01543 464490
Portfolio Leader:	Town Centre Regeneration
Key Decision:	Yes
Report Track:	Cabinet: 19/09/19

CABINET
19 SEPTEMBER 2019
CANNOCK INDOOR MARKET CONSULTATION

1 Purpose of Report

- 1.1 To update Cabinet on implications associated with bringing forward redevelopment proposals in Cannock Town Centre (CTC) and potential changes to delivery of the current indoor market provision.
- 1.2 To seek authority to carry out a public consultation associated with the current indoor market facility.
- 1.3 To consider the Council's options with regards to the continued provision of a market within CTC.
- 1.4 To inform Cabinet of confidential matters associated with the operation of the current markets in the **CONFIDENTIAL APPENDIX 3**.

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

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

3 Recommendations

- 3.1 That Cabinet delegate authority to the Head of Economic Prosperity in consultation with the Town Centre Regeneration Portfolio Leader to take all necessary steps to undertake a consultation process linked to determining the future of the indoor market provision in CTC.

- 3.2 To launch a public consultation process linked to the indoor market in CTC with a view to officers presenting options for future delivery. Further reporting back to Cabinet on the outcome of the consultation process will follow in late 2019.
- 3.3 That Cabinet notes the information contained within the **CONFIDENTIAL APPENDIX 3**.

4 Key Issues and Reasons for Recommendations

- 4.1 The indoor market as it stands is unviable in the long term and will require financial investment in order to continue to be fit for purpose. Therefore, the Council needs to decide on the future market provision for CTC; the Council also needs to decide in taking forward any CTC re-development scheme whether this should include the footprint of the Indoor Market Hall.
- 4.2 There are various commercial and legal issues that could arise should the Council seek to alter or extinguish the market provision currently enjoyed in any redevelopment of Cannock Town Centre. This report proposes options that meet the Council's legal market obligations and look to maintain some market presence all be it potentially in a different manner.
- 4.3 The Council needs to run a public consultation process including with current indoor market stall holders before making any decisions on the future of the market. The Council will properly consider the views particularly those directly affected by any proposed changes. A report back to Cabinet following the outcome to the consultation process will follow before any final decisions are taken.
- 4.4 As part of the consultation a series of options will be presented regarding possible future delivery arrangements in order to gauge the public reaction along with affected stall holders. Potential options are set out in Appendix 1.

5 Relationship to Corporate Priorities

- 5.1 This report supports the Council's Corporate Priorities as follows:
- (i) Promoting Prosperity – Creating strong and diverse town centres links to the procurement strategy for a potential development partner for CTC.

6 Report Detail

Current Arrangements

- 6.1 The CTC indoor market is operated by the Council and held four times a week in the Indoor Market Hall on Tuesday, Thursday, Friday and Saturday (9am – 5pm) and in the Prince of Wales Market Hall on Tuesday, Friday and Saturday (9am – 4.30pm). The number of trading days increased for the market in the Indoor Market Hall in April 2017 as part of the Financial Recovery Plan for the Council (excluded Prince of Wales Market Hall). This change has not revitalised the indoor market and as a consequence a number of traders have already ceased

trading and at present there are 17 traders and 40 vacant stalls. The immediate result of the changes was that 24% of existing traders left the Market Hall at the end of March 2017 which resulted in a 29% drop in the number of open stalls. However some of the stallholders that left were already contemplating retirement prior to the implementation of the Council's decision.

- 6.2 Notwithstanding officers' commitment to marketing and promotion of the indoor Market (both within the Indoor Market Hall and Prince of Wales Market Hall) there has been very little interest from prospective new traders. Where potential new traders have expressed an interest the reasons given for not taking a stall include the number of vacant stalls within the Market Hall and lack of vibrancy / footfall. The proportion of vacant stalls has consistently been greater on a Thursday (the additional trading day) as a number of existing traders declined to attend the Market Hall on the additional day. The additional trading day did not apply to the Prince of Wales Market Hall.
- 6.3 In addition to the indoor market a weekly street market now operates on Tuesdays (on a trial basis) and Fridays. The street market is viewed as being a complementary and valuable addition to the vibrancy of CTC.
- 6.4 The contract to operate a weekly street market in CTC was awarded in October 2015 to the current operator E G Skett & Co (Sketts). Cabinet resolved at its meeting in April 2019 to extend Sketts contract to run a weekly Friday street market until 31st October 2020 and also for Sketts to operate a trial weekly Tuesday street market during the summer of 2019 with the possibility of including this additional day within the contract specification when it is re-tendered in November 2020.
- 6.5 CTC footfall figures for 2018 indicate that footfall is higher on a Friday by 27% more than the next highest day of the week (Saturdays).

The existing street market operator Sketts has advised that they consider Cannock's Friday Street Market to be unique in that it has regular repeat customers who are coming specifically to buy rather than just browse the market. The regular traders that attend Cannock Friday street market are higher in number than at any other street market operated by the current operator Sketts.

- 6.6 A trial Tuesday street market has also been in operation in CTC since 11th June 2019. It should be noted that the weather has been particularly inclement with heavy rain on a number of Tuesdays. Even so, the traders who did attend have reported a steady build up in trade. The operator has also advised that, from their experience, creating a new weekly 'Market Day' in a town, takes time. They are confident that the Tuesday Market will grow in both stall numbers and footfall.

Redevelopment plans

- 6.7 Cabinet in April 2019 took the decision to focus on bringing forward redevelopment plans in CTC. In making this decision they agreed to the in principle use of the MSCP and the space underneath including the Indoor Market Hall being part of any redevelopment scheme (but subject to further

reporting). The area occupied by the Prince of Wales Market hall is excluded from the footprint of the proposed re-development plans.

- 6.8 Consultation with the public, affected Indoor market stall holders and Prince of Wales market stall holders is considered an appropriate next step to determine how best to continue to provide the CTC market going forward.

Consultation proposals

- 6.9 It is proposed that the public consultation will last up to 4 weeks. It will include contact with directly affected parties (19 stall holders from the Indoor Market and Prince of Wales Market) and will take the form of issuing correspondence to market stall holders as drafted in Appendix 1 with a follow up meeting/discussion if required. A further public exercise will take place in the form of a street survey on market days as drafted in Appendix 2 alongside publicity on the website etc. All consultation actions will be carried out from existing budgets by Council Officers.
- 6.10 As part of the consultation the Council will put forward options to stall holders and the public regarding the future operation of a market offer in CTC; the options include:
- (a) moving the Tuesday and Friday market (operated within the Indoor Market Hall) to a street market (and to stop holding any market on Thursday and Saturday);
 - (b) moving the [Tuesday, Friday and Saturday] market (operated within the Indoor Market Hall) to the Prince of Wales Market Hall (and to stop holding any market on Thursday).
- 6.11 The outcome of the consultation process will be reported back to Cabinet upon conclusion.

7 Implications

7.1 Financial

In 2018/19 the Stall Income achieved was £146,310 against a budget of £172,000 giving a shortfall of £25,690. There was a net loss of £52,050 in 2018-19 compared to a budgeted net loss of £24,720 for controllable costs/income. A shortfall in income has been evidenced year on year since 2015/16. The number of occupied trading stalls is 17 and vacant stalls is 40.

As referred to in paragraph 6.10 above, the Head of Economic Prosperity has advised that any costs associated with the Consultation Exercise can be contained within existing budgets.

Once the results of the consultation exercise have been established further reports will be presented to Members which will include detailed financial implications. These may include estimates of costs such as security services, mothballing costs and any staff severance costs depending on the recommendations made for Market provision moving forward.

7.2 **Legal**

The Council has legal obligations in relation to holding a market in CTC and Counsel advice has been sought on this matter – please refer to **CONFIDENTIAL APPENDIX 3**.

The legal implications are set out in the report.

7.3 **Human Resources**

Please refer to **CONFIDENTIAL APPENDIX 3**.

7.4 **Section 17 (Crime Prevention)**

None.

7.5 **Human Rights Act**

None.

7.6 **Data Protection**

The **CONFIDENTIAL APPENDIX 3** contains information that could identify an individual and therefore is not published.

7.7 **Risk Management**

The carrying out of a Consultation Exercise could result in a financial risk for the authority which is not quantifiable.

Please refer to **CONFIDENTIAL APPENDIX 3**.

7.8 **Equality & Diversity**

None.

7.9 **Best Value**

None.

8 Appendices to the Report

Appendix 1	Market Stall Holder Consultation Letter
Appendix 2	Public Consultation Survey
Appendix 3 (Exempt)	CONFIDENTIAL

Previous Consideration

Cannock Town Centre Development Prospectus	Cabinet	11 July 2019
Cannock & Rugeley Town Centre Redevelopment	Cabinet	18 April 2019
Briefing note of working group to review Cannock Street Market	Promoting Prosperity Scrutiny Committee	13 March 2019
Cannock Indoor Market Hall	Cabinet	14 December 2017
Cannock Town Centre Redevelopment – Markets	Cabinet	18 September 2008

Dear XXXXXX,

Cannock Town Centre Indoor Market Public Consultation.

The Council is writing to all indoor Market stall holders about *potential* changes to future delivery arrangements for the operation of a market in Cannock Town Centre.

The Council recognises that the indoor market in particular isn't operating successfully and hasn't been for some time now. This is despite efforts to address both its trading format (number of days) and its appearance (investment in improving the market entrance). The indoor market hall building is becoming expensive to maintain and is reaching the end of its economic life.

The Council needs to consider the long term future of the building in the context of any future redevelopment proposals for Cannock, given its connection to the currently closed Multi – Storey Car Park which is also in Council ownership.

We are keen to maintain a Market offer especially given its history in Cannock Town Centre but the format potentially needs to change to make it successful and this is the basis of the consultation.

Please indicate below whether or not you would be interested in continuing to trade if the market was operated on any of the following basis. (Please circle any that would be of interest).

- A Underneath the Prince of Wales Theatre in a reconfigured space (operating on [Tuesday, Friday and Saturday] (and to stop holding an indoor market on Thursday).
- B Street Markets (operating on Tuesdays and Fridays potentially in Littleton Square, but not on Thursdays and Saturdays).
- C Any change to current arrangements would result in you deciding to no longer trade in Cannock.

Do you have any other suggestions for future market provision in Cannock Town Centre?

If so please state below.

Would you be interested if there was another commercial operator able to offer you accommodation, not Council owned but on similar terms, except you would need to trade 6 days per week?

Yes No

If you have any queries, please do not hesitate to contact me on 01543 464490.

This consultation will run from 3rd October to 31st October

Any views expressed after this date may not be taken into consideration.

The Council will report back to Cabinet the outcome of this Consultation exercise. If you would like to be kept informed of the outcome to this process then please provide contact information below:

Name: _____

Business Name: _____

Email: _____

Telephone: _____

Please return this survey in the pre-paid envelope provided or ensure its return to :

Economic Development Service
Cannock Chase Council
Beecroft Road
WS11 1BG.

Closing date 31st October 2019

SAMPLE

At Cannock Chase Council we take your privacy seriously and we are the data controller. We will only use your personal information to communicate with you directly on a specific issue or project (this includes any administration in connection with any meetings or discussions held) and only where you have agreed for us to do so. We will not share your details without prior consent being sort to any third parties. You can find more information about how we handle your personal information by visiting www.cannockchasedc.gov.uk/privacynotices

Cannock Town Centre Indoor Market Public Consultation.

The Council are conducting this survey with members of the public who maybe potentially affected by changes to future market facilities in Cannock Town Centre.

The Council recognises that the indoor market in particular isn't operating successfully and hasn't been for some time now. This is despite efforts to address both its trading format (number of days) and its appearance (investment in improving the market entrance). The indoor market hall building is becoming expensive to maintain and is reaching the end of its economic life.

The Council needs to consider the long term future of the building in the context of any future redevelopment proposals for Cannock, given its connection to the currently closed Multi – Storey Car Park which is also in Council ownership.

We are keen to maintain a Market offer especially given its history in Cannock Town Centre but the format potentially needs to change to make it successful and this is the basis of the consultation.

Do you use Cannock indoor market?

Yes No

If not, why not?

How do you think the future market provision should be delivered? (Please circle)

- A Street Markets (operating on Tuesdays and Fridays potentially in Littleton Square) but not on Thursdays and Saturdays.
- B Underneath the Prince of Wales Theatre in a reconfigured space operating on [Tuesday, Friday and Saturday and to stop holding a market on Thursday]
- C Any change to current arrangements would result in you no longer shopping at Cannock market.

Do you have any other suggestions for future market provision in Cannock Town Centre?

If so please state below.
