

**Please ask for:** Steve Partridge

**Extension No:** 4588

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15 August, 2018

Dear Councillor,


**CABINET**

**4:00 PM ON THURSDAY, 23 AUGUST, 2018**

**ESPERANCE ROOM, CIVIC CENTRE, CANNOCK**

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

Yours sincerely,



T. McGovern,  
Managing Director

To: Councillors:

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

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# A G E N D A

## PART 1

### 1. Apologies

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

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

### 3. Updates from Portfolio Leaders

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

### 4. Minutes

To approve the Minutes of the meeting held on 12 July, 2018 (enclosed).

### 5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: August to October 2018 (Item 5.1 – 5.2).

### 6. Motion Referred from Council

To consider the following Motion to Council submitted by Councillor Ms. C.L. Wilkinson which was referred to Cabinet at the 25 July, 2018 Council meeting:

#### Goldfish

“We all enjoy a visit to the fair, the circus or one of the many other festivals or events held across our district. Whilst we enjoy it, animals should not suffer. Over the past few months a couple of issues have arisen in neighbouring Council areas where Goldfish are being offered as prizes in fairground games and I have been contacted by several residents concerned about this cruel and outdated practice.

Giving live animals as prizes is not against the law, unless they are giving them away to unaccompanied children:

The Animal Welfare Act 2006 in England and Wales makes it an offence to give away an animal as a prize if the person can reasonably be believed to be under 16 and is not accompanied by an adult (there are some exceptions in sections 11(3)-(6) of the Act). This is not the case in Scotland, where under the Animal Health and Welfare (Scotland) Act 2006, it is an offence to offer or give an animal to another person as a prize (whatever their age), except where it is offered in a family context.

This is not something that has been observed in our District and we note that the District Council has existing policies regarding not allowing animals performing as part of a circus. Addressing this with a positive policy statement will reinforce the Councils' and the residents' strong commitments to the rights of animals.

Instruct the Managing Director to ask staff to draw up a suitable policy statement to prohibit the offer of live animals as prizes at any fair, circus, festival or event held on (i)

land owned by the District Council (ii) supported by the District Council in any way or (iii) licensed by the District Council.”

## **7. Recommendations from Scrutiny Committees**

To consider the following recommendation from the Wellbeing Scrutiny Committee made at its meeting held on 3 July, 2018:

### Task and Finish Group – Impact of Hot Food Takeaways (Draft Minute No. 6)

“That Cabinet instructs Officers to write to the Secretary of State for Health & Social Care and the Secretary of State for Housing, Communities and Local Government expressing concern over the lack of powers available to local authorities to control the local health impact of take away premises. In particular, powers to control total numbers, locations and ‘clustering’ of outlets selling cheap, unhealthy food; powers to limit local advertising and promotion of unhealthy foods; powers to require clearer consumer information on the salt, fat and sugar content of take away meals.”

## **8. Annual Report 2017/18**

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.19).

## **9. Final Accounts 2017/18**

Report of the Head of Finance (Item 9.1 – 9.32).

## **10. Housing Revenue Account – Final Accounts 2017/18**

Joint Report of the Head of Finance and the Head of Housing and Partnerships (Item 10.1 – 10.7).

## **11. Quarter 1 Performance Report 2018/19**

Report of the Head of Governance and Corporate Services (Item 11.1 – 11.31).

## **12. ‘Swift’ Smart Travel Card**

Report of the Interim Head of Economic Prosperity (Item 12.1 – 12.6).

## **13. Disposal of Stile Cop Cemetery Lodge, Stile Cop Road, Rugeley**

Report of the Head of Housing and Partnerships (Item 13.1 – 13.5).

## **14. Exclusion of the Public**

The Leader to move:

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

# **A G E N D A**

## **PART 2**

### **15. Options for the Development of a New Cemetery and Crematorium**

Not for Publication Report of the Head of Environment and Healthy Lifestyles (Item 15.1 – 15.18).

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

No representations have been received in respect of this matter.

### **16. Urgent Repairs – Church Street Ramp**

Not for Publication Report of the Head of Housing and Partnerships (Item 16 – TO FOLLOW).

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

No representations have been received in respect of this matter.

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

**HELD ON THURSDAY 12 JULY 2018 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

PRESENT: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Economic Development and Planning Portfolio Leader
Bennett, C.	Crime and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Pearson, A.R.	Housing Portfolio Leader
Todd, Mrs. D.M.	Town Centre Regeneration Portfolio Leader

**20. Apologies**

Apologies for absence were submitted for Councillors J.T. Kraujalis, Corporate Improvement Portfolio Leader and J.P.T.L. Preece, Environment Portfolio Leader.

**21. 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.

**22. Updates from Portfolio Leaders**

**Economic Development and Planning**

Federation of Small Businesses (FSB) Awards for 'Best in Class' 12/07/18

The Portfolio Leader advised that the Council's Economic Development team entered the FSB Local Authority Small Business Friendly Awards 2018 earlier in July and was delighted to confirm that earlier in the day the Council was announced as the winners of the 'Best in Class' category and were presented with an award.

The award was for the work carried out by the team on Town Centre Business Rates and the support they offered to retail businesses taking space or growing in town centres. This was the first time the award had been given to a local authority.

The team administered the Council's Town Centre Business Rates Relief Scheme. The purpose of this scheme was to promote the occupation of empty retail units in the town centre locations of Cannock, Hednesford and Rugeley. Subject to criteria being met and certain priority factors the Council provided 100% discount on business rates for either a 12 or 24 month period, or a maximum of £10,000 contribution toward business rates, whichever was the lower.

In all cases the maximum award from the Council under this scheme would be £10,000 for each approved application.

The FSB clearly saw the benefit of this scheme especially in the current climate where small town retailers were struggling to survive.

The Portfolio Leader asked that the Economic Development team be congratulated for their work in achieving the award on behalf of the Council.

## **Crime and Partnerships**

### Knife Crime

The Portfolio Leader advised that he had attended a meeting at Staffordshire Police HQ in respect of knife crime. Although not as prevalent as in other areas of the country, knife crime in Staffordshire had increased by 22% in the last 12 months and was of concern.

### Safer Neighbourhood Panels Funding

The Portfolio Leader advised that he had raised the issue at the most recent Police and Crime Panel meeting. In response to the Portfolio Leader's questions, the Police and Crime Commissioner had advised that the SNP funding had not been withdrawn from local authorities, it had been re-allocated. The Portfolio Leader had sought a detailed written assurance to this effect from the PCC, which he was still awaiting.

## **Culture and Sport**

### Green Flag Awards

The Portfolio Leader advised that the Council had successfully retained Green Flag status for all its parks, and she had been invited to attend an awards presentation ceremony at Walsall Council House on Tuesday, 17 July, 2108.

The Portfolio Leader asked that Parks and Open Spaces team be congratulated for their work in achieving the awards on behalf of the Council.

## **23. Minutes of Cabinet Meeting of 14 June, 2018**

RESOLVED:

That the Minutes of the meeting held on 14 June, 2018, be approved as a correct record and signed.

## **24. Forward Plan**

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

RESOLVED:

That the Forward Plan of Decisions for the period July to September, 2018 be

noted.

**25. Cannock Chase Skills and Innovation Hub – Memorandum of Understanding**

Consideration was given to the Report of the Managing Director (Item 6.1 – 6.7 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The recent development of skills and further education opportunities in the District be noted.
- (B) The Memorandum of Understanding with South Staffordshire College related to the development of a Skills and Innovation Hub in the District be approved.
- (C) The development of a Retail Skills Academy locally in the District by Walsall College linked to the planned McArthur Glen Outlet Village, Cannock be noted.
- (D) Proposals for the establishment of an Engineering Academy in the District in 2019 be received at a later meeting of Cabinet.
- (E) The re-allocation of the £10,000 grant to Support Staffordshire to support the work to develop the Skills and Innovation Hub and the proposal to establish an Engineering Academy be approved.

Reasons for Decisions

Cannock Chase was the only District / Borough in Staffordshire that did not currently have any further education (FE) delivered locally in the District. Students travelled to Walsall, Stafford and further afield to access FE. The District had lower than average skills and qualifications levels when compared to all other areas in Staffordshire, excluding Stoke-on-Trent.

Opportunities had recently arisen for the District Council to work in partnership with both Walsall and South Staffordshire Colleges to establish locally provided FE in the District. The Report set out the detail of those opportunities and asked Cabinet to approve a Memorandum of Understanding with South Staffordshire College. It was critical that the District Council played a pro-active and constructive role in improving skill levels and employment in the District as these were key to future economic and social prosperity.

**26. District Needs Analysis and Ward Profiles 2018**

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 7.1 – 7.66 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Report and Appendices be noted.
- (B) Internal and external publication of the District Needs Analysis, District Profile and Ward Profiles be approved.

### Reasons for Decisions

The key issues of the Report and Appendices were the range of statistical and perceptions data available to the Council in order to assist with and inform the priority setting and decision making processes. The information provided in the Appendices to the Report were intended to highlight and illustrate the key areas of significance in the District. However, due to the frequently changing nature of statistical information, the documents were not intended to serve as a definitive position statement for the District.

## **27. Social Alarms Service**

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 8.1 – 8.7 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The actions taken to externalise the Social Alarms and Out of Hours Service be endorsed.
- (B) The awarding of the contract to Redditch Borough Council for a period of 2 years, with the option to extend for a further year, be endorsed.
- (C) The actuarial strain payments set out in the Financial Implications section of the Report be approved.

### Reasons for Decisions

The Social Alarms Service had for a period of time faced resilience issues and now faced a severe staffing shortage which meant that the Council could not continue to provide an ongoing, comprehensive 24/7 service. Given the vulnerable nature of the clients (Council housing tenants and private) who used the service this was not acceptable, so the decision was made to find an alternative provide to ensure the safety of the Council's clients.

It was necessary to act quickly on this issue as it would not have been possible to provide a full 24/7 service after 15 July, 2018.

Whilst it had not been possible to carry out a tendering exercise in the time available, 3 quotations / proposals had been sought. Following evaluation of these, a decision was taken to transfer the service to Redditch Borough Council (RBC).

Work had commenced to ensure the seamless transfer of the service to RBC. It was aimed to complete the transfer during the week of 9 July, 2018, and all clients would be informed accordingly. Although all clients would initially be transferred to RBC, private clients would have the option to cancel and move to another provider if they so wished.

All of the Social Alarms staff had been informed. The Installer posts would transfer with the service to RBC, and the Council was in negotiations, including seeking alternative employment opportunities, with the remaining call handling staff since it was recognised that the transfer to RBC could be an unreasonable change to their terms and conditions of employment.

There were financial implications arising from the transfer of the service in addition to the one off severance payments. It was envisaged however that the



overall cost to the Council would be financially neutral, although there would be additional costs to the General Fund pending a full service review, and a saving on the Housing Revenue Account.

**28. Approval to Spend Section 106 Monies: Improvements to Pedestrian / Cycle / Canal Links in Rugeley**

Consideration was given to the Report of the Interim Head of Economic Development (Item 9.1 – 9.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The re-allocation of S106 monies back into the current Capital Programme budget 2018/19 and 2019/20 to facilitate the implementation of improvements to pedestrian / cycle / canal links in Rugeley be approved.
- (B) Expenditure of the S106 monies held by the Council to carry out the pedestrian / cycle / canal towpath improvement as generally described in the Report be authorised. Implementation would be carried out in partnership with Staffordshire County Council as the Highways Authority and the Canal & River Trust in relation to Canal access / towpath works.
- (C) The entering into of any legal agreements between Cannock Chase Council, Staffordshire County Council and the Canal & River Trust required to facilitate the funding and delivery of the proposed schemes be authorised.

Reasons for Decisions

A key element of the decision to grant planning permission for the Tesco store and associated food and drink units at Leathermill Lane / Power Station Road, Rugeley was the requirement for the development to fund an improved pedestrian / cycle link between the store and Rugeley town centre as part of the planning obligations (S106 agreement) signed in 2011. The aim of that element of the project was to maximise the opportunity for linked trips between the store and the town centre in order for the store to contribute to the overall vitality and viability of the town centre as envisaged in the policies of the Rugeley Town Centre Area Action Plan (AAP). The funding allocated for the link was £256,000, with a further £12,500 potentially available from the separate element in the agreement related to town centre landscaping and environmental improvements. That element was delivered for the Council by Staffordshire County Council (SCC) during 2014.

A further component of the Tesco planning obligation was funding for improvements to pedestrian / cycle links between the store, the Trent & Mersey Canal and Towers Business Park, as described in Report paragraphs 5.4 and 5.5. The proposed scheme included a ramped access to the Trent & Mersey Canal towpath adjacent to Leathermill Lane bridge, improvements to Love Lane, including the section between the railway bridge and Towers and improvements to the canal towpath and Love Lane between the active and redundant railway bridges to enhance cycle linkages with existing routes.

Those public realm projects originated as an element of the aspiration to regenerate Rugeley town centre which emerged during preparation of the Rugeley Town Centre AAP. The Council applied for Local Enterprise

Partnership (LEP) funding of £1.3m as part of the Rugeley Improvement Package submission for Growth Deal Funding 2 to the Stoke-on-Trent and Staffordshire LEP (SSLEP) in 2015. Whilst £750,000 was allocated to the Rugeley Flood Alleviation Scheme, the remaining balance of £550,000 was de-allocated in November 2017 on the basis of non-submission of an acceptable business case (largely because the economic outputs had been delivered by the Flood Alleviation Scheme).

Planning obligations supporting delivery of the overall project had been secured largely from the Tesco retail development. Delivery of the final elements of the overall scheme had however been delayed due to internal restructuring and staffing changes at the Canal & River Trust (CRT) and SCC/Amey over recent years, in addition to limited staffing resource availability at CCDC. However, ongoing discussions had now progressed to an informal agreement on the remaining element of the project with the CRT and SCC, along with commencement of the detailed design stage. It was intended going forward that detailed design work would be carried out by the CRT and SCC and the work delivered by their Term Contractors, under the guidance of CCDC. The short section of cycle / footpath on CCDC land between the railway bridges would be implemented by SCC as part of their input into the scheme.

It was intended that the canal access scheme would be implemented during 2018/19 and the footway / cycleway improvements/links during/into 2019/20 by the partners using their statutory powers on land in their ownership. A legal agreement would document project delivery and payment arrangements to ensure appropriate management was carried out and CCDC would lead on this aspect.

The unspent balance in the Tesco S106 fund comprised of:

- £55,000 allocated to improvements to the canal and towpath access;
- £48,000 toward provision of the cycleway between Tesco and the Bypass;
- Unspent funds of £51,750 allocated to town centre landscaping and environmental improvements (part of a sum used as match funding for the Rugeley Partnership Scheme related to repairs to historic commercial buildings 2011-14).

In addition, a further £10,000 from the McDonald's restaurant development at Towers, £12,490 from the Westbury Homes housing scheme which adjoined the Canal and £11,725 from Elwells to compensate for loss of green space network were available to use in connection with this project.

## **29. Replacement Boardwalk at Laburnum Avenue, Cannock**

Consideration was given to the Report of the Head of Housing and Partnerships (Item 10.1 – 10.5 of the Official Minutes of the Council).

RESOLVED:

That an allocation of £25,000 to fund the replacement of the boardwalk situated on public open space at Laburnum Avenue, Cannock, be approved.

### Reasons for Decision

A timber boardwalk, identified coloured green on the plan attached at Appendix 1 to the Report, was constructed by the Council across public open space at

Laburnum Avenue, Cannock, approximately 10 years ago to enable public access over land that could be boggy at times. A boardwalk was a walkway constructed from planks that sat slightly above ground level.

A number of the existing wooden planks had rotted and failed. In addition, the remainder of the boardwalk was showing signs of degradation due to wet rot and would inevitably fail in due course. The main timber frame supporting the boardwalk had also started to degrade.

In its current condition the boardwalk posed an immediate health and safety risk to the public. It also exposed the Council to an increased likelihood of insurance claims from individuals who had tripped or slipped whilst using it.

The most cost effective approach was for the Council to replace the entire boardwalk as a matter of urgency using recycled plastic planks. The advantage of plastic planks was that they had a longer life expectancy than timber (100 years) and were more fire resistant. In addition, replacing the whole boardwalk would give a more aesthetically pleasing result than patch repairs.

The disadvantage of undertaking a full replacement was a higher initial expenditure than patch repairs. However, the anticipated long term expenditure would be reduced and less frequent inspection would be necessary than for a boardwalk that was in a state of deterioration.

### **30. Exclusion of the Public**

RESOLVED:

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



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

**HELD ON THURSDAY 12 JULY 2018 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 2**

**31. Cannock Town Centre**

Consideration was given to the Not for Publication Report of the Managing Director (Item 12.1 –12.14 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) A surrender of the Cannock town centre Multi-storey Car Park lease from St. Modwen Developments on the terms outlined in Appendix 1 of the Report be accepted.
- (B) The possible need to close the Multi-storey Car Park in part or full on surrender of the St. Modwen Developments lease be noted.
- (C) The purchase of four retail units in Market Hall Street, Cannock, from St. Modwen Developments on the agreed heads of terms outlined in Appendix 1 of the Report be approved.
- (D) Council, at its meeting to be held on 25 July, 2018, be requested to approval a capital allocation in the Council's Capital Programme 2018/19 to cover the purchase costs outlined in the Report and any related financial implications.
- (E) The outcome of the investment prospectus and associated procurement options to deliver a redevelopment leisure led scheme in Cannock town centre be received as quickly as possible.

Reasons for Decisions

Work had continued on the production of the investment prospectus for Cannock town centre as previously agreed by Cabinet in September 2015. The findings of the phase 1 prospectus work was nearing conclusion and would be subject to a report to Cabinet in the near future post phase 2 work.

The preliminary findings recommended the focus of any future redevelopment should be either on the core of the town centre (around the Multi-storey Car Park (MSCP)) or the Cannock Bus Station site.

In parallel to the prospectus work, an approach from potential developers was informally received by Officers regarding opportunities for redevelopment in Cannock town centre.

As soon as work on the potential options was complete, Officers would look to

present options back to Members. This would hopefully be achieved over the next four to five months.

Seizing the opportunity of delivering a leisure led redevelopment scheme of the nature proposed would require a financial risk to be taken by the Council. Members noted that whilst this was largely linked to acquiring assets at this stage, the strategy was not without risk and was highly likely to require further capital investment by the Council to make the scheme viable.

Although the prospectus work was continuing and there were no formal partners, the potential to acquire full control of the MSCP and four retail units within the core area had arisen. It was recommended that the acquisition of such sites at this moment in order to assemble a preferential site and secure a development partner was considered to be the only way to have any prospect of delivery of redevelopment over the short-medium term for the town centre.

In relation to the MSCP, at the same time as the phase 1 prospectus work was nearing conclusion, growing concerns regarding the MSCP structure and its integrity had emerged. The Council had ongoing concerns regarding the soundness of the structure with potential health and safety risks for its long term use by the public without serious investment in the structure by the Council.

The MSCP was currently an eyesore and not financially viable in its current form as a car park. As part of tackling structural concerns with the MSCP it had been necessary to engage with St. Modwen Developments (SMD) as the long leaseholder given their rights and responsibilities of the MSCP in their lease.

The Council and SMD had joint responsibility to maintain the MSCP and this had not been undertaken effectively by either party over many years. This resulted in the current poor state of repair and heightened health and safety concerns being raised of the MSCP, primarily through a lack of investment by both parties.

SMD had lease obligations that extended to making financial contributions toward the cost of repairs/maintenance of the MSCP structure.

The Council needed total control of the MSCP asset in order to reduce the complexities associated by multiple owners (without third party interests being involved) regarding the future of the MSCP. However, by taking this action, the surrender of the MSCP lease removed any legal obligation on SMD to contribute toward the cost of any repairs.

Negotiations with SMD had resulted in the final terms attached at Appendix 1 to the Report being agreed for both the MSCP lease surrender and the purchase of the retail shop units.

Cabinet needed to be conscious that there would be further decisions in the future to make especially regarding the indoor market facility in Cannock town centre. This would be the subject of future reporting given market charter rights, consultation and other potential implications involved with the Council making such a decision.

## **32. Debt Recovery**

Consideration was given to the Not for Publication Report of the Head of Finance (Item 13.1 – 13.9 of the Official Minutes of the Council).

RESOLVED:

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

Reasons for Decisions

Set out in Appendix 1 to the Report was a list of Council Tax arrears over £1,000 which could not be collected for the reasons stated. Included in the Appendix were 17 with arrears totalling £27,142.02.

Set out in Appendix 2 to the Report was a list of Non-Domestic arrears over £1,000 which could not be collected for the reasons stated. Included in the Appendix were 2 cases with arrears totalling £22,453.89.

The meeting closed at 4:35 p.m.

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LEADER

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

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

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

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

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

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

<b>Item</b>	<b>Contact Officer / Cabinet Member</b>	<b>Date of Cabinet</b>	<b>Key Decision</b>	<b>Confidential Item</b>	<b>Reasons for Confidentiality</b>	<b>Representation Received</b>
Annual Report 2017/18	Head of Governance and Corporate Services / Leader of the Council	23/08/18	No	No		
Final Accounts 2017/18	Head of Finance / Leader of the Council	23/08/18	No	No		
Housing Revenue Account – Final Accounts 2017/18	Head of Finance and Head of Housing & Partnerships / Housing Portfolio Leader	23/08/18	No	No		
Quarter 1 Performance Report 2018/19	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	23/08/18	No	No		
‘Swift’ Smart Travel Card	Interim Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	23/08/18	Yes	No		
Disposal of Stile Cop Cemetery Lodge, Stile Cop Road, Rugeley	Head of Housing and Partnerships / Housing Portfolio Leader	23/08/18	No	No		
Options for the Development of a New Cemetery and Crematorium	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	23/08/18	Yes	Yes	The report contains information relating to the financial or business affairs of any particular person (including the Council).	

<b>Item</b>	<b>Contact Officer / Cabinet Member</b>	<b>Date of Cabinet</b>	<b>Key Decision</b>	<b>Confidential Item</b>	<b>Reasons for Confidentiality</b>	<b>Representation Received</b>
Community Infrastructure Levy Financial Report and Parish Guidance	Interim Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	04/10/18	No	No		
Church Street, Rugeley Conservation Area; Talbot Street/Lichfield Street Conservation Area; and Trent & Mersey Canal Conservation Area: Draft Appraisals and Draft Management Plan Supplementary Planning Documents	Interim Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	04/10/18	Yes	No		
Permission to Spend – CCTV	Head of Housing and Partnerships / Crime and Partnerships Portfolio Leader	04/10/18	No	No		
Hawks Green Depot Review	Head of Housing and Partnerships / Housing Portfolio Leader	04/10/18	No	No		
20/24 Anson Street, Rugeley	Head of Housing and Partnerships / Housing Portfolio Leader	04/10/18	No	No		

<b>Report of:</b>	<b>Head of Governance and Corporate Services</b>
<b>Contact Officer:</b>	<b>A. Marklew</b>
<b>Telephone No:</b>	<b>01543 464598</b>
<b>Portfolio Leader</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 23/08/18</b>

**CABINET  
23 AUGUST 2018  
ANNUAL REPORT 2017/18**

**1 Purpose of Report**

- 1.1 To provide Members with the Annual Report for 2017/18, reflecting the annual achievements, investment and financial information for the District during the financial year.

**2 Recommendations**

- 2.1 To note the information and achievements as detailed in the Annual Report.
- 2.2 To approve the Annual Report 2017/18 for publication on the Council's website.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The Annual Report 2017/18 presents a summary of the major events and developments in Cannock Chase during the year. As such it provides a user friendly digest of key information to be presented to the Council's residents, partners and communities.

**4 Relationship to Corporate Priorities**

- 4.1 The report sets out delivery against priorities from the 2015-18 Corporate Plan.

**5 Report Detail**

- 5.1 Performance against the Council's Corporate Plan 2015-18 and supporting Priority Delivery Plans has been reported quarterly over the last three years.
- 5.2 The Annual Report 2017/18 (Appendix 1 to this report) provides a summary of the Council's performance in the last year of the Corporate Plan 2015-18 and illustrates the major events, service delivery and financial information. Key information regarding major projects and service demand is presented under sections for each of the Council's priorities, namely:
- Customers
  - Better jobs and skills
  - Better health outcomes
  - Cleaner and safer environments
  - More and better housing
- 5.3 A summary of financial information regarding the Council's General Fund and the Housing Revenue Account is provided, including a summary of the major areas of capital expenditure for the year.

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

There are no direct financial implications arising from the report.

**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: Annual Report 2017/18

**Previous Consideration**

None

**Background Papers**

None

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Annual Report 2017/18

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## Foreword by the Managing Director and the Leader

Welcome to Cannock Chase District Council's Annual Report for 2017/18. This report combines achievements, challenges and financial information to provide a clear picture of how we are performing.

Once again this past year has seen significant change in the District, with substantial progress made in the services we provide alongside addressing major challenges. Improved facilities, support for businesses and enterprise, new housing and beautiful parks are just some of things we are proud to continue to deliver despite the difficult financial circumstances for local government and the wider public sector.

Specifically the Council has worked with private and public sector partners to progress McArthurGlen Cannock. The retail outlet is on schedule to open in 2020. It will be the biggest investment in the District ever at £160m and has the potential to transform tourism, business and employment prospects in the District. The Council has worked with Lichfield District Council to set out and agree the planning policy framework for the future of the Rugeley Power Station site. The Council has approved the establishment of a Housing Investment Fund (£12m over five years) to build new social housing, and a District Investment Fund (£6m) to invest in new jobs, skills and infrastructure. The Council is planning for the medium and long term prosperity of the District through these decisions.

A major improvement scheme for the Stadium site on the Pye Green Road to include a BMX track, adventure play area, footpaths, lighting, CCTV, community allotments and 'green gym' equipment has been delivered to promote physical activity. An active volunteer programme and events take place at Hednesford Park. The Council completed the redevelopment at Moss Road estate with its partner Keepmoat and this has delivered 141 new homes, of which 65 are for rent.

With increased funding from Government via the Disabled Facilities Grant, the Council has been able to significantly reduce the wait times for adaptations such as level access showers and stair lifts. This has allowed individuals, with support needs, to stay in their own home.

Finally, investing in skills and employment support is a new area of focus for the Council. West Midlands Combined Authority (WMCA) has awarded £211,000 over three years to provide employment support to the long term unemployed to facilitate them into employment while the Council is working closely with South Staffordshire College and Walsall College to ensure there are new further education and skills opportunities delivered locally in the District.

In summary, 2017/18 has been about improving the services and environment in the District as well as laying the foundations for new housing, jobs and skills opportunities in the District

T McGovern

Cllr G Adamson

# The District by numbers



**99,126** residents



Mid-2017 estimates

**50,070** females

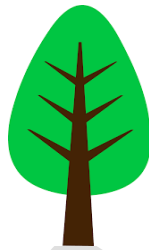
**49,056** males



Over **44,000** households



**3** town centres



Over **1,000** hectares of parks, open spaces, sports, conservation and play areas



An Area of Outstanding Natural Beauty and **2** Special Areas of Conservation



Over **5,000** council homes



**625** new homes built in 2017/18



Over **18,000** tonnes of waste collected



Unemployment rate of just over **1%**



**3,327** businesses registered



Over **500** planning applications in one year (2017/18)



**91** CCTV cameras monitored



**99%** of food premises rated 3 stars or better



**18** council car parks across 3 towns

## About Cannock Chase District

Cannock Chase District covers over 7,000 hectares on the northern border of the West Midlands conurbation and forms one of the eight Districts of the County of Staffordshire.

The District incorporates the towns of Cannock, Rugeley and Hednesford and has strong transport infrastructures including the M6, M6 Toll and A5 trunk road.

Cannock Chase, the historic former royal forest that gives the District its name, is a designated Area of Outstanding Natural Beauty.

A total of 60% of the District is defined as Green Belt.



### Cannock Chase Council:

#### Role of the organisation:

- Housing Authority and main provider of social housing in the District
- Planning Authority responsible for planning policy and planning applications
- Waste Collection Authority and main recycler of household waste
- Billing Authority for Council Tax and Business Rates
- Processes Housing Benefit applications
- Supporting business and job growth
- Working with others to support and protect vulnerable people
- Maintaining public environment
- Funding leisure and culture services

## Councillors

There are 41 Councillors representing 15 wards, who are all democratically elected representatives responsible for setting the policy direction and budgets of the Council. The political composition of seats as of 3 May 2018 is as follows:

Party Name	Seats
<b>Labour</b>	<b>21</b>
<b>Conservatives</b>	<b>15</b>
<b>Green Party</b>	<b>3</b>
<b>Liberal Democrats</b>	<b>1</b>
Independent	1

## Our mission and priorities from 2015 - 2018

*“Leading our community to deliver better jobs and skills, more and better housing, cleaner and safer environments and better health outcomes”*

## Strategic objectives covering 2015 - 2018

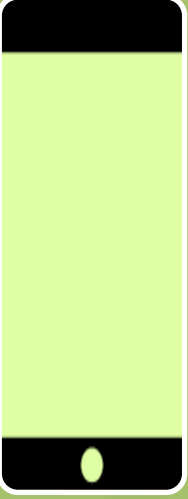
*“In order to translate the Council’s mission into everyday actions, the mission is broken down into key priority areas which are the Council’s strategic objectives set out below. These strategic objectives form the basis for detailed actions and projects to be planned and delivered via annual Priority Delivery Plans.”*



DRAFT

## Customers

What we've achieved:



### Online payments

In the last year we've been working to make it easier to pay your bills. We processed nearly £5million via our website and phone payment systems

### In numbers

- Total electorate of 74,540
- Provide services to over 44,000 households
- Nearly 14,000 invoices processed
- More than 3,000 new housing claims assessed, and over 27,000 changes to circumstances
- 47,950 votes cast and counted in the General Election 2017
- Over 90,000 phone calls answered by our Customer Services team

## Better jobs and skills

### What we've achieved:

#### Kingswood Lakeside



Investment confidence in the District is booming following another development gaining planning approval. Kingswood Lakeside is already home to leading national businesses including Veolia, APC Overnight, HellermannTyton, DHL, Bidvest and First Choice. The site will soon be fully occupied providing more jobs.

#### Support to get back into work



Over £200,000 has been secured over the next three years for organisations in Cannock North to give people job advice and support in the heart of their own communities. The scheme helps low paid workers get the skills needed to find better jobs.

#### Support for small businesses



The number of small businesses in the District increased during 2017/18. The Council supports small businesses through events such as Enterprise for success, business development grants, Small Business Saturday, free Business Start Up Courses and a free exporting event which were delivered with our partners Birmingham City Council, the Greater Birmingham and Solihull LEP, Chase Chamber of Commerce and Cannock Chase Traders Association

### In numbers

- Over 500 planning applications received and processed
- Nearly 3000 building control inspections
- 260 Taxis Licensed
- 3,400 businesses registered
- Vacant town centre shops below the national average
- Our food safety team have been ranked in the top 10% of Districts in the country, in recognition of the support and advice provided to our local food outlets

## Better health outcomes

### What we've achieved:

#### The Stadium



Phase one of the £1.3 million development on the Stadium site in Pye Green is nearing completion. This exciting new development, when completed, will include a new adventure play area, car park, footpaths, cycleways, lighting, landscaping, BMX pump track, community allotments and allotment building, green gym equipment, new entrance gates, fencing and CCTV.

#### Over £500k investment into Chase Leisure Centre agreed



In 2017/18 The Council's leisure partner, Inspiring Healthy Lifestyles, committed to investing in the region of £522,000 over the next few years. The improvements will create a unique fitness experience for residents of Cannock Chase to enjoy.

#### Health for heroes



Fitness experts at Rugeley Leisure Centre are pioneering a new healthy lifestyle programme to help ex-soldiers combat the debilitating effects of Post Traumatic Stress Disorder (PTSD). Inspiring Healthy Lifestyles has funded the pilot project, which ran for 12 weeks during which time the veterans were assessed and a bespoke package of activity and exercise was developed to suit their needs.

#### In numbers

- Over 450 referrals to the Active Living Scheme
- 2086 attended free tennis sessions at Hednesford park
- More than 40,000 visitors at the Museum of Cannock Chase
- Nearly 800,000 visits to our leisure centres



## Cleaner and safer environments

### What we've achieved:

#### Hednesford Park



Hednesford Park has been awarded gold in the Royal Horticultural Society (RHS) Britain in Bloom awards. The park has been transformed over the last few years thanks to funding from the Heritage Lottery Fund; and is a beautiful space for residents and visitors to enjoy, and a hub for the community.

#### Rugeley flood scheme wins sustainability award



Rugeley flood scheme, which protects more than 270 homes and businesses has won the Institution of Civil Engineers West Midlands sustainability award. Before the £5.2million scheme was completed, the risk of flooding to the town hampered further development and regeneration. Now, development can go ahead, and planning applications which will see new jobs created have already been approved.

#### Community Safety



Thanks to our continuing work with partners, recorded levels of Anti-Social Behaviour (ASB) have fallen by 12% (324 incidents) in the last 12 months. The Council funded an ASB Victims' Champion, an Alcohol and Substance Misuse Worker, a Hate Crime Officer as well as managing the Community Safety Hub.

#### In numbers

- Over 1,000 hectares of parks, open spaces, sports grounds, conservation areas and play areas
- We clean 350km of streets - picking up 2,050 tonnes of litter, and emptying 360 litter bins every week
- We collected over 18,000 tonnes of waste last year, providing a service to every household in the District

# More and better housing

## What we've achieved:



### Affordable homes

In the last year, 190 new affordable homes have been completed in Cannock Chase, part of our longstanding commitment to supporting local people find the homes they need



### New developments

We celebrated the completion of the £5.6 million Moss Road Redevelopment Scheme which included the demolition of 170 Reema flat properties, that have been replaced by 141 new homes - 65 houses were built for the Council to let for affordable homes and 76 properties were sold on the open market.



### Disabled Facilities Grants

During 2017/18 we completed 93 adaptations to homes through the Disabled Facilities Grant Programme enabling residents to retain independence and continue to live in their own homes. An additional investment of £79,667, bringing the total available to £980,910, has meant a larger number of properties have been adapted than in previous years and the speed of delivery has improved

## In numbers

- Over 5,000 Council owned properties
- In 2017/18 our improvements programme delivered:
  - Over 516 double glazing replacements
  - 241 upgraded bathrooms
  - 308 heating replacements
  - Over 636 electrical upgrades
- We've also prevented 958 households becoming homeless

## Financial summary

### Income

- £19.8m Housing rents
- £5.7m Council Tax income
- £3.6m Business Rates income including growth
- £4.8m non Housing Council services e.g waste, parking and planning
- £776k Revenue Support Grant from Government
- £107k Right to Buy sales

### Expenditure

- £20m Housing services (5,500 properties)
- Net expenditure on non-Housing functions after income was £10.8m and was £134,000 under budget for the year.
- £2.9m expenditure on Culture and Sport Services
- £2.3m expenditure on Environment related services
- £1.1m expenditure on Economic Development

### External Funding

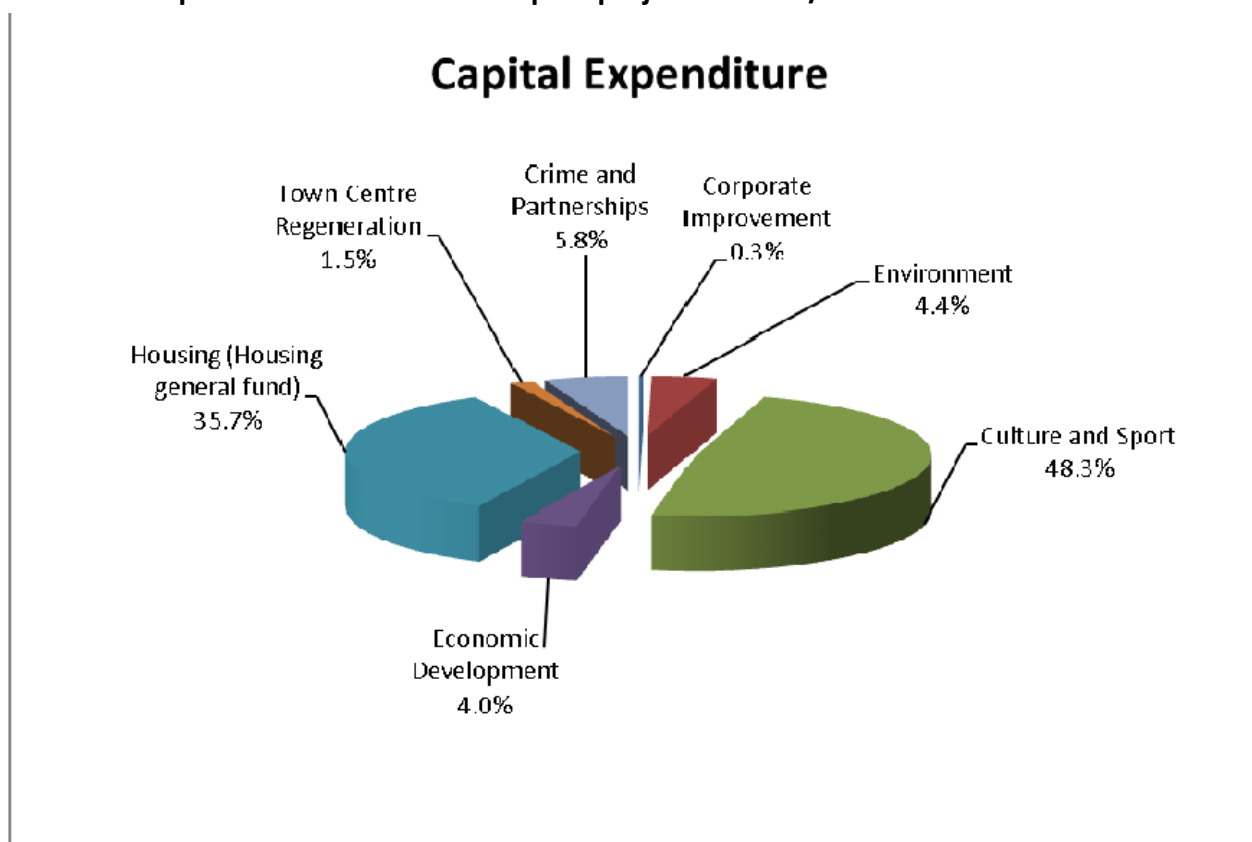
External Body	Amount
Greater Birmingham and Solihull Local Enterprise Partnership	£993k
Staffordshire and Stoke Local Enterprise Partnership	£168k



All investment secured by Cannock Chase businesses as grants or loans aimed at business growth support and delivered via programmes operated by Local Enterprise Partnerships and / or their partners, where the Council has been either directly or indirectly involved in securing.

## Capital Expenditure

The Council spent £12.206 million on capital projects in 2017/18.



## Major items of capital expenditure

The major items of capital expenditure in 2017/18 were:

- **£1.207 million** on Stadium development;
- **£0.905 million** on Disabled Facilities Grants;
- **£2.811 million** on Former garage sites development
- **£1.475 million** on Moss Road Reema Flats Development;
- **£1.008 million** on central heating upgrades;
- **£0.974 million** on external and environmental works;
- **£0.903 million** on bathroom replacements;
- **£0.699 million** on provision of double glazing;
- **£0.566 million** on council disabled facilities grants;
- **£0.551 million** on upgrading electrical systems;
- **£0.486 million** on bringing void properties back into use;
- **£0.350 million** on replacing kitchens in council homes;

## Complaints

We set ourselves the highest standards in delivering services to residents and business. How we handle complaints is an important part of our commitment to working in a fair and consistent manner. The majority of complaints are resolved by our internal complaints process, however, where this is not possible the Local Government and Social Care Ombudsman (LGO) provides independent resolution. The tables below illustrate those cases and their outcomes.

### Annual summary of statistics on the complaints made to the LGO regarding Cannock Chase District Council 2017-18

#### Statistics provided by the LGO

##### Complaints and enquiries received

Benefits & Tax	Corporate & Other Services	Environment Services	Highways and Transport	Housing	Planning & Development	Total
4	1	1	0	3	2	11

##### Decisions made by LGO

Incompl-ete or invalid	Advice Given	Referred back for local resolution	Closed after initial enquiries	Detailed investigations			Total
				Not upheld	Upheld	Upheld rate	
0	1	7	2	3	2	40%	15

**Thank you for reading this annual report. For further information on the Council's Corporate Plan and services please get in touch using the contact information below.**




**Cannock Chase Council**


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

**Tel 01543462621**

Email [policyandcommunications@cannockchasedc.gov.uk](mailto:policyandcommunications@cannockchasedc.gov.uk)

[www.cannockchasedc.gov.uk](http://www.cannockchasedc.gov.uk)

 Search for 'Cannock Chase Life'

 @CannockChaseDC

<b>Report of:</b>	<b>Head of Finance</b>
<b>Contact Officer:</b>	<b>Bob Kean</b>
<b>Telephone No:</b>	<b>01543 464334</b>
<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 23/08/18</b>

**CABINET**  
**23 AUGUST 2018**  
**FINAL ACCOUNTS 2017/18**

**1 Purpose of Report**

- 1.1 To present to the Cabinet the final accounts position for 2017/18.

**2 Recommendations**

- 2.1 That the final accounts position for the year ending 31 March 2018 be noted
- 2.2 That the financing of the capital programme as outlined in the report be approved.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The overall revenue account position shows net expenditure reducing by £134,000 when compared with the budget agreed by Council. The overall impact after taking into account changes in Financing is an increase in Transfer to Balances of £470,000.
- 3.2 The portfolio outturn for 2017/18 shows a favourable variance of £145,000 consisting of a number of minor variations
- 3.3 Income from the Business Rates Retention Scheme is £310,000 higher than anticipated following a reduction in the provision made for appeals.
- 3.4 Council Tax collection rates continue to improve and combined with additional properties a further surplus of £100,000 has occurred for this Council and in accordance with regulations will be included in the 2019/20 Budget.

**4 Relationship to Corporate Priorities**

- 4.1 The final accounts for 2017/18 cover all of the Council's priorities.

**5 Report Detail**

- 5.1 This report provides an analysis of the final accounts position for 2017/18. It covers the following accounts:-
- General Fund Revenue account – which bears the net cost of providing day-to-day services;
  - Business Rates Retention;
  - Capital expenditure and how it is financed;
  - Collection Fund.
- 5.2 The Council's statutory Statement of Accounts were drafted and presented to the Grant Thornton in accordance with the new deadline of the 31 May with the audit undertaken during June and July 2018. The audited Statement of Accounts were approved without amendment by the Audit and Governance Committee on 26 July 2018 and published in advance of the 31 July statutory deadline.

**General Fund Revenue Outturn**

- 5.3 The table overleaf summarises the outturn position of the General Fund Revenue Account for the year compared with the budget position.
- 5.4 The Council's Net Expenditure (Portfolio Budgets) in relation to revenue budget for 2017/18 financial year was set by the Council in February 2017 at a net expenditure of **£10.879 million**. In determining the 2018/19 Budget in February 2018 Council approved the Forecast Outturn for 2017/18 of **£10.817 million**, a reduction of £0.062 million as compared to the Original Budget.



<b>Cannock Preliminary Outturn 2017/18</b>				
		<b>Revised Budget</b>	<b>Actual</b>	<b>Variance to Revised</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b><u>Portfolios</u></b>			
1	Corporate Improvement	1,824	1,746	(78)
2	Environment	2,347	2,375	28
3	Culture and Sport	2,958	2,914	(44)
4	Economic Development	1,181	1,165	(16)
5	Housing (Housing General Fund)	351	345	(6)
6	Health & Wellbeing	681	613	(68)
7	Town Centre Regeneration	32	46	14
8	Leader of the Council	1,058	1,093	35
9	Crime & Partnerships	385	375	(10)
10	Total Portfolios	10,817	10,672	(145)
11	Investment Income	(158)	(152)	6
12	Interest Payable	122	95	(27)
13	Technical Items	213	245	32
14	Net Expenditure	10,994	10,860	(134)
15	Use of Government Grants	(1,014)	(1,040)	(26)
16	<b>Net Revenue Budget</b>	<b>9,980</b>	<b>9,820</b>	<b>(160)</b>
	<b>Financed by:</b>			
17	Revenue Support Grant	(776)	(776)	0
	Business Rates			0
18	Core Funding	(2,844)	(2,844)	0
19	Growth	(625)	(852)	(227)
20	Business Rates Pool	(193)	(276)	(83)
21	Collection Fund Surplus	(16)	(16)	0
22	Council Tax	(5,759)	(5,759)	0
23	Total Financing	<b>(10,123)</b>	<b>(10,523)</b>	<b>(310)</b>
24	<b>Trf to/(from) Working Balances</b>	<b>233</b>	<b>703</b>	<b>470</b>
25	<b>Net Revenue Budget</b>	<b>(9,980)</b>	<b>(9,820)</b>	<b>160</b>

5.5 The table shows that net expenditure including Investment Income and Technical financing adjustments was **£10.860 million**, **£134,000** (1.2%) less than the budget.

- 5.6 In addition Business Rates Income (resulting from a review of the Appeals provision) out-turned £310,000 higher than expected, and this combined with additional Government Grants (new burdens funding) of £26,000, resulted in an additional transfer to Working Balances of £470,000.

### **Net Portfolio expenditure**

- 5.7 Net portfolio expenditure was £0.145 million lower than the budget. The principal cost variations, on each portfolio are as follows ((+) is an unfavourable variance (-) is a favourable variance):

#### **Corporate Improvement**

- Land Charges – additional grant income £16,000(-), search fee income £6,000(-) and property search provision no longer required £9,000(-);
- Risk – lower professional fees £14,000(-);
- Staffing variations £25,000(-).

#### **Environment**

- Waste and Recycling – reduced recycling income partly offset by reduced gate fees £14,000(+), staffing variations £11,000(+) and sale of materials £16,000(-);
- Regulatory – additional pest control income £9,000(-);
- Countryside management – staffing variations £4,000(+) and additional transport costs £4,000(+);
- Off Street Parking – reduced income £22,000(+);
- Private Sector Housing – recharge of salaries to capital £18,000(-);
- Public Clocks – additional repair costs £8,000(+);
- Bus Shelters – reduced income £4,000(+).

#### **Culture and Sport**

- Parks – reduced grounds maintenance and street cleansing cost £39,000(-) and additional income £9,000(-);
- Leisure management contract – reduced utilities income £8,000(+).

#### **Economic Development**

- Development control – additional planning fee income £114,000(-) partly offset by staffing variations £79,000(+);
- Staffing variations £16,000(+).

#### **Housing (Housing General Fund)**

- Housing services – lower bed and breakfast costs £6,000(-).

#### **Health and Wellbeing**

- Food safety – additional income from court costs £20,000(-);
- Taxation – rateable value finders fee £30,000(+), court costs income (net of bad debts provision) £24,000(-), additional contributions £29,000(-) and lower operational costs £38,000(-);
- Licensing – backdated refund of income and legal costs £13,000(+).

### Town Centre Regeneration

- Markets reduced income £43,000(+), partly offset by reduced premises and operational costs £23,000(-);
- Town Centre Management increased rent income £5,000(-).

### Leader of the Council

- Corporate management – asset valuation cost £14,000(+);
- Elections - staffing variations £12,000(+) and by election costs £10,000(+).

### Crime & Partnerships

- Staffing variation - £10,000(-).

5.8 A summary of performance of the main streams of income against budget is set out in the following table:

<b>Main Streams of Income</b>	<b>Forecast Outturn</b>	<b>Actual</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Waste & Recycling	(1,066)	(1,052)	14
Off-Street Parking	(759)	(737)	22
Markets	(366)	(323)	43
Building Control	(399)	(396)	3
Local Taxation	(366)	(469)	(103)
Development Control	(337)	(451)	(114)
Licensing	(260)	(257)	4
Public Buildings	(237)	(252)	(15)
Cemeteries	(165)	(165)	0
Social Alarms	(198)	(198)	0
Town Centre Management	(184)	(192)	(8)
Grounds Maintenance	(106)	(124)	(18)
Industrial Sites	(102)	(103)	(1)
Land Charges	(97)	(102)	(6)
Bus Shelters	(40)	(36)	4
<b>Total Main Sources</b>	<b>(4,682)</b>	<b>(4,856)</b>	<b>(175)</b>

5.9 Variations in income have been reflected in the budget for 2018/19 where appropriate. It should be noted however that the income from Taxation relates to court and penalty costs that has necessitated an increase in the provision for bad debts. Income from Development Control reflects additional planning activity and due to the volatile nature of the income a planning equalisation reserve has been established.

5.10 More detailed explanations for all expenditure and income variances greater than £10,000 and 10% are attached for each portfolio at **APPENDIX 1**.

5.11 No material variations other than service demand have occurred at outturn reflecting the ongoing detailed budget exercise undertaken each year. Any

further variations that have arisen during the current year will be reflected, where appropriate, in the preparation of the financial plan 2019/20 – 2021/22 which will form the basis for the preparation of the detailed base budget for 2019/20 this Autumn.

### **Business Rates Retention**

- 5.12 The Business Rates Retention Scheme forms part of the new Funding regime for Local Government and incentivises councils to promote economic growth in their area as they are entitled to retain a share of business rates growth.
- 5.13 The scheme came into operation with effect from April 2013; therefore 2017/18 is the fifth year of operation.
- 5.14 The budget for 2017/18 included additional resources of around £0.625 million estimated Business Rates net Growth in the District since the scheme commenced. The final growth position was £0.227 million higher than anticipated.
- 5.15 The change primarily relates to a reduction in the Appeals provision reflecting the clearance of all outstanding appeals in relation to the Power Station and an assessment of outstanding/potential appeals against the 2010 and 2017 Rating List. Increases have been experienced in Small Business Rates Relief; Void Exemptions and Mandatory relief, however no material changes are anticipated in relation to the assumptions contained in the 2018/19 estimates.
- 5.16 The distribution from the Greater Birmingham and Solihull Business rates pool reflect this final growth position and therefore shows an outturn £276,000 return compared with a budget of £193,000.

### **Working Balances**

- 5.17 The final accounts overall show a contribution to the General Fund working balance of £703,000. The General Fund balance was £2.434 million at 1 April 2017 and after contributing the surplus of £703,000 for 2017/18, the balance at 31 March 2018 is £3.137 million. The Council's policy is to retain a minimum General Fund balance of 5.5% of net expenditure, or the calculated risk factor whichever is the greater to cover contingencies and emergencies. The prudent level of Working Balance for 2018-19 is currently set at £0.637 million but will rise to just over £1.000 Million in 2020-21
- 5.18 In light of the great deal of uncertainty that exists in relation to the proposed changes to the Governments Funding Regime for local government, and in particular Business Rates and New Homes Bonus combined with the actual opening date of Mill Green DOV being determined by seasonal retail window opening dates, the maintenance of the surplus on the working balance of £2.1 million is considered prudent.

### **Capital Outturn**

- 5.19 The Council approves the Capital Programme for the financial year as part of the budget process and the amount that can be spent is limited by the amount of

capital resources available to the Council. The 2017/18 capital programme was approved in February 2017.

- 5.20 Many of the schemes within the Capital Programme take some time to develop and implement so the detailed programme can experience many changes. Considerable variation will therefore arise over the 18-month period from the time the Capital Programme for the financial year is initially considered, right through to the end of March of the relevant year.
- 5.21 The Council spent £2.560 million on General Fund capital projects in 2017/18 which was £0.861 million less than the budget of £3.421 million. This is primarily as a result of timing delays in bringing projects to fruition.

<b>Capital Outturn Position</b>			
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Corporate Improvement	70	7	(63)
Environment	108	113	5
Culture and Sport	1,775	1,237	(538)
Economic Development	429	102	(327)
Housing (Housing General Fund)	894	913	19
Town Centre Regeneration	45	39	(6)
Crime & Partnerships	100	149	49
<b>Total</b>	<b>3,421</b>	<b>2,560</b>	<b>(861)</b>

5.22 The major items of capital spend in the year were:

- **£1.207 million** on Stadium development;
- **£0.905 million** on Disabled Facilities Grants;

5.23 The main reasons for the variation in 2017/18 is slippage of major capital spend to future years particularly in relation to the Stadium Development (£0.456) million and economic development and physical assets (£0.320 million).

The detailed Capital Programme outturn for 2017/18 is attached at **APPENDIX 2** along with explanations for major variations.

5.24 The capital programme of £2.560 million was financed in the following way:

<b>Capital Financing</b>	<b>£'000</b>
Capital grants and contributions	2,149
Capital receipts	338
Direct Revenue Financing	73
<b>Total</b>	<b>2,560</b>

5.25 The General Fund received an additional £107,000 from Right to Buy sales during the year and this is ring-fenced for the provision of affordable housing,

There is therefore no changes to the uncommitted resources of £0.571 million as at 31 March 2020 as previously reported.

### **Collection Fund**

- 5.26 Cannock Chase is the billing authority and as such has a statutory requirement to establish and maintain a separate fund covering the collection and distribution of amounts due in respect of council tax and national non-domestic rates (NNDR). Net Business Rates attributable to the Council are accounted for as part of the General Fund under the new Business Rates regime.

### **Council Tax**

- 5.27 The net position on the Collection Fund for the year was a surplus of £0.725 million for Council Tax which after taking account of previous years' surpluses leaves a net surplus on the fund of £1.623 million at 31 March 2018 (of which £0.228 million relates to this Council).

### **National Non Domestic Rates**

- 5.28 A surplus of £0.665 million exists in relation to Business Rates as at 31 March 2018. The surplus is however notional and represents a timing difference between estimated Business Rates returns and actual returns. This Council's actual retained Business Income is in line with the Income and Expenditure account after taking into account the timing deficit required as part of the Collection Fund Statutory requirements.

## **6 Implications**

### **6.1 Financial**

The financial implications have been referred to throughout the report.

### **6.2 Legal**

The legal implications have been referred to throughout the report.

### **6.3 Human Resources**

There are no human resource implications arising from this report.

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

There are no implications arising from this report.

### **6.5 Human Rights Act**

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

### **6.6 Data Protection**

There are no implications arising from this report.

**6.7 Risk Management**

The formal reporting of the Council's financial position is part of the overall control framework that is designed to minimise the financial risks facing the Council.

**6.8 Equality & Diversity**

There are no identified implications arising from this report.

**6.9 Best Value**

The Council's financial planning processes and financial procedure rules ensure that best value is achieved.

**7 Appendices to the Report**

Appendix 1 Detailed Revenue Outturn 2017/18

Appendix 2 Capital Outturn 2017/18

**Previous Consideration**

None

**Background Papers**

Available in Financial Services

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**CORPORATE IMPROVEMENT PORTFOLIO**

**Final Accounts 2017-2018**

	Original Budget	Annual Budget	Total Spend including Commitments	Variance from Annual Budget		Comments
	£	£	£	£	%	
<b>Legal Services</b>						
Expenditure	220,660	220,660	220,660	-	0.0%	
Income	(149,880)	(149,880)	(149,880)	-	0.0%	
<b>Net</b>	<b>70,780</b>	<b>70,780</b>	<b>70,780</b>	<b>-</b>		
<b>Technology</b>						
Expenditure	731,100	747,100	753,733	6,633	0.9%	
Income	(160,790)	(160,790)	(160,790)	-	0.0%	
<b>Net</b>	<b>570,310</b>	<b>586,310</b>	<b>592,943</b>	<b>6,633</b>		
<b>Governance</b>						
Expenditure	125,220	125,220	124,367	(853)	(0.7%)	
Income	(29,910)	(29,910)	(29,910)	-	0.0%	
<b>Net</b>	<b>95,310</b>	<b>95,310</b>	<b>94,457</b>	<b>(853)</b>		
<b>Human Resources</b>						
Expenditure	205,330	208,830	208,918	88	0.0%	
Income	(127,210)	(130,710)	(130,710)	-	0.0%	
<b>Net</b>	<b>78,120</b>	<b>78,120</b>	<b>78,208</b>	<b>88</b>		
<b>Customer Services</b>						
Expenditure	261,000	282,000	292,436	10,436	3.7%	
Income	(81,610)	(81,610)	(81,741)	(131)	0.2%	
<b>Net</b>	<b>179,390</b>	<b>200,390</b>	<b>210,695</b>	<b>10,305</b>		
<b>Corporate Services</b>						
Expenditure	183,710	177,710	181,782	4,072	2.3%	
Income	(35,380)	(33,380)	(33,294)	86	(0.3%)	
<b>Net</b>	<b>148,330</b>	<b>144,330</b>	<b>148,488</b>	<b>4,158</b>		

**CORPORATE IMPROVEMENT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Communications</b>						
Expenditure	192,770	194,770	186,464	(8,306)	(4.3%)	
Income	(3,440)	(3,440)	(3,448)	(8)	0.2%	
<b>Net</b>	<b>189,330</b>	<b>191,330</b>	<b>183,016</b>	<b>(8,314)</b>		
<b>Policy &amp; Performance</b>						
Expenditure	193,540	197,040	173,607	(23,433)	(11.9%)	Staffing variations (£10k) and general underspends
Income	-	(3,000)	-	3,000	(100.0%)	
<b>Net</b>	<b>193,540</b>	<b>194,040</b>	<b>173,607</b>	<b>(20,433)</b>		
<b>Land Charges</b>						
Expenditure	67,530	73,530	62,817	(10,713)	(14.6%)	Property services provision not required
Income	(67,510)	(96,510)	(118,505)	(21,995)	22.8%	Personal search grant (£16k) and additional fee income
<b>Net</b>	<b>20</b>	<b>(22,980)</b>	<b>(55,688)</b>	<b>(32,708)</b>		
<b>Audit</b>						
Expenditure	327,150	277,900	278,740	840	0.3%	
Income	(128,840)	(104,210)	(105,050)	(840)	0.8%	
<b>Net</b>	<b>198,310</b>	<b>173,690</b>	<b>173,690</b>	<b>-</b>		
<b>Risk</b>						
Expenditure	879,650	694,650	680,348	(14,302)	(2.1%)	Reduced professional fees
Income	(712,070)	(627,070)	(628,765)	(1,695)	0.3%	
<b>Net</b>	<b>167,580</b>	<b>67,580</b>	<b>51,584</b>	<b>(15,996)</b>		
<b>Resilience</b>						
Expenditure	81,400	81,400	67,521	(13,879)	(17.1%)	Staffing (£4k) and general underspends
Income	(48,080)	(48,080)	(46,924)	1,156	(2.4%)	
<b>Net</b>	<b>33,320</b>	<b>33,320</b>	<b>20,597</b>	<b>(12,723)</b>		

**CORPORATE IMPROVEMENT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Social Alarms</b>						
Expenditure	351,970	342,970	330,274	(12,696)	(3.7%)	
Income	(310,860)	(331,860)	(326,598)	5,262	(1.6%)	
<b>Net</b>	<b>41,110</b>	<b>11,110</b>	<b>3,677</b>	<b>(7,433)</b>		
<b>Portfolio Total</b>	<b>1,965,450</b>	<b>1,823,330</b>	<b>1,746,052</b>	<b>(77,278)</b>		

**ENVIRONMENT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Waste &amp; Recycling</b>						
Expenditure	2,488,740	2,482,500	2,521,270	38,770	1.6%	
Income	(1,135,210)	(1,098,210)	(1,128,123)	(29,913)	2.7%	
<b>Net</b>	<b>1,353,530</b>	<b>1,384,290</b>	<b>1,393,148</b>	<b>8,858</b>		
<b>Regulatory Services</b>						
Expenditure	674,730	490,230	489,214	(1,016)	(0.2%)	
Income	(21,440)	(27,040)	(36,946)	(9,906)	36.6%	Additional pest control income
<b>Net</b>	<b>653,290</b>	<b>463,190</b>	<b>452,268</b>	<b>(10,922)</b>		
<b>Cleansing Services</b>						
Expenditure	382,100	406,890	382,667	(24,223)	(6.0%)	
Income	-	(4,330)	-	4,330	(100.0%)	
<b>Net</b>	<b>382,100</b>	<b>402,560</b>	<b>382,667</b>	<b>(19,893)</b>		
<b>Drainage Services</b>						
Expenditure	8,280	13,280	10,799	(2,481)	(18.7%)	
Income	-	(5,000)	(5,000)	-	0.0%	
<b>Net</b>	<b>8,280</b>	<b>8,280</b>	<b>5,799</b>	<b>(2,481)</b>		
<b>Street Cleansing</b>						
Expenditure	585,400	618,760	617,450	(1,310)	(0.2%)	
Income	(585,400)	(618,760)	(592,180)	26,580	(4.3%)	
<b>Net</b>	<b>-</b>	<b>-</b>	<b>25,270</b>	<b>25,270</b>		
<b>Countryside Management</b>						
Expenditure	236,350	234,710	243,521	8,811	3.8%	
Income	(54,990)	(56,350)	(55,449)	901	(1.6%)	
<b>Net</b>	<b>181,360</b>	<b>178,360</b>	<b>188,072</b>	<b>9,712</b>		

**ENVIRONMENT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Grounds Maintenance</b>						
Expenditure	809,830	827,830	842,750	14,920	1.8%	
Income	(809,830)	(827,830)	(844,607)	(16,777)	2.0%	
<b>Net</b>	<b>-</b>	<b>-</b>	<b>(1,857)</b>	<b>(1,857)</b>		
<b>Conservation Areas</b>						
Expenditure	146,560	146,560	149,842	3,282	2.2%	
<b>Net</b>	<b>146,560</b>	<b>146,560</b>	<b>149,842</b>	<b>3,282</b>		
<b>Public Clocks</b>						
Expenditure	4,480	9,760	18,074	8,314	85.2%	Repairs to Hednesford clock
Income	-	(5,190)	(5,190)	-	0.0%	
<b>Net</b>	<b>4,480</b>	<b>4,570</b>	<b>12,884</b>	<b>8,314</b>		
<b>Off Street Parking</b>						
Expenditure	380,940	387,680	391,574	3,894	1.0%	
Income	(838,020)	(764,520)	(742,562)	21,958	(2.9%)	
<b>Net</b>	<b>(457,080)</b>	<b>(376,840)</b>	<b>(350,988)</b>	<b>25,852</b>		
<b>Hawks Green Depot</b>						
Expenditure	120,750	126,750	128,819	2,069	1.6%	
Income	(131,550)	(126,550)	(126,730)	(180)	0.1%	
<b>Net</b>	<b>(10,800)</b>	<b>200</b>	<b>2,089</b>	<b>1,889</b>		
<b>Christmas Illuminations</b>						
Expenditure	-	-	279	279	n/a	
<b>Net</b>	<b>-</b>	<b>-</b>	<b>279</b>	<b>279</b>		
<b>Bus Shelters</b>						
Expenditure	31,160	29,960	30,470	510	1.7%	
Income	(46,080)	(40,080)	(36,207)	3,873	(9.7%)	
<b>Net</b>	<b>(14,920)</b>	<b>(10,120)</b>	<b>(5,738)</b>	<b>4,382</b>		

**ENVIRONMENT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Private Sector Housing</b>						
Expenditure	193,410	233,510	229,418	(4,092)	(1.8%)	
Income	-	(40,100)	(58,820)	(18,720)	46.7%	Recharge of in house DFG delivery to capital
<b>Net</b>	<b>193,410</b>	<b>193,410</b>	<b>170,599</b>	<b>(22,811)</b>		
<b>Vehicles</b>						
Expenditure	149,840	173,830	186,730	12,900	7.4%	
Income	(186,890)	(220,880)	(236,286)	(15,406)	7.0%	
<b>Net</b>	<b>(37,050)</b>	<b>(47,050)</b>	<b>(49,556)</b>	<b>(2,506)</b>		
<b>Portfolio Total</b>	<b>2,403,160</b>	<b>2,347,410</b>	<b>2,374,779</b>	<b>27,369</b>		

**CULTURE AND SPORT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Parks &amp; Open Spaces</b>						
Expenditure	1,176,230	1,206,380	1,167,701	(38,679)	(3.2%)	
Income	(178,200)	(177,800)	(186,867)	(9,067)	5.1%	
<b>Net</b>	<b>998,030</b>	<b>1,028,580</b>	<b>980,834</b>	<b>(47,746)</b>		
<b>Stadium</b>						
Expenditure	68,340	68,340	68,593	253	0.4%	
<b>Net</b>	<b>68,340</b>	<b>68,340</b>	<b>68,593</b>	<b>253</b>		
<b>Cemeteries</b>						
Expenditure	162,480	183,060	180,408	(2,652)	(1.4%)	
Income	(180,010)	(185,130)	(185,258)	(128)	0.1%	
<b>Net</b>	<b>(17,530)</b>	<b>(2,070)</b>	<b>(4,850)</b>	<b>(2,780)</b>		
<b>Contract Monitoring</b>						
Expenditure	199,070	199,070	188,315	(10,755)	(5.4%)	
Income	(41,310)	(41,310)	(46,619)	(5,309)	12.9%	Commuted sums income
<b>Net</b>	<b>157,760</b>	<b>157,760</b>	<b>141,696</b>	<b>(16,064)</b>		
<b>Leisure Management Contract</b>						
Expenditure	1,794,010	1,794,010	1,797,681	3,671	0.2%	
Income	(168,640)	(168,640)	(160,877)	7,763	(4.6%)	
<b>Net</b>	<b>1,625,370</b>	<b>1,625,370</b>	<b>1,636,804</b>	<b>11,434</b>		
<b>Leisure, Planning &amp; Marketing</b>						
Expenditure	100,590	122,390	177,445	55,055	45.0%	ATP spend (net of discretionary rate relief) and pitch strategy £10k
Income	(18,340)	(40,140)	(83,318)	(43,178)	107.6%	
<b>Net</b>	<b>82,250</b>	<b>82,250</b>	<b>94,127</b>	<b>11,877</b>		

**CULTURE AND SPORT PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Leisure Services</b>						
Expenditure	-	-	215	215	n/a	
<b>Net</b>	<b>-</b>	<b>-</b>	<b>215</b>	<b>215</b>		
<b>Allotments</b>						
Expenditure	2,460	2,470	2,500	30	1.2%	
Income	(4,500)	(4,500)	(5,328)	(828)	18.4%	
<b>Net</b>	<b>(2,040)</b>	<b>(2,030)</b>	<b>(2,828)</b>	<b>(798)</b>		
<b>Portfolio Total</b>	<b>2,912,180</b>	<b>2,958,200</b>	<b>2,914,590</b>	<b>(43,610)</b>		



**ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Economic Development</b>						
Expenditure	207,310	450,250	400,489	(49,761)	(11.1%)	Rephased spending from reserves Section 106
Income	(50,000)	(295,940)	(251,289)	44,651	(15.1%)	
<b>Net</b>	<b>157,310</b>	<b>154,310</b>	<b>149,200</b>	<b>(5,110)</b>		
<b>Management &amp; Support</b>						
Expenditure	470,910	476,740	389,275	(87,465)	(18.3%)	Rephased use of planning delivery reserve
Income	(100,000)	(103,830)	(18,119)	85,711	(82.5%)	
<b>Net</b>	<b>370,910</b>	<b>372,910</b>	<b>371,156</b>	<b>(1,754)</b>		
<b>Development Control</b>						
Expenditure	246,960	374,660	453,794	79,134	21.1%	Staffing variations
Income	(281,550)	(343,250)	(456,906)	(113,656)	33.1%	Additional planning fee income
<b>Net</b>	<b>(34,590)</b>	<b>31,410</b>	<b>(3,112)</b>	<b>(34,522)</b>		
<b>Building Control</b>						
Expenditure	591,000	573,000	596,639	23,639	4.1%	
Income	(485,090)	(494,090)	(517,729)	(23,639)	4.8%	
<b>Net</b>	<b>105,910</b>	<b>78,910</b>	<b>78,910</b>	<b>-</b>		
<b>Industrial Sites</b>						
Expenditure	8,240	8,290	3,434	(4,856)	(58.6%)	
Income	(106,600)	(108,600)	(102,546)	6,054	(5.6%)	
<b>Net</b>	<b>(98,360)</b>	<b>(100,310)</b>	<b>(99,112)</b>	<b>1,198</b>		
<b>Public Buildings</b>						
Expenditure	971,260	899,520	959,082	59,562	6.6%	
Income	(315,960)	(484,240)	(482,106)	2,134	(0.4%)	
<b>Net</b>	<b>655,300</b>	<b>415,280</b>	<b>476,976</b>	<b>61,696</b>		

**ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Civic Ballroom</b>						
Expenditure	590	590	-	(590)	(100.0%)	
Income	(13,700)	(10,700)	(16,206)	(5,506)	51.5%	Election room hire income for Parliamentary and County elections
<b>Net</b>	<b>(13,110)</b>	<b>(10,110)</b>	<b>(16,206)</b>	<b>(6,096)</b>		
<b>Caretakers and Cleaners</b>						
Expenditure	-	238,370	207,383	(30,987)	(13.0%)	Staffing variations
<b>Net</b>	<b>-</b>	<b>238,370</b>	<b>207,383</b>	<b>(30,987)</b>		
<b>Portfolio Total</b>	<b>1,143,370</b>	<b>1,180,770</b>	<b>1,165,195</b>	<b>(15,575)</b>		

**HOUSING GENERAL FUND PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>	
<b>Circular 8/95</b>						
Expenditure	35,200	35,200	37,231	2,031	5.8%	
<b>Net</b>	<b>35,200</b>	<b>35,200</b>	<b>37,231</b>	<b>2,031</b>		
<b>Housing Act Advances</b>						
Expenditure	-	-	9	9	n/a	
<b>Net</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>		
<b>Housing Services</b>						
Expenditure	450,940	560,940	560,780	(160)	0.0%	
Income	(115,060)	(245,060)	(253,157)	(8,097)	3.3%	
<b>Net</b>	<b>335,880</b>	<b>315,880</b>	<b>307,624</b>	<b>(8,256)</b>		
<b>Portfolio Total</b>	<b>371,080</b>	<b>351,080</b>	<b>344,864</b>	<b>(6,216)</b>		

**HEALTH AND WELLBEING PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Benefits Payments</b>						
Expenditure	26,156,510	23,984,400	23,974,938	(9,462)	0.0%	
Income	(26,237,830)	(24,065,720)	(24,055,754)	9,966	0.0%	
<b>Net</b>	<b>(81,320)</b>	<b>(81,320)</b>	<b>(80,817)</b>	<b>503</b>		
<b>Food Safety</b>						
Expenditure	330,320	344,380	351,989	7,609	2.2%	
Income	-	(23,360)	(50,863)	(27,503)	117.7%	Additional court costs income (£20k) and primary authority agreements (£7k)
<b>Net</b>	<b>330,320</b>	<b>321,020</b>	<b>301,126</b>	<b>(19,894)</b>		
<b>Management &amp; Administration</b>						
Expenditure	46,770	46,770	50,996	4,226	9.0%	
<b>Net</b>	<b>46,770</b>	<b>46,770</b>	<b>50,996</b>	<b>4,226</b>		
<b>Mortuary</b>						
Expenditure	76,550	76,580	72,047	(4,533)	(5.9%)	
Income	(93,480)	(93,480)	(88,417)	5,063	(5.4%)	
<b>Net</b>	<b>(16,930)</b>	<b>(16,900)</b>	<b>(16,370)</b>	<b>530</b>		
<b>Taxation</b>						
Expenditure	2,970,610	3,114,170	3,206,786	92,616	3.0%	
Income	(2,521,610)	(2,641,830)	(2,795,686)	(153,856)	5.8%	
<b>Net</b>	<b>449,000</b>	<b>472,340</b>	<b>411,100</b>	<b>(61,240)</b>		
<b>Licensing</b>						
Expenditure	187,510	199,510	203,522	4,012	2.0%	
Income	(260,420)	(260,420)	(256,748)	3,672	(1.4%)	
<b>Net</b>	<b>(72,910)</b>	<b>(60,910)</b>	<b>(53,226)</b>	<b>7,684</b>		
<b>Portfolio Total</b>	<b>654,930</b>	<b>681,000</b>	<b>612,810</b>	<b>(68,190)</b>		

**TOWN CENTRE REGENERATION PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Markets</b>						
Expenditure	337,920	353,920	330,349	(23,571)	(6.7%)	
Income	(427,730)	(365,730)	(322,710)	43,020	(11.8%)	Reduced income
<b>Net</b>	<b>(89,810)</b>	<b>(11,810)</b>	<b>7,639</b>	<b>19,449</b>		
<b>Town Centre Management</b>						
Expenditure	250,110	245,360	242,438	(2,922)	(1.2%)	
Income	(173,910)	(186,160)	(191,705)	(5,545)	3.0%	
<b>Net</b>	<b>76,200</b>	<b>59,200</b>	<b>50,733</b>	<b>(8,467)</b>		
<b>Miscellaneous Properties</b>						
Expenditure	7,190	7,190	6,555	(635)	(8.8%)	
Income	(22,450)	(22,450)	(18,829)	3,621	(16.1%)	
<b>Net</b>	<b>(15,260)</b>	<b>(15,260)</b>	<b>(12,274)</b>	<b>2,987</b>		
<b>Portfolio Total</b>	<b>(28,870)</b>	<b>32,130</b>	<b>46,099</b>	<b>13,969</b>		

**LEADER OF THE COUNCIL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Democratic Services</b>						
Expenditure	550,780	531,780	529,757	(2,023)	(0.4%)	
<b>Net</b>	<b>550,780</b>	<b>531,780</b>	<b>529,757</b>	<b>(2,023)</b>		
<b>Elections</b>						
Expenditure	155,060	161,780	225,479	63,699	39.4%	By elections £42k, staffing £12k and minor variations
Income	(1,100)	(13,820)	(54,567)	(40,747)	294.8%	By election income (£32k) and minor variations
<b>Net</b>	<b>153,960</b>	<b>147,960</b>	<b>170,912</b>	<b>22,952</b>		
<b>Executive Management &amp; Support</b>						
Expenditure	304,650	297,550	291,370	(6,180)	(2.1%)	
Income	(50,000)	(31,900)	(34,479)	(2,579)	8.1%	
<b>Net</b>	<b>254,650</b>	<b>265,650</b>	<b>256,891</b>	<b>(8,759)</b>		
<b>e-Government</b>						
Expenditure	19,910	19,910	15,164	(4,746)	(23.8%)	
<b>Net</b>	<b>19,910</b>	<b>19,910</b>	<b>15,164</b>	<b>(4,746)</b>		
<b>Grants &amp; Contributions</b>						
Expenditure	175,970	175,970	171,080	(4,890)	(2.8%)	
<b>Net</b>	<b>175,970</b>	<b>175,970</b>	<b>171,080</b>	<b>(4,890)</b>		
<b>Finance</b>						
Expenditure	1,111,770	1,092,520	1,078,377	(14,143)	(1.3%)	
Income	(830,420)	(841,610)	(827,467)	14,143	(1.7%)	
<b>Net</b>	<b>281,350</b>	<b>250,910</b>	<b>250,910</b>	<b>-</b>		
<b>Corporate Management</b>						
Expenditure	92,950	92,950	107,091	14,141	15.2%	Asset valuation cost
Income	(34,860)	(34,860)	(34,860)	-	0.0%	
<b>Net</b>	<b>58,090</b>	<b>58,090</b>	<b>72,231</b>	<b>14,141</b>		

**LEADER OF THE COUNCIL PORTFOLIO**

**Final Accounts 2017-2018**

	Original Budget	Annual Budget	Total Spend including Commitments	Variance from Annual Budget		Comments
	£	£	£	£	%	
<b>Non Distributed Costs</b>						
Expenditure	329,600	319,600	311,276	(8,325)	(2.6%)	
Income	(40,000)	(40,000)	(40,000)	-	0.0%	
<b>Net</b>	<b>289,600</b>	<b>279,600</b>	<b>271,276</b>	<b>(8,325)</b>		
<b>Excluded Items</b>						
Expenditure	145,480	55,480	84,126	28,646	51.6%	Bad debts provision £19k and write off invoices £7k
Income	(808,990)	(726,990)	(729,415)	(2,425)	0.3%	
<b>Net</b>	<b>(663,510)</b>	<b>(671,510)</b>	<b>(645,288)</b>	<b>26,222</b>		
<b>Portfolio Total</b>	<b>1,120,800</b>	<b>1,058,360</b>	<b>1,092,932</b>	<b>34,572</b>		

**CRIME & PARTNERSHIPS PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Original Budget</b>	<b>Annual Budget</b>	<b>Total Spend including Commitments</b>	<b>Variance from Annual Budget</b>		<b>Comments</b>
	£	£	£	£	%	
<b>Partnerships</b>						
Expenditure	185,520	353,990	364,013	10,023	2.8%	
Income	-	(164,470)	(178,714)	(14,244)	8.7%	
<b>Net</b>	<b>185,520</b>	<b>189,520</b>	<b>185,299</b>	<b>(4,221)</b>		
<b>CCTV</b>						
Expenditure	198,070	223,070	307,062	83,992	37.7%	Relocation of offices funded from reserves
Income	(47,080)	(48,080)	(127,757)	(79,677)	165.7%	
<b>Net</b>	<b>150,990</b>	<b>174,990</b>	<b>179,305</b>	<b>4,315</b>		
<b>Locality Commissioning</b>						
Expenditure	-	41,820	21,285	(20,535)	(49.1%)	Staffing variation
Income	-	(21,600)	(11,343)	10,257	(47.5%)	Lower contribution than envisaged
<b>Net</b>	<b>-</b>	<b>20,220</b>	<b>9,943</b>	<b>(10,277)</b>		
<b>Portfolio Total</b>	<b>336,510</b>	<b>384,730</b>	<b>374,547</b>	<b>(10,183)</b>		



**CORPORATE IMPROVEMENT CAPITAL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Budget</b>	<b>Total Spend</b>	<b>Variance from Budget</b>	<b>Comments</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Civic Centre Car Park	0	6,590	6,590	Preliminary work
Vehicle Workshop	70,000	0	-70,000	Works due to start in 2018.
<b>Portfolio Total</b>	<b>70,000</b>	<b>6,590</b>	<b>-63,410</b>	

**ENVIRONMENT CAPITAL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Budget</b>	<b>Total Spend</b>	<b>Variance from Budget</b>	<b>Comments</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Wheelie Bins	89,410	93,337	3,927	
Home Security Grants	19,000	19,910	910	
<b>Portfolio Total</b>	<b>108,410</b>	<b>113,247</b>	<b>4,837</b>	

**CULTURE AND SPORT CAPITAL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Budget</b>	<b>Total Spend</b>	<b>Variance from Budget</b>	<b>Comments</b>
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	<b>£</b>	<b>£</b>	<b>£</b>	
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Stile Cop Cemetery Phase 1	5,590	2,470	-3,120	
HLF Stage 2 - Hednesford Park	79,330	14,278	-65,052	Rephased spend
Hednesford Signal Box	27,000	2,113	-24,887	Rephased spend
Hednesford ATP	0	14,930	14,930	CCTV link costs for Bradbury Lane
Stadium Development	1,662,800	1,206,791	-456,009	£456k slipped to 18-19, work to be completed in 18-19.
Hednesford Park CCTV	0	-3,570	-3,570	16-17 overestimated accrual. Financing reversed.

<b>Portfolio Total</b>	<b>1,774,720</b>	<b>1,237,011</b>	<b>-537,709</b>	
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**ECONOMIC DEVELOPMENT & PLANNING CAPITAL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Budget</b>	<b>Total Spend</b>	<b>Variance from Budget</b>	<b>Comments</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Econ Dev & Phys Assets	320,000	0	-320,000	£320k budget slipped to 18-19. Capital project agreed late in 17-18, expenditure expected in 18-19.
Let's Grow Grants	29,030	21,590	-7,440	Rephased spend
Heritage Trail Bridge Rugeley	80,410	80,399	-11	
<b>Portfolio Total</b>	<b>429,440</b>	<b>101,989</b>	<b>-327,451</b>	

**HOUSING GENERAL FUND CAPITAL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Budget</b>	<b>Total Spend</b>	<b>Variance from Budget</b>	<b>Comments</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Private Sector Decent Homes	0	8,000	8,000	Empty Property Loan
DFG Private Grants	893,940	905,447	11,507	
<b>Portfolio Total</b>	<b>893,940</b>	<b>913,447</b>	<b>19,507</b>	

**TOWN CENTRE REGENERATION CAPITAL PORTFOLIO**  
**Final Accounts 2017-2018**

Budget	Total Spend	Variance from Budget	Comments
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£	£	£	
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New entrance & stalls Cannock Mkt Hall

45,000	38,872	-6,128	
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Work fully completed in 17-18

**Portfolio Total**

<b>45,000</b>	<b>38,872</b>	<b>-6,128</b>	
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**CRIME & PARTNERSHIPS CAPITAL PORTFOLIO**

**Final Accounts 2017-2018**

	<b>Budget</b>	<b>Total Spend</b>	<b>Variance from Budget</b>	<b>Comments</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
CCTV & Social Alarms Relocation	100,000	148,640	48,640	£40k additional BT Diverson works
<b>Portfolio Total</b>	<b>100,000</b>	<b>148,640</b>	<b>48,640</b>	

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<b>Joint Report of:</b>	<b>Head of Finance and Head of Housing &amp; Partnerships</b>
<b>Contact Officer:</b>	<b>Bob Kean Nirmal Samrai</b>
<b>Telephone No:</b>	<b>01543 464334 01543 464317</b>
<b>Portfolio Leader:</b>	<b>Housing</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 23/08/18</b>

**CABINET  
23 AUGUST 2018  
HOUSING REVENUE ACCOUNT – FINAL ACCOUNTS 2017-18**

**1 Purpose of Report**

- 1.1 To present to the Cabinet the final accounts position for the Housing Revenue Account (HRA) 2017/18.

**2 Recommendations**

- 2.1 That the final accounts position of the HRA for the year ending 31 March 2018 be noted.
- 2.2 That the financing of the capital programme as outlined in the report be approved.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The overall revenue account position shows net expenditure reducing by £0.099 million when compared with the budget agreed by Council.
- 3.2 Income at 31 March, 2018 was £19.914 million, broadly in line with the revised budget position of £19.895 million reported to Cabinet in January 2018.
- 3.3 Expenditure at 31 March 2018 was £19.956 million compared to the revised budget position of £20.035 million reported to Cabinet in January 2018. The £0.080 million decrease in expenditure relates primarily to savings in supervision and management, and repairs and maintenance.
- 3.4 The final accounts therefore show a use of working balances of £0.041 million compared with a planned use of £0.140 million, a reduction of £0.099 million.

- 3.5 Working balances at 31 March 2018 are now £1.739 million compared to the £1.640 million reported to Cabinet in January 2018.
- 3.6 The report sets out the capital outturn of £10.039 million compared to a budget of £10.635 million a reduction of £0.596 million. Details of financing for the current year and resources available are also included.

**4 Relationship to Corporate Priorities**

- 4.1 The implementation of the 2017-18 HRA budget contributed to a number of the service aims within the Housing Portfolio section of the 2017-18 Housing, Crime & Partnerships Priority Delivery Plan.

**5 Report Detail**

- 5.1 This report provides an analysis of the final accounts position for 2017-18. It covers the following accounts:-
- Housing Revenue Account – which bears the revenue cost of providing day-to-day services to housing tenants;
  - Housing Revenue Account Capital expenditure and how it is financed;
- 5.2 The Council’s statutory Statement of Accounts was drafted and presented to the Grant Thornton team to complete the financial statements audit during June and July 2018. The audited Statement of Accounts was then presented to and approved by the Audit and Governance Committee 26 July, 2018.

**Housing Revenue Account Outturn**

- 5.3 The table below summarises the provisional outturn position of the Housing Revenue Account for the year compared with the budget position.

<b>Housing Revenue Account Outturn 2017-18</b>			
	<b>Revised Budget</b>	<b>Actual Outturn</b>	<b>Variance</b>
	<b>2017-18</b>	<b>2017-18</b>	<b>2017-18</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Income</b>			
Dwelling Rent	(19,490)	(19,507)	(17)
Non Dwelling Rent	(357)	(353)	4
Interest	(2)	(0)	1
Other	(11)	(17)	(5)
General Fund Contribution	(35)	(37)	(2)
<b>Total Income</b>	<b>(19,895)</b>	<b>(19,914)</b>	<b>(19)</b>

<b>Expenditure</b>			
Repairs and Maintenance	4,577	4,536	(40)
Supervision & Management			
General	3,251	3,199	(52)
Special	861	814	(47)
Total Management	4,112	4,013	(99)
Capital Financing	7,716	7,775	59
RCCO	3,631	3,631	-
<b>Total Expenditure</b>	<b>20,035</b>	<b>19,956</b>	<b>(80)</b>
<b>Working Balance Transfer</b>	<b>(140)</b>	<b>(41)</b>	<b>99</b>

- 5.4 The Housing Revenue Account Net Expenditure for the 2017/18 financial year was set by the Cabinet in February 2018 at a net surplus of £0.182 million. In determining the 2018/19 Budget in February 2018 Council approved the Revised Budget deficit for 2017/18 of **£0.140 million**.
- 5.5 The table shows that net expenditure was (£0.041 million), (£0.099 million) less than anticipated.
- 5.6 The principal variations (greater than £10,000) are as follows ((+) is an unfavourable variance (-) is a favourable variance):

#### **Repairs and Maintenance**

- Level of responsive repairs £40,000(-)

#### **Supervision and Management General**

- Staff vacancies £10,000(-)
- Bad Debt provision £48,500(+)
- Level of repairs £11,000(-)
- Supplies and Services General underspends £27,000(-)

#### **Supervision and Management Special**

- Lower decorations spend £22,000(-)
- Lower minor works spend on sheltered schemes £15,000(-)
- Lower utilities spend on sheltered schemes £10,000(-)
- Staffing vacancies and underspends £20,000(-)

- 5.7 As a result of the changes in income and expenditure outlined above, the net deficit, which was estimated in respect of the 2017-18 HRA has reduced by £0.099 million.
- 5.8 This has resulted in a change to working balances, which at 31 March 2018 are now £1.739 million compared to the £1.640 million reported to Council in February 2018.

## Capital Outturn

- 5.9 The 2017-18 HRA Capital Programme was determined by Council in February 2017 and was reviewed as part of the 2018/19 Budget in February 2018.
- 5.10 Details of the outturn expenditure in relation to the 2017-18 HRA capital programme is outlined in Appendix 1. This shows that total spend was £10,039 million in 2017/18 which was £0.596 million less than the revised budget set in February 2018 of £10.635 million. The reduction of £0.596 million is primarily as a result of timing delays in bringing projects to fruition.
- 5.11 The main items of capital slippage are;
- £0.269 million Moss Rd Estate
  - £0.326 million External Envelope Works
  - £0.070 million Provision of double glazing
- 5.12 Details of the achievements against the targets in respect of dwelling improvements which resulted from the implementation of the 2017-18 HRA capital programme are detailed below.

<b>Improvements</b>	<b>Target Outputs 2017-18</b>	<b>Actual Outputs (31 March)</b>	<b>Variance</b>
External and Environmental Works	635	635	-
Kitchen Improvements	60	57	-3
Bathroom Improvements	260	241	-19
Central Heating Improvements	275	308	33
Electrical Upgrades	600	636	36
Window Refurbishment and Double Glazing	525	516	-9
Provision of Council Dwellings	44	35	-9

- 5.13 The capital programme of £10,039 million was financed in the following way.

<b>Capital Financing</b>	<b>£'000</b>
Capital grants and contributions	862
Major Repairs Reserve	3,512
Capital receipts	991
Direct Revenue Financing	4,674
<b>Total</b>	<b>10,039</b>

- 5.14 After financing the HRA capital programme, the HRA has £1.409 million of capital resources as at 31 March, 2018 to finance the programme up to 2022/23.
- 5.15 The uncommitted resources as at 31 March, 2023 are now estimated to be £3.127 million, a £0.359 million increase on the forecast as included in the Approved Budget. This is primarily due to additional RCCO £0.182 million and Major Repairs Reserves £0.176 million.

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

The financial implications have been referred to throughout the report.

**6.2 Legal**

The legal implications are set out throughout the report.

**6.3 Human Resources**

None

**6.4 Section 17 (Crime Prevention)**

None

**6.5 Human Rights Act**

None

**6.6 Data Protection**

None

**6.7 Risk Management**

There are a number of risks associated with the management of the Housing Revenue Account.

These risks are managed through a prudent approach to budgeting and regular monitoring of actual and forecast income and expenditure.

An adequate level of working balances is also maintained which comprises 10% of net operating expenditure.

**6.8 Equality & Diversity**

This report presents the outturn position in respect of the 2015-16 Housing Revenue Account budget and as such does not require an Equality Impact Assessment as this was undertaken when the agreed budget was determined.

**6.9 Best Value**

None

**7 Appendices to the Report**

Appendix 1: HRA Capital Outturn 2017-18

**Previous Consideration**

Housing Revenue Account Budgets 2017-18 to 2019-20	Cabinet	19 January, 2017
Housing Revenue Account Budgets 2017-18 to 2020-21	Cabinet	25 January, 2018

**Background Papers**

None

**Housing Revenue Account Capital Programme 2017-18 Outturn**

<b>Scheme</b>	<b>Revised Budget £000</b>	<b>Outturn £000</b>	<b>Variance £000</b>	<b>Explanation</b>
Demolition of Garages	28	28	(0)	
Moss Rd Estate New Build	1,745	1,475	(269)	9 units started by Mar 18, balance carried forward to 2018-19
Green Lane New Build	-	1	1	Residual works during 2017-18
Former Garage Sites Development	2,800	2,811	11	39 units started by Mar 18, 18-19 budget to be reduced by £11k
DFG Public Grants	532	566	33	Reflects activity
Kitchen Replacement	383	350	(33)	Balance carried forward to 2018-19
Bathroom Replacement	896	903	7	Planned spend brought forward from 2018-19, additional units delivered
Central Heating Upgrades	1,068	1,008	(60)	Balance carried forward to 2018-19
Void Properties-Decent Homes	366	486	119	Additional void dwellings required decent home standard during 2018-19
External Envelope Works	1,300	974	(326)	Balance carried forward to 2018-19
Provision of Double Glazing	768	699	(70)	Balance carried forward to 2018-19
New Alarms - HRA Stock	19	-	(19)	Balance carried forward to 2018-19
Upgrading of Electrical Systems	574	551	(22)	Balance carried forward to 2018-19
Asbestos Testing and Removal	84	124	40	Reclassification of External works spend to identify asbestos element
Provision of Dropped Kerbs	19	12	(7)	Reflects tenant take up and SCC approval
Resurfacing of Driveways	20	-	(20)	Budget not required.
Replacement of Housing Service Vehicles	32	11	(21)	Balance carried forward to 2018-19
Contingency for Unforeseen Works	-	41	41	
<b>TOTAL</b>	<b>10,635</b>	<b>10,039</b>	<b>(596)</b>	

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<b>Report of:</b>	<b>Head of Governance and Corporate Services</b>
<b>Contact Officer:</b>	<b>A. Marklew</b>
<b>Telephone No:</b>	<b>01543 464598</b>
<b>Portfolio Leader</b>	<b>Corporate Improvement</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 23/08/18</b>

**CABINET**  
**23 AUGUST 2018**  
**QUARTER 1 PERFORMANCE REPORT 2018/19**

**1 Purpose of Report**

- 1.1 To advise Members on the position at the end of Quarter 1 for 2018/19, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2018/19.

**2 Recommendations**

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

**3 Key Issues and Reasons for Recommendation**

- 3.1 Information for performance actions and indicators for Quarter 1 2018/19 is included for relevant items in Appendices 1 to 4. The overall rankings for each Portfolio area are detailed in Section 5 below, indicating that 92% of actions/projects have been achieved or are on target to be achieved.


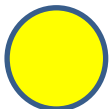


**4 Relationship to Corporate Priorities**

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

**5 Report Detail**

- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, superseding the previous Corporate Plan for 2015-18 and setting out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects/actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.6. The projects/actions are rated according to the system illustrated below. At the end of Quarter 1, good progress has been made in the delivery of projects/actions with 92% delivered or on target to be achieved. Work is in progress on 8% of actions, albeit they are behind schedule.
- 5.4 The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly) An assessment as to whether targets have been achieved will be made at the end of the year. These indicators can be found in the PDPs under the heading for each objective.

5.6

	PROJECTS/ACTIONS				
					No Rating
	Project completed	Project on target	Project Timeline/ scope/target date requires attention.	Project aborted/ closed	No rating provided/ action not due
Corporate	3 50%	3 50%	0 0%	0 0%	0 0%
Improving Community Wellbeing – Health and Culture and Sport	1 50%	1 50%	0 0%	0 0%	0 0%

Improving Community Wellbeing – Environment, Partnerships and Community Safety	6 85.7%	0 0%	1 14.3%	0 0%	0 0%
Promoting Prosperity	7 70%	2 20%	1 10%	0 0%	0 0%
<b>TOTAL</b>	<b>17</b> <b>68%</b>	<b>6</b> <b>24%</b>	<b>2</b> <b>8%</b>	<b>0</b> <b>0%</b>	<b>0</b> <b>0%</b>

**6 Implications**

**6.1 Financial**

There are no direct financial implications arising from the report.

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

**6.2 Legal**

None.

**6.3 Human Resources**

None.

**6.4 Section 17 (Crime Prevention)**

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

**6.5 Human Rights Act**

None.

**6.6 Data Protection**

None.

**6.7 Risk Management**

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

**6.8 Equality & Diversity**

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

**6.9 Best Value**

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

**7 Appendices to the Report**

- Appendix 1: Performance information for the Promoting Prosperity Delivery Plan
- Appendix 2: Performance information for the Improving Community Wellbeing – Health and Culture 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


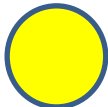


**Previous Consideration**

None.

**Background Papers**


Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018  
Corporate Priority Delivery Plan 2018/19 Report to Cabinet, 14 June 2018  
Performance Reporting Process Equality Impact Assessment, July 2012



Promoting Prosperity PDP 2018-19 Quarter 1 Performance Update

Overall Performance				
				Not rated
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
7 70%	2 20%	1 10%	0 0%	0 0%

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

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of local jobs created: a) Construction	Q	0	TBC. Waiting for contractor to agree.				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Implement all associated Mill Green S106 planning obligations</b>	Employ Town Centre Officer and Support Town Centre Initiatives	Recruit Town Centre Officer position	Achieved in post from 4.6.18				
		Establish stakeholder interest in new Town Centre Partnership.	In progress initial consultation complete, results positive will look to hold first mtg Nov/Dec 18 – on profile			X	
		Cabinet report to confirm structure of partnership	Looking to table for Cabinet in Qtr 3 2018 – ahead of profile			X	
		Formal establishment of Board and wider partnership.	Post Cabinet approval Qtr 4 2018 however, already identified key Board members – ahead of profile				X

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Establish Employment and Skills Plan and Retail Skills Academy Agreement	Selection of college provider made.	Achieved – Walsall College				
		Agreements signed with all parties.	Will be complete Qtr 2 2018.				
		Monitoring established with construction contractors	In progress on profile.				X
		Local recruitment and training commenced.	In progress on profile.				X
	Improvements to Cannock Railway Station	Abellio Platform extensions – Dec 18.					X
		Masterplan production including feasibility assessment					X

Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 47.2%	Aim to increase levels year on year				
	A	NVQ4 – 25.4% (2016)	Aim to increase levels year on year				


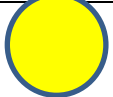
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Agree provider for Retail Academy	Achieved – Walsall College				
		Agree Retail course content and promote to recruit local employees	In progress on programme.				X
		Commence delivery of Retail Academy courses.	Ahead of profile looking to commence in 2018	<b>2019-20</b>			
	Work with partners to establish engineering skills academy	Scope and develop a proposal for an Engineering Skills Academy	Ahead of profile bidding in progress to attract external funding.				X



Create strong and diverse town centres to attract additional customers and visitors							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Town Centre Vacancy Rates	Q	Cannock 9%	Aim to keep below national rate of 12%	11.9%			
	Q	Rugeley 4.3%		5.6%			
	Q	Hednesford 3.3%		2.2%			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured</b>	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus Produced by December 2018	Bidding to complete phase 2 work currently taking place. On profile.			X	


Increase access to employment opportunities							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Employment Levels	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%	78.7% WM 72.7%			
Unemployment Levels (JSA)		Unemployment rate 0.7%	Aim to keep below West Midlands rate 1.5%	1.0% WM 1.4%			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District</b>	Employment Pilot Project in Cannock North area. This tackles unemployment and low pay in local communities.	Procurement carried out to select preferred provider.	Walsall College awarded contract				
		Delivery commenced – June 2018.	Contractual issues – delayed will happen Qtr 2				
	Promotion and referral of clients.	In progress on profile.			X		
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	ERDF/ESF funding secured to roll out skill hubs in both LEP areas.	SSLEP bid submitted awaiting response. GBSLEP awaiting formal approval – on profile			X	
Promotion of skills hubs commenced and referral of clients begun.						X	

### Create a positive environment in which businesses in the District can thrive


Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP(hub) – 58	60				
	A	SSLEP (hub and landline) 280	300				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village</b>	Produce a local Economic Prosperity Strategy	Scope out content required and agree timeline for production.				X	
		Draft content and commence consultation process.					X
<b>Ensure there is an adequate supply of land for housing and employment</b>	Production of the new Local Plan and associated Supplementary Planning Documents	As set out in the Local Development Scheme. Initial consultation Summer 2018	On target. Consultation underway.		X		
		Issues and Options consultation February 2019					X
	Undertake Housing Needs Survey	Produce updated housing needs assessment. December 2018				X	





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

Increase housing choice							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Total number of net new dwellings completed.	A	372 net dwellings completed (2016/17)	Average of 241 dwellings per annum				
Number of additional units delivered (Council Housing)	Q	35	28	14			
Number of additional units (Affordable Housing)	Q	155 *cumulative total of 190	82* cumulative target is 110	42* cumulative affordable homes total Q1 = 56			


Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
<b>The Council will invest £12.6m to provide additional affordable homes across the district</b>	Develop options appraisal to deliver additional Council housing	Create long list of potential development sites	Long list of potential sites produced.	✓				
		Assessment and short list of preferred sites.			X			
		Consultation with Planning / Highways etc					X	
		Final selection of sites to progress / project brief						X
	Complete garage site and other Council Owned Land Development Schemes	Completion of Coulthwaite Way and Woodland Close	Both sites completed April/May.	✓				
		Completion of Speedy Close, Cornhill and Petersfield				X		
		Completion of Wood View, George Brealey, Cannock Wood St and Brunswick Road –programme completion					X	

Increase housing choice							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Rationalisation of Hawks Green Depot site for potential housing	Hawks Green Depot Review	Receive outcome of funding bid to Homes England	Bid was submitted in February 2017 and no formal announcement has yet been made by Homes England of successful bids.				
		Consultation with Planning			X		
		Development of Project Brief if bid successful				X	
		Tender preparation					X


**Improving Community Wellbeing PDP (Health and Culture & Sport) 2018-19**  
**Quarter 1 Performance Update**

<b>Overall Performance</b>				
				<b>Not rated</b>
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
1 50%	1 50%	0 0%	0 0%	0 0%

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

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
<b>To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)</b>	Development of new facilities at Chase Leisure Centre	Design Development Procurement	Outline designs and procurement approach determined. Legal documentation on track to be signed during Quarter 2					
		Contract Award and mobilisation			X			
		Phase 1 – Bowling Green conversion to studio				X		
		Phase 2 – Temporary gym formation					X	
		Phase 3 – Gym Refurbishment					X	
		Phase 4 – Studio refurbishment						X


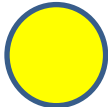




Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Continue with development of facilities at the Community Sport and Recreation Hub at the Stadium	Complete Phase 1 Works	The majority of works within Phase 1 have been completed with the exception of the entrance and fencing and CCTV connections				
		Complete Gates and Fencing			X		
		Official Opening			X		
	Develop the ATP at Rugeley Leisure centre to full size	Investigate funding opportunities to support the development of the ATP				X	
<b>Work with out leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities</b>	Deliver Inclusive cycling scheme pilot at the Stadium with IHL	Set up Infrastructure and container on site			X		
		Commence cycling programmes				X	
	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Explore the options to undertake this review					X
	Produce Playing Pitch, Indoor and Outdoor facilities strategy and Open Space Strategy	Gather supply and demand information for Winter and Summer sports				X	


Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
		Assess Information and Finalise Assessment Report			X		
		Develop and Finalise Strategy				X	
<b>With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours</b>	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off;			X		
		Using current research, best practice and local insight, identify key settings and potential areas of influence;					X

Appendix 3

Improving Community Wellbeing PDP (Environment, Partnerships & Community Safety) 2018-19  
Quarter 1 Performance Update



Overall Performance				
				<b>Not rated</b>
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
6 85.7%	0 0%	1 14.3%	0 0%	0 0%

Sustaining safe and secure communities							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of good news stories/ case studies	A		4				
Number of ASB complaints dealt with via the Community Safety Hub	Q	85		20			
Number of CCTV case reviews provided to Staffordshire Police	Q	340		101			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
<b>Manage residents perception of fear of crime and anti social behaviour</b>	Publish and promote positive good news stories and case studies	Identify & Promote One Good News Story	Purse Bells Campaign to safeguard vulnerable residents due to an increase in purse thefts in the town centre - press release issued. A number of arrests were made.					
		Identify & Promote One Case Study			X			
		Publish Anti Social Behaviour Policy					X	
		Publish Community Safety Hub Referral Data						X

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>CCTV to deter crime and support the police in prosecutions</b>	Upgrading CCTV technology	Project Team Set Up – Consider recommendations from CCTV Audit Report			X		
		Project Plan Developed & Procurement of Specialist Provider				X	
		Award Contract to Specialist Provider					X
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence</b>	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Benchmark our current policies and strategies with nationally recognised exemplar authorities;			X		
		Identify any critical gaps in our approach;					X



Support vulnerable people							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increased number of referrals to the Community Safety Hub	A	189 Cases					
Number of tenancies sustained (No. of cases (council tenancies) completed with sustainment outcomes)	Q	34	38	16			
Following implementation of Housing Reduction Act (HRA) % of Main duty Homelessness cases accepted as homeless	Q	N/A		0% (All cases dealt with at prevention or relief stage, none progressed to main duty in Q1)			
Number of referrals to support agencies from the Community Safety Hub	Q			A process is being established to capture this data			
Number of new universal credit claimants within the period	Q	531	N/A	117			
Number of Discretionary Housing Payments awards	Q	141 cases Value – £84,171.24	Value of Govt allocation £172,583	104 cases Value – £22,623.05			



Support vulnerable people							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Signpost to appropriate support agencies</b>	Annual Awareness Campaign across the District on how people can support themselves and access appropriate support	Develop the Awareness Campaign			X		
		Publish Awareness Campaign – Chase Matters; Website & Social Media				X	
	Introduction of Safeguarding Champions across the Council.	Recruit Safeguarding Champions			X		
		Develop & Deliver Training Session				X	
		Publish Number of Referrals Made					X
<b>Work with Local Strategic Partners to support vulnerable people</b>	Implement Shared Accommodation Pilot	Appoint Preferred Provider					
		Evaluate success of the Project					X
	Provide Intensive Tenancy Support	Appoint additional Tenancy Sustainment Officer resources (37hrs pw)	2 part-time posts: p/t secondment was extended into 2018/19 and a 2 day post was recruited to in June – starting soon.				

	Early help and intervention for Children and Families Prevention and Early help for adults through the Place Based Approach (PBA)	Local Strategic Partnership (LSP) Agree Local PBA Plan			X		
		Report Outcomes to LSP					X
<b>Managing the impact and rollout of Universal Credit</b>	Manage and monitor roll out to new claimants from November 2018 (including management of hardship)					X	X


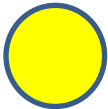




Promoting attractive and healthy environments							
Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Retain 6 Green Flags	A	6	6				
Number of fly tipping incidents	Q	470		100			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
<b>To provide clean, well maintained and well managed streets, town centres and parks &amp; open spaces</b>	Deliver high quality/maintained parks	Participate in Green Flag Inspections and Assessments			X			
		Green Flag Awards				X		
	Continue to deliver Hednesford Park (IHLF) project	Produce Hednesford Park book and CD	CD produced and booklet drafted for completion in Quarter 2					
		Finalise Design – new toilet facilities	Design has been finalised and planning application submitted and approved 20 <sup>th</sup> June					
		Procurement and Contract Award				X		
		Commence construction				X		
		Complete construction						X

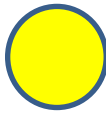
	Car Park improvement schemes	Prioritise and draw up scheme(s)	Schemes have been drafted and prioritised				
		Permission to spend			X		
		Commence scheme					X
		Completion of scheme					X
	Deliver new cemetery for the District	Report outcome of soft market testing to Cabinet to determine next steps	Report drafted and on track to be submitted to Cabinet during Quarter 2.				
Develop project plan in accordance with Cabinet's decision					X		

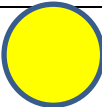



Corporate PDP 2018-19 Quarter 1 Performance Update

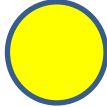
Overall Performance				
				<b>Not rated</b>
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
3 50%	3 50%	0 0%	0 0%	0 0%

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	93.4%	94%	90%			
Use of Online Forms	Q		475	481			
E – Payments Transactions – Payments made via the Council's website	Q	Actual – 23,740 Value - £2,580,791	6,000 per quarter	Actual – 6,864 Value - £801,920			
Payments made via the Council's automated telephone payment system	Q	Actual – 22,858 Value - £2,359,237	5,750 per quarter	Actual – 6,460 Value - £730,494			
Payments made by Direct Debit (Council Tax)	Q	302,501 transactions Value - £36,438,134.18	310,000 transactions Value- £40M	87,055 transactions Value - £11,028,893.25			

**Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services**

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
<b>Giving choice to our customers in how they access our services</b>	Procurement of a new telephony system	Identify framework and use to procure new telephony software	A framework agreement has been identified and a specification is being drafted.					
		Install new software, test and train relevant staff			X			
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team					X	
		Draft strategy for approval by Cabinet						X
	Procurement of a customer portal / CRM system	Identify requirements for new customer portal/ CRM system and agree with Leadership Team						X

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

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
	Simplify Members' access to committee papers and emails	Draft system to be tested by officers	Test website setup. Software installed. System available for testing by officers.					
		System to be piloted with sample of Members			X			
		System to be rolled out to all Members					X	
	Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff	Review of current policies				X		
		Revise policies to Leadership Team for approval					X	

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<b>Report of:</b>	<b>Interim Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Mr J Morgan</b>
<b>Telephone No:</b>	<b>01543 464308</b>
<b>Portfolio Leader:</b>	<b>Economic Development &amp; Planning</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 23/08/18</b>

**CABINET**  
**23 AUGUST 2018**  
**'SWIFT' SMART TRAVEL CARD**

**1 Purpose of Report**

- 1.1 To seek authorisation to introduce the 'Swift' smart travel card and associated infrastructure, on bus services in Cannock Chase District, in partnership with Transport for the West Midlands (TfWM) as the project manager.

**2 Recommendations**

- 2.1 That Cabinet approves the allocation of £20,000 to secure the implementation of the 'Swift' smart card and associated infrastructure, in the Cannock Chase Council area, to allow Swift card readers to be located at strategic locations in the District, at the earliest opportunity.
- 2.2 That Cabinet authorises the Head of Economic Prosperity, in consultation with the Economic Development and Planning Portfolio Leader, to work in partnership with TfWM to secure the introduction of Swift smart card readers in the Cannock Chase Council area, in its capacity as a non-constituent member of the West Midlands Combined Authority (WMCA).
- 2.3 That Cabinet agrees to delegate finalisation of the scheme to the Head of Economic Prosperity in consultation with the Economic Development and Planning Portfolio leader, including the completion of an agreement to secure that the £20,000 is used for the purpose set out in paragraph 2.1.

**3 Key Issues and Reasons for Recommendation**

- 3.1 This report is to seek authorisation to provide funding to allow the installation of Swift smart card readers at suitable locations across the District, initially

likely to be at Cannock and Rugeley bus stations, Hednesford, and the Civic Centre, Cannock.

- 3.2 At the West Midlands Combined Authority Board Meeting on 9 March 2018, it was announced that following the successful launch of Swift in Redditch in January 2018, Cannock Chase District was next in line to receive the Swift smart card. The Council have been holding discussions with TfWM and bus operators to progress the implementation in the District, as detailed in the strategy set out in paragraph 5.5 of this report. The Council has engaged with Staffordshire County Council on this issue but they have declined to work in partnership on this matter.
- 3.3 Evidence from the WMCA area indicates that the introduction of Swift smart travel cards on bus services will encourage the use of services, which have recently seen cutbacks in the network in both frequency and patronage.

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

- 4.1 This report will contribute specifically to 'Promoting Prosperity' and 'Community Wellbeing,' through fostering sustainable transport, potentially reducing road traffic and providing better accessibility for residents to employment, leisure and cultural activities.

#### **5 Report Detail**

##### **Background**

- 5.1 Swift is the largest smartcard scheme in the UK outside London, with 189k unique Swift cards used in 2017 (up from 127k in 2016) to access buses, trains and the tram in the West Midlands Combined Authority area. It is already available on the Chase Line rail services between Birmingham and Rugeley, but not bus services in the Cannock Chase Council area.
- 5.2 There were more than 35m journeys on Swift cards in 2017 which represents growth of c.60% compared to the number of journeys in 2016. This growth is largely associated with the significant development of Swift that has been delivered as part of the 2017/18 Swift Programme.
- 5.3 Cannock Chase District residents will be able to purchase 1 & 4 week season tickets on Swift for both Arriva and National Express West Midland (NXWM) bus services through the [myswiftcard.com](http://myswiftcard.com) website. They will also be able to purchase Swift Pay-as-you-go (PAYG) credit which too can be used on these services to pay for singles, returns and day-tickets. TfWM are currently investigating feasibility to introduce PAYG on both bus and rail services. The other two, smaller operators in the District, Select Bus in Cannock and D & G in Rugeley, do not currently accept Swift cards.
- 5.4 After purchasing through the website, customers can then instantly transfer their digital ticket onto their Swiftcard using an Android phone. If the customer

doesn't have access to an Android phone, they can transfer it using the Swift Collectors, proposed for Cannock and Rugeley Bus Stations, Hednesford Victoria Street bus laybys, Civic Centre Reception area and potentially other major retail, education, health and employer locations.

Following meetings and discussions with TfWM, the following implementation strategy is proposed, for the introduction of Swift in the CCDC area:-

- i. Go for a simple option at this stage and follow the Redditch BC model.
  - ii. Ask the WMCA – TfWM Swift team to:-
    - lead, manage and deliver the project,
    - allocate a project manager;
    - secure agreement of Arriva and NXWM bus operators;
    - manage the levy of 2.5% commission to administer Swift;
    - provide a retail network through Payzone and other suitable locations.
    - assume responsibility for ownership and maintenance of Swift readers and contractual arrangement with the supplier.
    - lead on public liability insurance matters.
    - work with CCDC & operators on marketing & launch.
    - Prepare any necessary legal agreements for Swift introduction.
  - iii. Promote the installation of Swift card readers at key locations, i.e. :-
    - Cannock Bus Station,
    - Hednesford Victoria Street bus stands;
    - Rugeley Bus Station,
    - Civic Centre, Cannock – desk reader.
    - Other large retail, medical, educational or employment locations where interest is shown in hosting a Swift card reader.
  - iv. Opt for Swift - Pay As You Go and bus season tickets.
- 5.6 TfWM would introduce a levy of 2.5% commission on bus operators to administer Swift. Electricity supplies to the Swift card readers would come from existing lighting columns. As TfWM would introduce Swift in partnership with the major bus operators, it does not seek to impose or alter bus fares.

## **6 Implications**

### **6.1 Financial**

There is currently no provision within the existing 2018-19 approved Revenue Budgets to fund the installation of Swift Card Readers. It is therefore proposed that the £20,000 cost be met from the Corporate Initiatives Reserve.

There are no anticipated ongoing costs to be funded by the Council, i.e. repairs insurance etc. as these costs will be funded from the levy referred to in paragraph 5.5, above.

## 6.2 Legal

The Council has power under Section 106 (2) and (3) of the Transport Act 1985 to contribute towards the cost of facilitating or improving the operation of public passenger transport services in their area.

## 6.3 Human Resources

None

## 6.4 Section 17 (Crime Prevention)

The provision of enhanced bus and rail services in the District will allow the younger population, to access a wider range of employment, evening, leisure, recreational and cultural facilities in Cannock, Walsall or Birmingham.

## 6.5 Human Rights Act

There are no human resource implications in the report.

## 6.6 Data Protection

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

## 6.7 Risk Management

The successful implementation of the Swift travel card in the Council's area, will depend on TfWM to manage implementation and secure the bus operators agreement to accept Swift cards on its services. Agreement will also be required to install Swift card readers, at any locations not in the Council's ownership or control.

## 6.8 Equality & Diversity

The Swift smartcard, will support the 20% of the population who do not have a contactless credit or debit card, and those who due to to credit checks, would not be allowed a contactless payment card.

## 6.9 Best Value

There are no Best Value implications arising directly from this report.

**7 Appendices to the Report**

Appendix 1: Photos of Swift card readers - street, bus and office locations.

**Previous Consideration**

None

**Background Papers**

WMCA Board Meeting, Swift Programme Update, 9 March 2018.

Appendix 1



<b>Report of:</b>	<b>Head of Housing and Partnerships</b>
<b>Contact Officer:</b>	<b>Rhiannon Holland</b>
<b>Telephone No:</b>	<b>4526</b>
<b>Portfolio Leader:</b>	<b>Housing</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 23/08/18</b>

**CABINET**  
**23 AUGUST 2018**  
**STILE COP CEMETERY LODGE, STILE COP ROAD, RUGELEY**

**1 Purpose of Report**

- 1.1 To seek Cabinet authority for a disposal of the freehold interest in Stile Cop Cemetery Lodge, Rugeley.

**2 Recommendations**

- 2.1 That Cabinet authorises an open market disposal of the freehold interest in Stile Cop Cemetery Lodge, Rugeley on terms and conditions to be agreed by the Head of Housing and Partnerships.
- 2.2 That Cabinet delegates authority to the Head of Housing and Partnerships to instruct agents to market the above property for sale and to take all other actions required to implement the recommendation.

**3 Key Issues and Reasons for Recommendation**

- 3.1 Stile Cop Cemetery Lodge is a two storey residential dwelling attached to a single storey staff area (for use by cemetery operatives) situated at the entrance of Stile Cop Cemetery, Rugeley. The dwelling was occupied until recently by a Council employed sexton on a service tenancy agreement. The sexton retired at the end of March this year and the Lodge is now vacant.
- 3.2 The Council recently commissioned a condition survey report in respect of the Lodge. It is anticipated that the cost of bringing the dwelling back into lettable condition is in the region of £32,000, with a further £5,000-10,000 required to refurbish the staff area.
- 3.3 A disposal of Stile Cop Cemetery Lodge will necessitate relocation of the cemetery operatives' accommodation within a purpose built modular building (similar to the allotments building recently constructed at the Stadium) elsewhere

within the cemetery site. The new building could also provide a separate room for members of the public to view records etc.

- 3.4 It will also be necessary to fence off the Lodge from the remainder of Stile Cop Cemetery and create a separate access and driveway to the Lodge.
- 3.5 External agents have expressed the view that, subject to the works at paragraphs 3.3 and 3.4 being undertaken, Stile Cop Cemetery Lodge would be attractive to potential residential purchasers. The proposed sale of the above property will not only avoid ongoing maintenance and security costs for the Council but should also generate a substantial capital receipt the level of which will be determined by market demand.
- 3.6 It is therefore recommended that Stile Cop Cemetery Lodge is declared surplus to Council requirements and offered for sale on the open market.

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

- 4.1 This strategy supports the Council's Corporate Priority of Promoting Prosperity.

#### **5 Report Detail**

- 5.1 Stile Cop Cemetery Lodge comprises a two storey residential dwelling attached to a single storey staff area. The staff area consists of an office, tea point/rest room a storage room and a toilet.
- 5.2 Within the grounds of the cemetery there is also a separate building with a garage, storeroom and public toilet facilities. The separate building incorporating the public toilets is to remain within the ownership and management of the Council.
- 5.3 Following the retirement of the cemetery sexton, the dwelling is now vacant though the staff area is still used daily by the cemetery operatives. The recent condition survey indicates that although the building is externally in good condition, the timber windows are severely rotten and in need of replacement. Internally, the building is tired and dated with damp present. It would need full redecoration and all sanitary ware needs updating.
- 5.4 It is anticipated that the cost of bringing the dwelling back into lettable condition is in the region of £32,000 with a further £5,000-10,000 required to refurbish the staff area.
- 5.5 The anticipated cost of constructing a new purpose built modular building to accommodate the cemetery operatives and erecting a fence around the Lodge is in the region of £60,000. However, relocation of the cemetery operatives to a modular building on site and separation by fencing off the Lodge from the rest of the cemetery site would render the property attractive to potential residential purchasers.



- 5.6 It is therefore recommended that Stile Cop Cemetery Lodge is declared surplus to Council requirements and offered for sale on the open market.

<b>6 Implications</b>
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**6.1 Financial**

The Council's interest in the Stile Cop site was last valued as at 31 March 2018 at £574,000 (land value £118,000 and buildings £456,000 based on the Depreciated Replacement Cost method of valuation).

It should be noted however that the DRC method of valuation is not representative of the market value of the property.

**6.2 Legal**

Section 123 Local Government Act 1972 prevents the disposal of Council land, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained (except with the consent of the Secretary of State).

**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 Site Plan

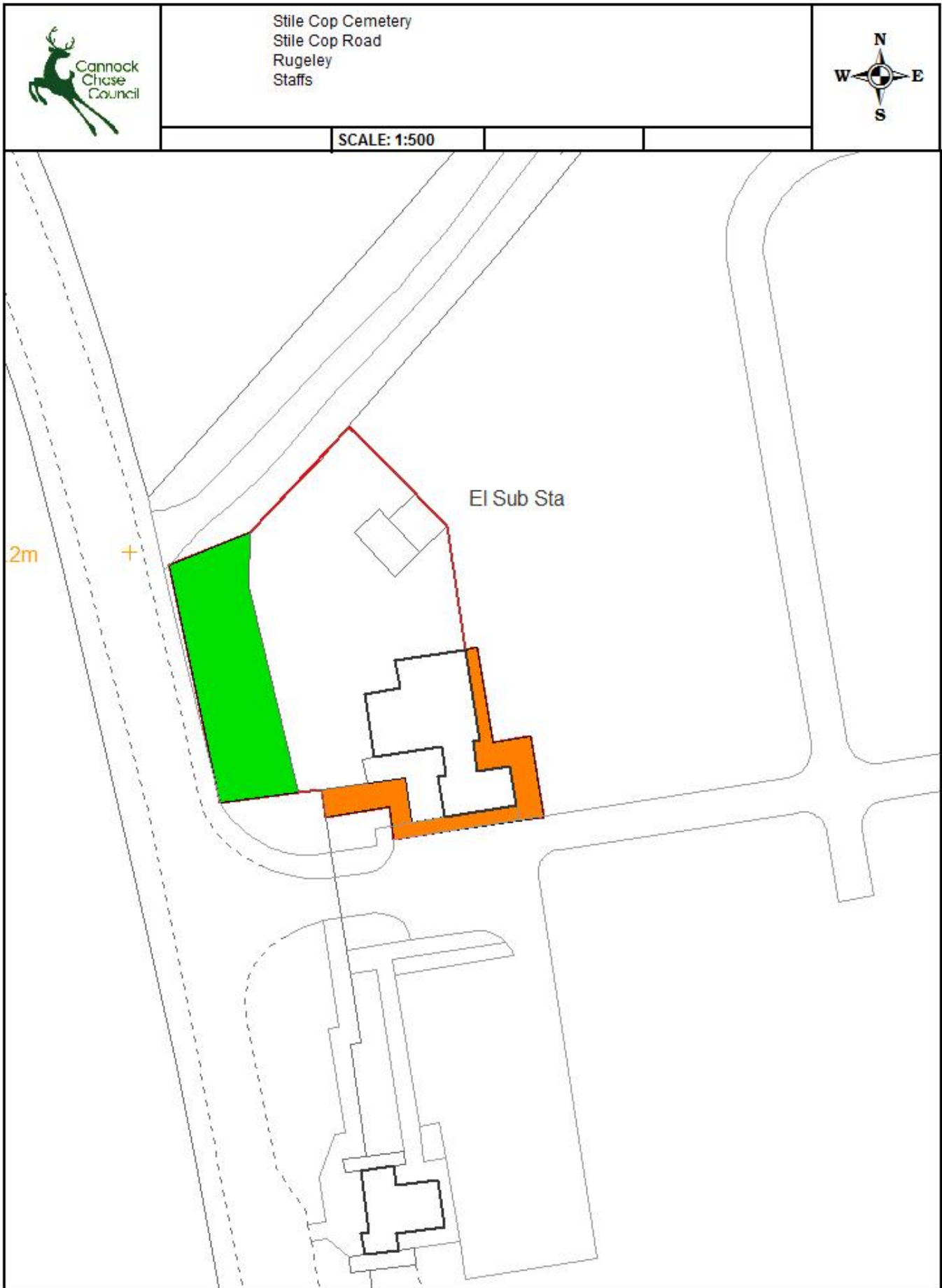
**Previous Consideration**

None

**Background Papers**

None

Appendix 1



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