

Please ask for: Matt Berry

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5 November, 2019

Dear Councillor,

CABINET

4:00 PM ON WEDNESDAY 13 NOVEMBER, 2019

COUNCIL CHAMBER, CIVIC CENTRE, CANNOCK

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

Yours sincerely,



T. McGovern,
Managing Director

To: Councillors:

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

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AGENDA

PART 1

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

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

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

To approve the Minutes of the meeting held on 17 October, 2019 (enclosed).
- 5. Forward Plan**

Forward Plan of Decisions to be taken by the Cabinet: November 2019 to January 2020 (Item 5.1 – 5.3).
- 6. Financial Plan 2019-20 to 2022-23**

Report of the Head of Finance (Item 6.1 – 6.19).
- 7. Quarter 2 Performance Report 2019/20**

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.28).
- 8. District Needs Analysis and Ward Profiles 2019/20**

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.31).
- 9. Strategic Risk Register**

Report of the Head of Governance and Corporate Services (Item 9.1 – 9.19).
- 10. Permission to Spend: Cannock Town Centre**

Report of the Head of Economic Prosperity (Item 10.1 – 10.5).
- 11. Housing, Homelessness and Rough Sleeping Strategy 2018-23 – Update**

Report of the Head of Housing and Partnerships (Item 11.1 – 11.26).
- 12. 27 Florence Street, Hednesford**

Report of the Head of Housing and Partnerships (Item 12.1 – 12.3).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 17 OCTOBER 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Councillors:

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

46. Apologies

Apologies for absence were submitted for Councillor C. Bennett, Crime and Partnerships Portfolio Leader.

47. 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.

48. Updates from Portfolio Leaders

Environment

BBC Documentary

The Portfolio Leader advised that the Council had been approached by the BBC 'Defenders', a daytime documentary series following the work of enforcement officers. They would be filming and interviewing environmental health officers in relation to the successful prosecution of Mr K Bramwell in August for running an illegal puppy farm in Rugeley. Filming was due to take place on 28 October and the programme would be broadcast early next year.

Health and Wellbeing

Benefits Processing Claims 2018/19

The Portfolio Leader advised that on an annual basis, the Department for Work and Pensions (DWP) reported on the time taken by local authorities to process benefits claims. For the 2018/19 financial year, Cannock Chase District Council was the best performing local authority in Staffordshire and well below the national average for processing times.

The Head of Finance reported that the 2018/19 figures were as follows:

- Cannock Chase DC – 15 days
- Staffordshire-wide – 25 days
- West Midlands region – 19 days
- Nationally – 21 days.

49. Minutes of Cabinet Meeting of 19 September, 2019

RESOLVED:

That the Minutes of the meeting held on 19 September, 2019, be approved as a correct record and signed.

50. Forward Plan

The Forward Plan of Decisions for the period October to December 2019 (Item 5.1 – 5.3 of the Official Minutes of the Council) was considered.

RESOLVED:

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

51. Updated Community Infrastructure Levy Infrastructure List (Former Regulation 123 List)

Consideration was given to the Report of the Head of Economic Prosperity (Item 6.1 – 6.15 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Council, at its meeting to be held on 6 November 2019, be recommended to rename the updated Regulation 123 List (attached as Appendix 1 to the report) as the 'CIL Infrastructure List', and that it be adopted and approved for publication on the Council's website, replacing the previous Regulation 123 List (attached as Appendix 2 to the report).
- (B) The changes in the Community Infrastructure Levy Regulations 2010 (as amended) that will result in the Regulation 123 List being replaced with an annual infrastructure funding statement by 31 December 2020, be noted.

Reasons for Decisions

It was important that the Community Infrastructure Levy (CIL) Regulation 123 List was reviewed and kept up-to-date. It was last updated in 2016 to reflect specific issues in relation to the Mill Green Designer Outlet Village (see Council

report 06/07/16). Previously approved protocols (see Cabinet report 23/07/15) allowed for the list to be updated alongside the CIL allocation of funds process. The Council was now carrying out its first allocation of CIL funds process this year. It was therefore appropriate to update the CIL Regulation 123 List.

As of 1 September 2019, amendments to the Community Infrastructure Levy Regulations 2010 ('the Regulations') came into effect. In order to increase transparency, the Government set out new requirements under these Regulations for councils, which were charging authorities for the purposes of the Regulations, to publish an annual 'infrastructure funding statement'. The first such statement must be published by 31 December 2020. This would set out how much CIL had been collected, how much had been spent and what it had been spent on. As part of the changes to the Regulations, regulation 123 was removed. Under this regulation, local authorities could identify infrastructure that was intended to be funded by CIL, and it was common practice to refer to this list as a CIL Regulation 123 List. As regulation 123 had been removed from the Regulations but an infrastructure list was still required at present, it was proposed to rename it the CIL Infrastructure List. Further details of the implications of the removal of regulation 123 from the Regulations were set out in report paragraph 5.8.

Prior to 31 December 2020, the CIL Regulation 123 List (renamed the CIL Infrastructure List) published by the Council, of the infrastructure projects or types of infrastructure that it intended would be, or may be, wholly or partly funded by CIL, remained relevant. Therefore, it was appropriate to fund projects listed on the CIL Infrastructure List via CIL for this year's allocation process and this required the CIL Infrastructure List to be up-to-date.

52. Local Plan Issues and Options Consultation: Feedback and Next Steps

Consideration was given to the Report of the Head of Economic Prosperity (Item 7.1 – 7.277 of the Official Minutes of the Council).

A Member advised that concerns had been raised previously over the Council's lack of powers when it came to delivery/provision of infrastructure as part of housing development schemes as these matters were the responsibility of Staffordshire County Council. It was felt that provision of such infrastructure (e.g. highways improvements, schools, doctor surgeries etc.) had been delivered too slow, and in some instances, not at all.

Another Member raised concern that funding for provision of educational facilities was often not provided until new housing developments had been completed, which had resulted in families moving out of such properties due to a lack of available school places in the local area.

RESOLVED:

That:

- (A) The feedback received on the Cannock Chase Local Plan Review Issues and Options Consultation be noted.
- (B) The next steps in progressing the Local Plan Review be noted, including resource implications associated with updating the evidence base, as well as staffing impacts that were reflected in the proposed timeframe for the Local Plan Review going forward.

- (C) Further to Minute No. 98 of the Cabinet meeting held on 24 March 2016, authority be delegated to the Head of Economic Prosperity, in consultation with the Group Leaders, to amend membership of the Local Plan Working Group to reflect the current political balance of the Council.

Reasons for Decisions

A new National Planning Policy Framework (NPPF) was launched in 2018, replacing the 2012 Framework that introduced a number of significant changes to the planning system. These changes necessitated a review of strategic policies that were contained in Local Plan (Part 1), and which would need to be updated to comply with the new NPPF.

The current Local Plan (Part 1) was adopted in 2014, and following Council approval on 21 February 2018, work that had started on Part 2 of the Plan ceased, and authority to commence a full review of the Local Plan was obtained. A new Local Development Scheme was adopted at the same time and a timetable for the Local Plan Review was approved.

In addition, the Greater Birmingham and Black Country Housing Market Area (GBBCHMA) housing shortfall had emerged, requiring consideration across the entire Housing Market Area. In order to start to address the shortfall, Local Plans needed to align to a longer timeframe and test development scenarios that could potentially meet the shortfall over the plan period.

Minute 98 of the Cabinet meeting held on 24 March 2016 put in place a structure that defined the composition of the Local Plan Working Group as being 4 Labour members and 3 from the other Political Groups. The structure was not now reflective of the Council's current political balance, and therefore needed to be amended to be more representative.

53. Local Development Scheme Revision

Consideration was given to the Report of the Head of Economic Prosperity (Item 8.1 – 8.18 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Cannock Town Centre Area Action Plan not be proceeded with, and that strategic policies related to Cannock town centre be taken forward through the Local Plan Review.
- (B) Council, at its meeting to be held on 6 November 2019, be recommended to approve the Local Development Scheme (attached as Appendix 1 to the report), covering the period November 2019 to November 2022, and that it be brought into effect on 6 November 2019.

Reasons for Decisions

The previous Local Development Scheme (LDS) was adopted on 21 February 2018, and approved the start of a Local Plan Review upon cessation of work to progress Part 2 of the Local Plan. The revised National Planning Policy Framework (NPPF) and the Birmingham and Black Country Housing Market Area housing shortfall necessitated a fundamental review of key housing policies that were contained in Part 1 of the Cannock Chase District Local Plan. Other councils within the Housing Market Area were similarly undertaking reviews to

seek to contribute toward meeting the shortfall.

The Cannock Town Centre Area Action Plan was identified within the LDS as a Local Development Document to be prepared by the Council. Town centres were going through transition and changes were happening rapidly, requiring a new flexible approach to deal with the challenges that centres faced. The NPPF now promoted flexible strategies for town centres, and in this context, Area Action Plans were not considered to be the best way responding to rapidly changing circumstances, as witnessed in the retail and leisure environments.

A number of factors had delayed the progress of the Local Plan Review as outlined in the LDS. The Planning Policy team had carried a number of vacancies arising from two recent retirements, as well as the previous Planning Policy Manager leaving for a new position in March 2019. A further neighbourhood plans were being supported at this time and implementation of the Community Infrastructure Levy and Brownfield Registered required resourcing.

54. Policy for Commercial Use of the Highway

Consideration was given to the Report of the Head of Economic Prosperity (Item 9.1 – 9.15 of the Official Minutes of the Council).

A Member raised that under the existing Policy the Council was able to monitor whether businesses had Public Liability Insurance in place. The concern being that should the Policy be rescinded, it would not be possible to continue this monitoring, therefore could businesses be requested instead to display that they had such insurance in place. The Health and Wellbeing Portfolio Leader replied that the Council would not be able to enforce this if the Policy was rescinded, as businesses were only legally required to display that they had Employers Liability Insurance in place. The Managing Director further replied that if the Policy was rescinded, Council Officers would not be checking if businesses had Public Liability Insurance in place as they would have no jurisdiction to do so.

RESOLVED:

That:

- (A) The issues outlined in the report be noted.
- (B) Council, at its meeting to be held on 6 November 2019 be recommended to agree that:
 - (i) The 'Commercial Use of the Highway' Policy be rescinded, a Charter be created and CCDC branded guidelines be issued to businesses.
 - (ii) Officers be asked to explore how Disclosure and Barring Service (DBS) checks could still be retained for operators of fairground rides etc.
 - (iii) All business owners/operators who had paid out any required fees/charges since the Policy was introduced be fully reimbursed what they had paid.
- (C) The implications of decision (B), above, be noted.

Reason for Decisions

The decisions gave Cabinet the opportunity to determine the scope and application of this Policy following a review.

55. Housing Services 2018/19 Annual Report

Consideration was given to the Report of the Head of Housing and Partnerships (Item 10.1 – 10.16 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The draft 2018-19 Housing Services Annual Report (attached as Appendix 1 to the report) be agreed for circulation to all the Council's tenants.
- (B) If required, the Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be authorised to make amendments to the draft 2018-19 Housing Services Annual Report, prior to circulation.

Reasons for Decisions

The Council was required to publish the 2018-19 Annual Housing Report as set out in the Regulatory Standards by the Regulator of Social Housing.

The Annual Report must be circulated to all tenants and this would be achieved as part of the autumn edition of 'Hometalk' magazine.

56. Homelessness Reduction Act 2017 – Call for Evidence

Consideration was given to the Report of the Head of Housing and Partnerships (Item 11.1 – 11.35 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The response to the Ministry of Housing, Communities & Local Government consultation questions regarding the 'Homelessness Reduction Act 2017 Call for Evidence', as set out in Appendix 2 to the report, and agreed by the Housing Portfolio Leader, be noted and endorsed.
- (B) As the Council needed to submit its consultation paper response by 15 October 2019, call-in procedures in relation to decision (A) do not apply.
- (C) If required, the Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be given retrospective authorisation to make amendments to the Consultation Document response prior to submission on 15 October 2019.

Reasons for Decisions

A response to the consultation questions was submitted to the Ministry of Housing, Communities and Local Government following consultation with the Housing Portfolio Leader, and was attached as Appendix 2 to the report. Views on the consultation paper needed to be received by 15 October 2019, and as a result, it was proposed that call-in procedures in relation to this did not apply.

57. A New Deal for Renting – Consultation Response

Consideration was given to the Report of the Head of Housing and Partnerships (Item 12.1 – 12.95 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The response to the Ministry of Housing, Communities & Local Government consultation questions regarding the 'A New Deal for Renting' consultation, as set out in Appendix 2 to the report, and agreed by the Housing Portfolio Leader, be noted and endorsed.
- (B) As the Council needed to submit its consultation paper response by 12 October 2019, call-in procedures in relation to decision (A) do not apply.
- (C) If required, the Head of Housing and Partnerships, following consultation with the Housing Portfolio Leader, be given retrospective authorisation to make amendments to the Consultation Document response prior to submission on 12 October 2019.

Reasons for Decisions

A response to the consultation questions was submitted to the Ministry of Housing, Communities and Local Government following consultation with the Housing Portfolio Leader, and was attached as Appendix 2 to the report. Views on the consultation paper needed to be received by 12 October 2019, and as a result, it was proposed that call-in procedures in relation to this did not apply.

It was also noted that only relevant questions in the Council's role as a housing authority discharging its homelessness duty were completed.

58. Revenues and Benefits Collection Report – Quarter 1

Consideration was given to the Report of the Head of Finance (Item 13.1 – 13.16 of the Official Minutes of the Council).

The Health and Wellbeing Portfolio Leader advised that further to the collection rates data detailed in section 4 of the report, at the end of September 2019, 55.1% of Council Tax and 54.8% of Business Rates due for the current year had been collected. Officers were thanked for their hard work in achieving over 50% collection rates by the halfway point in the year. The Leader also thanked Officers for working hard to improve collection rates year-on-year.

RESOLVED:

That:

- (A) The information regarding collections be noted.
- (B) The arrears listed in the confidential appendices be written off.

Reasons for Decisions

Efficient collection of the Council's revenues was of major importance to the funding of Council services and those provided by our preceptors.

Council Tax due for the current year amounted to £52.4m, of which, some 28.3% was collected by the end of June 2019.

Business Rates due for the current year amounted to £33.5m, of which, some 26.3% was collected by the end of June 2019.

Whilst the Council's collection rates were good, regrettably not all of the monies owed to the Council could be collected, and the report contained a recommendation to write-off bad debts that could not be recovered.

59. 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 Paragraphs 1 and 2, 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 17 OCTOBER 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 2

60. Former Tenant Arrears Debt Recommended for Write-Off

Consideration was given to the Not for Publication Report of the Head of Housing and Partnerships (Item 15.1 – 15.6 of the Official Minutes of the Council).

RESOLVED:

That the former tenant arrears as detailed in Appendix 1 of the not for publication report be approved for write-off.

Reason for Decision

There was no reasonable prospect of the Council recovering the debts at present and meet one of the specified criteria for write-off.

The meeting closed at 4:33 p.m.

LEADER

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FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: NOVEMBER 2019 – JANUARY 2020

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

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

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

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

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

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Financial Plan 2019-20 to 2022-23	Head of Finance / Leader of the Council	14/11/19	Yes	No		
Quarter 2 Performance Report 2019/20	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/11/19	No	No		
District Needs Analysis and Ward Profiles 2019/20	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/11/19	No	No		
Strategic Risk Register	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	14/11/19	No	No		
Permission to Spend – Cannock Town Centre	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	14/11/19	No	No		
Housing, Homelessness and Rough Sleeping Strategy 2018-23 Update	Head of Housing & Partnerships / Housing Portfolio Leader	14/11/19	No	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
27 Florence Street, Hednesford	Head of Housing & Partnerships / Housing Portfolio Leader	14/11/19	No	No		
Communications Strategy 2020-23	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	19/12/19	No	No		
Social Media Policy for Employees and Members	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	19/12/19	No	No		
Proposed Improvements to the Play Area and Open Space at Penny Cress Green, Norton Canes	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	19/12/19	No	No		
Proposed Improvements to Public Open Space – Green Lane	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	19/12/19	No	No		
Economic Prosperity Strategy	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	19/12/19	Yes	No		
Cannock Town Centre Market Consultation	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	19/12/19	Yes	TBC	TBC	
Cannock Town Centre	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	19/12/19	Yes	Yes	Information relating to the financial or business affairs of any particular person (including the Council)	

ITEM NO. 5.3

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Revenues and Benefits Collection Report Quarter 2	Head of Finance / Health and Wellbeing Portfolio Leader	19/12/19	No	Yes (Appendices only)	Information which is likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person (including the Council)	
General Fund Revenue Budget and Capital Programme 2019-20 to 2022-23	Head of Finance / Leader of the Council	30/01/20	No	No		
Housing Revenue Account Budgets 2019-20 to 2022-23	Head of Finance and Head of Housing & Partnerships / Housing Portfolio Leader	30/01/20	No	No		
Housing Revenue Account Capital Programmes 2019-20 to 2023-24	Head of Finance and Head of Housing & Partnerships / Housing Portfolio Leader	30/01/20	No	No		
Treasury Management Strategy, Minimum Revenue Provision Policy and Annual Investment Strategy 2020/21	Head of Finance / Leader of the Council	30/01/20	No	No		

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Report of:	Deputy Managing Director
Contact Officer:	Bob Kean
Telephone No:	01543 464 334
Portfolio Leader:	Leader of the Council
Key Decision:	Yes
Report Track:	Cabinet: 13/11/19

CABINET
13 NOVEMBER 2019
FINANCIAL PLAN 2019-20 TO 2022-23

1 Purpose of Report

- 1.1 To present an updated financial forecast for the Council for the next three years with a forecast outturn for 2019-20.

2 Recommendation(s)

- 2.1 That Cabinet note that no specific details exist in relation to the levels of funding the Council will receive from the Government with effect from 2021-22. The proposed new funding regime has been delayed a year with the effect that the 2020-21 Budget effectively represents a roll over of the 2019-20 settlement as adjusted for inflation. The Financing element of the Financial Plan therefore represents this authority's interpretation of how new funding regimes, yet to be finalised, will impact on existing forecasts, as compared to actual Indicative funding levels provided by the Government.
- 2.2 That subject to 2.1 Cabinet:-
- (a) Note the Financial Plan 2019-20 - 2022-23 , and the various scenarios that exist in relation to individual funding streams;
 - (b) Approve the forecast outturn for 2019-20;
 - (c) Note the draft Capital Programme 2019-20 to 2022-23;
 - (d) set the General Fund working balance at a minimum of £1.0 million;
 - (e) adopt the principles set out in the Council's Financial Plan and Budget Strategy in finalising the preparation of the 2020-21 budget.
- 2.3 That Cabinet note that a submission has been made to the Secretary of State for Local Government for an extension of the Business Rates Pilot to 2020-21. The Council and all members of the pilot continue to Lobby for an extension with only Devolution pilots currently approved to roll forward to 2020-21. In the event that the request is not successful, the Council is seeking that pooling arrangements,

with a similar membership, remains in place to avoid a levy on growth being applied in 2020-21.

- 2.4 That the Financial Plan be updated as further details of the Government's proposed changes to its funding become available during the budget process.

3 Key Issues and Reasons for Recommendation

- 3.1 The report sets out the Council's forecast financial position for the next three years, incorporating anticipated spending pressures and savings already identified. Financial resources available to the Council over the three year period are also set out. The Financial Plan reflects the Government's current Funding Regime as adjusted for proposals currently being considered in the design of the new Regime.
- 3.2 A new Financial Regime for Local Government was intended to be introduced with effect from 1 April 2020, but following the Government's One Year Spending Review, and the need to provide certainty of funding levels for 2020-21, this has now been delayed until 2021-22
- 3.3 Although this provides a degree of certainty for 2020-21 the ongoing funding for this Council remains unclear.
- 3.4 The future amount of core funding to the Council and its share of incentive funding is to be determined based upon a Fair Funding review of relative needs and resources; the implementation of a 75% Business Rates Retention Scheme, including the reset of growth achieved to date; and a review of the New Homes Bonus Scheme. No specific details exist in relation to these changes and proposed settlements for this Council are not likely to be known until the Autumn of 2020
- 3.5 The Technical Consultation on the 2020-21 Local Government Settlement provides further assurances in relation to the forthcoming Financial Year. However it creates greater uncertainty for future years with the 2020-21 New Homes Bonus allocation not being classified as a legacy payment thereafter.
- 3.6 Potential scenarios in changes in funding have been developed to enable a Budget Strategy to be put in place. The Strategy is based upon an interpretation of the "issues" being evaluated as part of the Design stage of the new Regime. An interpretation of potential changes- adopting a middle ground stance- is likely to result in a:
- Deterioration of Business Rates following the reset of £0.7 million in 2021/22.
 - A compensating increase in Business Rates from growth relating to Mill green in Autumn 2020, but likely to be time limited for five years only.
 - Legacy payment in relation to New Homes Bonus not being applicable to the 2020-21 allocation.

3.7 The overall position can be summarised as follows:-

Table 1: Changes to Financial Plan 2019-20 to 2021-22				
	2019-20	2020-21	2021-22	2022-23
	£'000	£'000	£'000	£'000
Approved Feb 2019	(102)	602	(12)	(12)
Revised October 2019	(4)	12	(41)	468
Planned Use of Balances		602		
Revised Use of Balances	-	12	-	468
Potential ongoing shortfall				468

3.8 Due to the material amounts involved in the extreme scenarios for business rates and new homes bonus as set out in paragraph 5.5.3, a best case scenario would provide a surplus of £0.222 million in 2022-23, whereas the worst case a deficit of £1,544 million. It is essential that a prudent approach is adopted until further details become available

3.9 The revised Financial Plan therefore provides the framework for the preparation of detailed budgets. Its principles and those detailed in the approved Budget Strategy, subject to approval, will be used to prepare both the Revenue Budget and Capital Programme for consideration by Cabinet in February 2020.

3.10 The removal of legacy payments for 2020-21, representing potentially the last year of the current scheme, will have a detrimental impact on the Medium Term Financial Plan leading to a shortfall in 2022-23 of £0.468 million. Sufficient working balances exist to offset this in that year, however the deficit is likely to be ongoing and will be compounded by a further £0.700 million increase with the growth in Business Rates in relation to the MGDOV likely to be limited to the Autumn of 2025. The overall shortfall may be partly offset by future economic and housing growth however the timeframe and magnitude cannot be forecast at this time.

3.11 Key elements of the delivery of service budgets will be the maintenance of existing levels of service provision and, the implementation of actions as contained in the Corporate Plan. Due regard also being taken to the emerging changes to Services of partner organisations within Staffordshire.

3.12 The Secretary of State for Local Government has announced that all pilots, other than for Devolution areas will cease on the 31 March 2020. In the event that lobbying by the Staffordshire Wide Business Rates Pilot is unsuccessful the Council will be seeking to ensure a pooling arrangement, similar to pre-pilot, is put in place for 2020-21

4 Relationship to Corporate Priorities

4.1 The revenue budget and capital programme reflect the Council's priorities.

5 Report Detail

5.1 Background

- 5.1.1 The Financial Plan sets the framework for the determination and setting of the budgets for Revenue and Capital, and ultimately, arriving at the level of Council Tax to be set for the next Financial Year.
- 5.1.2 Council approved its three-year Budget/Financial Plan at its meetings in January/February 2019. In accordance with the Financial Recovery Plan, the use of Working Balances was envisaged for 2020-21, pending the opening of Mill Green Designer Outlet Village, with a potentially Balanced Budget existing in 2021-22.

Table 2 : Revenue Budget Recommended to Council January 2019			
	Budget 2019-20	Budget 2020-21	Budget 2021-22
	£000	£000	£000
Transfer to Working Balances	102		12
Transfer from working Balances		602	

- 5.1.3 At the time of approving the Financial Plan a great deal of uncertainty existed in relation to the funding of Local Government. The introduction of the 75% Business Rates Retention Scheme was envisaged for 2020-21, with core funding or baselines determined by a Fair Funding Review. No details of the proposed regime existed, and hence Budgeted figures for 2020-21 and 2021-22 simply represented this authority's interpretation of the proposed Local Government Regime.

5.2 Proposed New Funding Regimes

- 5.2.1 In accordance with details as contained in the Provisional Local Government Settlement for 2019-20, the Ministry for Housing, Communities and Local Government (MHCLG) published a consultation in December 2018 entitled 'Business Rates Retention Reform: sharing risk and reward, managing volatility and setting up the reformed system'.
- 5.2.2 The Business Rates scheme is particularly complicated and consultation focused on the key elements, notably: Appeals Provision; Tier Splits; Central /Local Rating Lists; Section 31 Grants; Resets and Pooling.
- 5.2.3 A simplified scheme was proposed particularly in relation to appeals, whereby tariffs or top-ups would be adjusted each year (rather than being fixed) to reflect the local authorities' own estimates of income including provision for appeals (base funding guaranteed). The proposal would see the impact of appeals and valuation change being removed and a separate baseline would then be used to measure growth. However a lag of one year would exist before authorities were rewarded for growth.

- 5.2.4 The document sought views on Tier splits, the Safety Net Provision, the Levy and incentives to pool however a degree of clarity was provided in relation to the Reset of baselines.
- 5.2.5 The Business Rates System is due to be reset for 2021-22. The reset is effectively about how much growth generated between resets (in this case 2013-14 to 2020-21) is retained by the local authority and how much is redistributed in the sector. At the time of writing the 2019-20 Financial Plan three potential options existed notably: No Reset (all growth retained); Full Reset (No growth retained) or Partial Reset (proportion of growth retained) with the growth not retained being redistributed across the local government sector.
- 5.2.6 The Consultation document indicated that a Full Reset would take place in 2020-21, but thereafter a partial or phased reset would take place. Proposals of how a full reset will apply for the first year of the scheme are still not clear. The consultation sought views on resets to be applied after 2020-21 and not what happens at the transition to the reformed system. The document further stated that the approach to the reset in 2020-21 and future resets need not be the same.
- 5.2.7 Initial feedback suggested that post 2020-21 a phased reset, where authorities retain each years growth (or loss) in rates for a number of years and thereafter that growth is redistributed was the Government's preferred option and although the reset period is still to be determined, a minimum five-year reset reflected the feedback to the Consultation.
- 5.2.8 A full reset from day one, without transition, would be the worst case scenario whereas a phased approach based upon a five year rolling average may provide a short term benefit, although ultimately, without further growth, the Council would lose all its incentive based funding.
- 5.2.9 The forecast growth above baseline for the District for 2019-20 currently amounts to £5.86 million, and in accordance with a 50% scheme, £2.93 million is retained within Staffordshire. The Council retains £1.172 million with the County Council and Fire and Rescue Service receiving £0.264 and £0.029 million. The balance is retained as part of the pooling arrangements with the authority retaining 40% of pooled growth as previously; 20% is set aside for in year contingency requirements with the balance being effectively used to create a contingency fund for the new pool. The contingency sums will be returned at the cessation of pooling arrangements. In total the Council retains nearly £1.64 million as part of incentive funding.
- 5.2.10 In comparison, Core Funding currently amounts to £3.0 million and any change is likely to be subject to transitional arrangements. Hence it can be seen that the basis of the Reset represents a material risk to the Council. The resources saved from a Reset will be redistributed across the sector however, using the Council's proportion of the Government's current Spending Assessment as a guide, the redistribution could be less than £0.100 million on a 50% Reset.

5.2.11 Table 3 shows the potential implications for the Reset options

Table 3: Implications of options to Reset Business Rates Growth			
	Worst	Best	Indicative
	£'000	£'000	£'000
2021/22 Impact	1,410	(708)	705

5.2.12 As stated in paragraph 5.2.10, the Government have in the past provided transitional funding between funding regimes and between settlements. In particular, a system of floors and ceilings existed that limited the impact both positively and negatively. Transitional Funding has however not applied to the two Incentive funding regimes i.e. New Homes Bonus and Business Rates. In relation to the latter, a Safety Net existed to secure 95% of core funding, but not growth.

5.2.13 The Fair Funding changes are even more complicated with three strands of work: Relative Needs; Relative Resources and Transitional Arrangements. A consultation document was issued in December 2017 on determining options for measuring Relative Need for different services together with general and specific service cost drivers. How cost drivers are weighted and allocated across tiers together with the quantum of resources allocated to Fair Funding is yet to be determined

5.2.14 A formal consultation on Relative Needs, Resources and principles for Transitional Arrangements was published in December 2018. The consultation set out the governments proposals to simplify the assessment of Relative Needs, determine what factors need to be taken into account in determining Relative Resources and proposed that stability, transparency, time limited and flexibility to be the four principles for Transitional Arrangements.

5.2.15 In relation to Relative Needs, the Government is minded to deploy a per capita Foundation Formula for upper and lower tier authorities, alongside seven service specific funding formulas. With the exception of Flood Defence and Coastal Protection (Districts) and Legacy Capital Finance (All authorities) all the other five funding formulas relate to Upper Tier/County Councils. In addition to the basic formula, Area Cost adjustments taking into account accessibility and remoteness of each authority, together with their relative ability to raise resources will also be utilised in determining core funding requirements,

5.2.16 Details of the weightings of funding between services is still awaited, nevertheless, it is evident this review will undoubtedly see a movement in resources towards Adult Social Care & Children and Young People's services that will impact upon the Core Funding Baseline and the Business Rates Retained by the County Council and the District.

5.2.17 As detailed above, it is impossible to determine how Core Funding will change under the new regime. In addition different options exist to determine proportionate shares for baselines and the Council awaits the formal consultation on such proposals.

5.3 Local Government Finance Settlement 2020-21 – Technical Consultation

- 5.3.1 The formal Government response to the Business Rates Reform and Fair Funding are still awaited.
- 5.3.2 Initial feedback has been provided to the Joint Working Groups that were established between the Local Government Association (LGA); MHCLG; representatives from the relevant Tiers of authorities and CIPFA to progress the scheme. The outcome of the consultations undertaken and further more detailed consultations are awaited
- 5.3.3 In order to provide certainty and stability for Local Government for 2020-21 the Secretary of State announced that the introduction of changes to Business Rates Retention and Fairer Funding would be delayed until 2021-22.
- 5.3.4 MHCLG published a Technical Consultation on the 2020-21 Settlement on the 3 October 2019. The consultation covered:-

New Homes Bonus

In relation to New Homes Bonus the main change proposed is that allocations for 2020-21 would not continue for four years but would only apply for 2020-21. The consultation document states that the Government is minded to make a new round of allocations in 2020-21 and hence the top slice of Revenue Support Grant to fund such payments will remain in place. However

“It is the Government’s intention to look again at the New Homes Bonus and explore the most effective way to incentivise housing growth. We will consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020-21 subject to the 2020 Spending Review and potential new proposals, any new allocations in 2020-21 will not result in legacy payments being made in subsequent years on those allocations.”

The council had anticipated that any allocations received would count as Legacy payments and hence this proposal creates further uncertainty for 2021-22 and 2022-23 with the likelihood of a fallow year between the current and revised system in allocations terms.

Any redistribution of the Top Slice to Revenue Support Grant than funded New Homes Bonus would be immaterial compared to the amount of grant forfeited.

Council Tax Increases

The document does not propose a specific referendum principle for Districts at this stage, with a 2% core principle plus 2% adult social care principle being proposed for other tier of authorities. The question is then put by MHCLG whether “there should be a separate council tax referendum principle of 2% or £5, whichever is greater, for shire district councils in 2020-21?”

Business Rates Retention Pilots

The background to the Technical consultation reiterates that business rates pilots, other than devolution areas will finish at the end of this financial year, with London operating under a 67% business rates retention scheme.

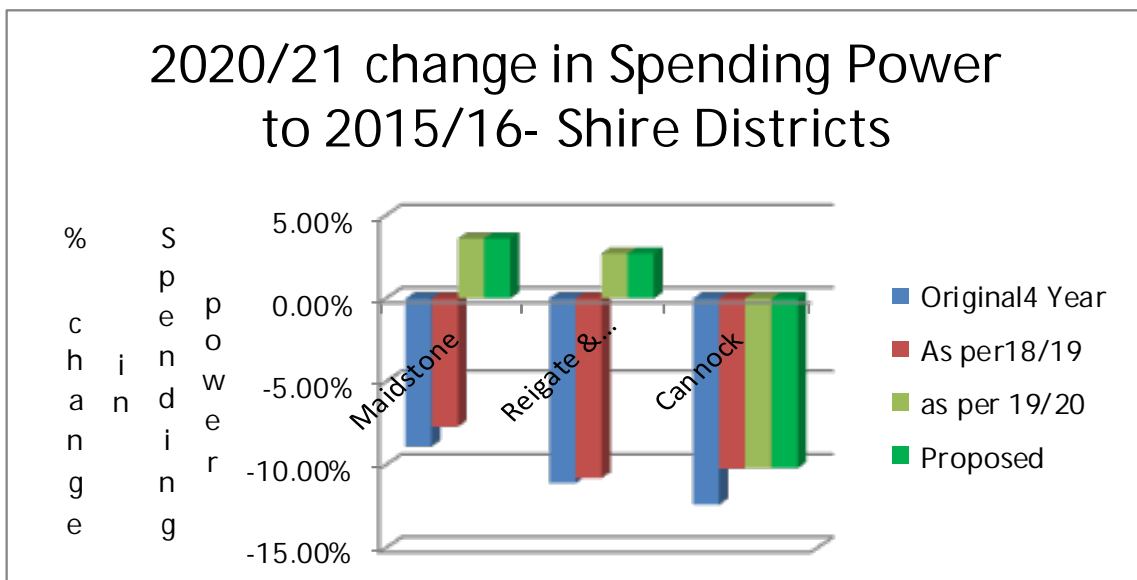
Negative RSG

A similar rollover of Negative RSG from 2019-20 to 2020-21 is proposed as part of the Consultation. Although this is to the benefit to the Council of £0.054 million it is to the detriment of the reduction in spending power as compared to a number of other authorities. Concern is also raised that the repetition of the higher Baseline may form part of the deliberations on Transitional Funding between 2020/21 and 2021/22 hence protecting such authorities.

Cannock Chase has seen a reduction of £2 million in RSG between 2015-16 to 2019-20. The reduction was based upon a set percentage being applied to the aggregation of the Settlement assessment and Council tax generated by each Council. If the reduction of RSG exceeded actual RSG then a negative RSG occurred to be funded from the Business Rates Baseline (Tariff) of that authority.

A number of authorities impacted in the first two years of the 4 year settlement made representation in relation to this and the Tariff Adjustment has been abated for authorities subject to such adjustments in 2017-18 and 2019-20. No adjustment was planned for 2020-21 since it was envisaged that a new Business Rates Regime (100% retention) would be in place by 2020-21 that could mitigate the effect.

In light of the Business Rates Regime not now applying until 2021-22 the Technical Consultation proposes that 2020-21 adjustment is similarly eliminated. Although this represents effectively additional resources of £0.054 million being received in 2020-21, it actually continues the disparity with the changes in Spending Power as compared to other authorities. The Council, as in previous years, has objected to this change in its response to this consultation. The impact as a result of the 2020-21 proposal is particularly pronounced as shown in Graph 1



The Graph shows a comparison between Maidstone /Reigate & Banstead with the highest level of Negative RSG and this Council. If RSG is abated Maidstone will have, excluding New Homes Bonus, a 3.6% increase in Spending Power and Reigate 2.7%, as compared to a reduction of 10.2% for Cannock Chase

5.4 2020-21 to 2022-23 Financial Plan - Revenue

5.4.1 The Council has far greater control over its own net expenditure and projections were provided up to and including 2021-22 as part of the 2019-20 budget process. However its net expenditure is still subject to external influences and the Financial Plan has now been updated to reflect a number of key changes involving:-

- Inflation
- The outturn for 2018-19 and the first half of 2019-20
- Cost pressures together with changes in income generated
- The cost of maintaining service provision in 2022-23.

Inflation

5.4.2 No changes have been made to the 2019-20 assumptions for CPI, and the provision for pay awards and these have been assumed to remain at 2% for 2019-20 to 2021-22 and for the new Financial Plan Year of 2022-23.

The outturn for 2018-19 and the first quarter of 2019-20 Spending Pressures

5.4.3 The Financial Plan has been refreshed to reflect the outturn for 2018-19 and latest spending patterns in relation to both cost pressures and income variances

Cost Pressures

5.4.4 Employer contribution rates for 2020-21 to 2022-23 are to be set as part of the triennial review of the Pension Fund that is currently being undertaken. The latest indications that the present assumption of a 2% increase per annum will apply for the upcoming three year period.

Income Variances

5.4.5 Income from fees and charges is mainly in line with the overall budget although service variances do exist. Market income is expected to be £9,000 down on the budget., Pest Control and Cemeteries income is up by £6,000 and £8,000 respectively whereas income from the new car park is expected to be down by some £44,000 as it becomes established The above have however been offset by additional Land Charges income of £13,000.

5.4.6 No account has been made for additional Land Charge income in future year's budgets pending its transfer to the Land Registry service.

5.4.7 In relation to 2022-23 the indicative budget for that year has also been increased to reflect the final year of the four year phased reduction in green waste recycling credits with a further £61,000 reduction.

Anticipated Changes in Available Revenue Resources

5.4.8 The Council's revenue budget covers day to day spending on the services provided by the Council. It is currently financed from the following sources:-

- Central government grant called Revenue Support Grant (RSG);
- Business Rates Retention Scheme
- New Homes Bonus Grant
- Council Tax income; and
- Use of reserves - both general and earmarked.

5.4.9 Proposed changes to Local Government funding have been outlined in sections 5.2 and 5.3 and the following paragraphs reflect the indicative impact upon the current Approved Resources Forecast (Council February 2019) notably:-

- **New Homes Bonus Grant** – The current New Homes Bonus grant is a now a four year rolling programme that commenced in 2011-12. The cumulative level of grant allocation for 2019-20 amounts to £1.437 million and was forecast to reduce to £1.353 million in 2020-21 following the implementation of proposed changes to the scheme

The latest estimates based upon the Council Tax Base as at the beginning of October indicates that New Homes Bonus will increase to £1.382 million in 2020-21. In relation to future years a great deal of uncertainty exists. It was envisaged that some form of transitional arrangements would apply for 2021-22 with a hybrid system representing a transition year between the two systems; however as a result of the Technical Consultation it appears that 2020-21 allocations will not be treated as legacy payments as such with a £0.578 million detrimental impact

- **Business Rates Retention-** Gross Income from business rates in 2019-20 is likely to be lower than anticipated following back dated review of Landfill Sites Rateable Values however this has been offset by additional income retained as part of pooling arrangements with the Staffordshire & Stoke-on-Trent Business Rates Pool.

In relation to 2020-21 the indicative Budget assumed that a Partial Reset would apply in that year with a loss of income to the Council of approximately £0.7 million, the Budget also assumed the removal of the Levy on growth.

As a result of the new system being delayed a year, and Business Rates pilots (other than devolution areas) terminating on the 31 March 2020 the Council will revert back to a 50% system and additional income of £0.7 million. In order to achieve this additional income membership of a Business Rates Pool will be required as in previous years. Following discussions at Staffordshire Leaders and Chief Executives meetings an agreement has been reached, that if the pilot does terminate, pooling arrangements based upon the same membership will continue

The 2021-22 and 2022-23 Business Rates funding levels therefore show no change to those contained in the 2019-20 Financial Plan with Provision

being made for the additional income arising from the opening of the Mill Green DOV in the autumn of 2020..

- **Council Tax Base** - The Council Tax Base continues to increase reflecting the upturn in the number of new properties being built as reflected in the New Homes Bonus allocations. The assumptions have now been refreshed to take into account the experiences over the last 12 months and developments in progress with an increase in the forecast for the current year. The Council Tax Base assumptions for future years remain unaltered with an increase of 1.25% per annum forecast.

Council Tax Level

5.4.10 The assumptions in relation to the level of Council Tax are in accordance with the indicative increases as approved in February 2019 with a 1.95 % increase in each of the years of the Financial plan.

Detailed Revenue Budget 2020-21

5.4.11 In refreshing the current budgets, the starting point is the base budget for the 2019-20 financial year, and indicative budgets for 2020-21 and 2021-22 reflecting the current level of services provided by the Council including spending on its priorities.

5.4.12 The detailed budget for each of the three years covered by the Financial Plan will be refreshed based upon the outturn for 2018-19; monitoring up to 30 September 2019 and any other known changes that have arisen since last years detailed budgets were prepared. It is essential that the Council is diligent in reviewing its budgets and in particular any potential underspends or efficiency savings are identified.

5.5 Refreshed Financial Plan

5.5.1 **APPENDIX 1** to this report provides the updated position for the 2019-20 to 2022-23 Financial Plan, together with an analysis of changes being included as **APPENDIX 2**.

5.5.2 The Financial Plan is based upon assumptions relating to changes in future government funding streams. They therefore represent a “middle ground”/ “Likely” outcome. A number of material changes have arisen over the period nevertheless taking into account that it was anticipated that the Business Rates income from Mill Green DOV would in the main offset the loss of such income from Rugeley Power Station , and working balances would cover this loss until the opening of the centre, the budget effectively remains in balance until 2022-23 A deficit of £0.468 million exists in 2022-23 primarily as a result of no legacy payments existing in relation to the 2020-21 New Homes Bonus allocation.

5.5.3 Table 4 provides a summary of the changes between the approved Budget and the latest Financial Plan.

Table 4: Changes to Financial Plan 2019-20 to 2022-23				
	2019-20	2020-21	2021-22	2022-23
	£'000	£'000	£'000	£'000
Approved Feb 2019	(102)	602	(12)	(12)
Revised October 2019	(4)	12	(41)	468
Movement	98	(590)	(29)	480
Analysis				
Net Expenditure	199	225	490	310
Net Funding	(101)	(815)	(519)	170

5.5.4 As detailed previously there exists a worse and best case for each element of changes to the various Government Funding Regimes and Table 5 shows the potential impact of these extremities.

Table 5: Best and Worse Case Scenarios Financial Plan 2019-20 to 2022-23				
	19-20	20-21	21-22	22-23
	£'000	£'000	£'000	£'000
Approved Feb 2019	(102)	602	(12)	(12)
Revised October 2019	(4)	(158)	(41)	468
Change arising from Best Case				
Reset				
New Homes Bonus -				
- New Scheme			(480)	(731)
Best Case October 2019	(4)	12	(521)	(222)
Change Arising Worst Case				
Reset			711	725
Growth			304	310
-				
Worst Case October 2019	(4)	12	974	1,503

5.6 Reserves and Balances

5.6.1 Reserves and Balances comprise the Council's general reserves, the Working Balance, and Earmarked Reserves. The general strategy for using unallocated reserves is that they are used to meet shortfalls in the net budget during the year. This is particularly important in the current economic circumstances when sources of income are particularly volatile.

The Working Balance

5.6.2 The General Fund balance at 1 April 2019 was £2.916 million, and after taking into account a Minimum Requirement of £1.0 million, there is £1.916 million remaining to support the Revenue Budget.

- 5.6.3 The forecast surplus on Working Balances as at 31 March 2023, including the offset of the deficit in 2021/22 is now £1.481 million.
- 5.6.4 The Chartered Institute of Finance and Accountancy (CIPFA) guidance states that a well-managed authority with a prudent approach to budgeting should be able to operate with a relatively low level of general reserves and that, in assessing the level of reserves, the Section 151 officer should take into account the strategic, operational and financial risks facing the authority.
- 5.6.5 **APPENDIX 3** highlights the risk areas that need to be taken into consideration when deciding on the minimum level of the General Fund Balance

Earmarked Reserves

- 5.6.6 The Council maintains a number of earmarked reserves which have been set aside for specific risks, for known future spending requirements or for specific projects.
- 5.6.7 Earmarked Revenue Reserves as at 31 March 2019, amounted to £6.3 million (excluding the business rates reserve) and based on the Financial Plan assumptions, are expected to reduce to £4.8 million by March 2022. The actual level will vary as the utilisation of Ring Fenced Grants and General Earmarked Reserves are approved over the duration of the Financial Plan. A full review is to be undertaken as part of the preparation of the 2020-21 and subsequent year's budget and will form part of Cabinets Budget recommendations.

5.7 Medium Term Financial Outlook

- 5.7.1 The financial outlook for Local Government remains very uncertain from a funding perspective with the 2020-21 settlement only representing a roll over of the previous system rather than the outcome of the new Funding Regime.
- 5.7.2 The introduction of a Reset of Business Rates in 2021-22 will have a material impact on funding and at best the changes arising from 75% Business Rate will be financially neutral. Proposed changes to the New Homes Bonus scheme could also provide severe financial challenges to the Council. In addition any such changes will also have an impact on service provision for other tiers of the public sector within Staffordshire.
- 5.7.3 The Council's current budget strategy is based upon delivering its Corporate Plan 2018-23 and is focused on the maintenance of current service provision as a minimum.

5.8 Capital Programme 2019-20 – 2022-23

- 5.8.1 Council approved the current capital programme in January 2019 and the list of schemes included in the programme is set out in **APPENDIX 4** for information. The programme has been reviewed to reflect slippage from the 2018-19 financial year, new schemes approved by Council since the programme was approved in January 2019 as well as changes in circumstances that have impacted on schemes in the Programme.

5.8.2 No Provision has been made for any new schemes at this stage with the Capital Programme and Asset Management Plan subject to detailed review as part of the Budget Process.

5.8.3 The current Capital Programme is potentially underfinanced by £1 million pending the receipts from the disposal of assets. The overall position including such receipts will show uncommitted resources of £0.649 million pending determination of the 2022-23 rolling programme

6 Implications

6.1 Financial

The financial implications have been referred to throughout 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 Appendix to the Report

Appendix 1: Draft Financial Plan – Revenue October 2019

Appendix 2: Revenue Known Variations to Approved Budget

Appendix 3: Working Balances – Financial Risks facing the Authority

Appendix 4: 2019-20 Capital Programme

Previous Considerations

None.

Background Papers

File available in Financial Services

Appendix 1

<u>DRAFT FINANCIAL PLAN - REVENUE OCTOBER 2019</u>					
		2019-20	2020-21	2021-22	2022-23
		£'000	£'000	£'000	£'000
Line No.	Portfolio spending				
1	Base (Council 7 February 2019)	12,234	12,656	12,987	12,987
2	Pay inflation				210
3	Other inflation				225
4	Income				-150
5	Recharges				-118
6		12,234	12,656	12,987	13,154
7	Known variations	171	269	115	507
8		12,405	12,925	13,102	13,661
9	Investment Income/Technical Items	-177	-198	-176	-176
	Cap financing etc	185	150	138	138
	Reserves	830	692	280	280
	Known variations	28	-44	375	-364
10	Net spending	13,271	13,525	13,719	13,539
	Financed By				
11	Formula Grant				
12	Section 31 Grant	-97	-97	-97	-97
13	Business Rates Retention	-5,225	-4,777	-5,367	-5,367
14	levy Surplus	-46			
15	New Homes Bonus Grant	-1,437	-1,353	-1,095	-1,095
16	Special grant – Council Tax freeze				
17	Council Tax	-6,269	-6,471	-6,682	-6,682
18	Collection Fund	-100			
	Known Variations	-101	-815	-519	170
19	Net financing	-13,275	-13,513	-13,760	-13,071
20					
21	Efficiency Requirement				
22	Surplus Ref to Working Balances	-4	12	-41	468

		APPENDIX 2			
REVENUE KNOWN VARIATIONS TO APPROVED BUDGET					
Line No.	Known Variations	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
	<u>Approved Variations</u>				
1	Increments				13
2	Green Waste Recycling Credits				61
3	District Elections				108
4		0	0	0	182
	<u>Potential Variations</u>				
5	Demographic Growth				22
6	Parks Hawks Green not implemented	16	16	16	16
7	Postages	10	10	10	10
8	Actuarial Valuation		2	18	206
9	Hospital Car park	40	40	40	40
10	Leisure Contract	-12	-12	-12	-12
11	Netcall	21	21	21	21
12	Corporate R& M	40	70		
13	MSCP	30	100		
14	Market Hall	17	17	17	17
15	Other	9	5	5	5
16		171	269	115	325
17	Total Known Variations	171	269	115	507
18	<u>Inflation</u>	0			167
	<u>Investment & Technical</u>				
19	Capital financing				-11
20	Earmarked Reserve NHB/BRR		29	-5	-280
21	Pool Reserve	101		453	
22	Investment Income	-73	-73	-73	-73
23	Net spending	199	225	490	310
	Financed By				
	<u>Potential Variations</u>				
24	Inflation				-243
25	Business Rates				
26	- Reset		-571		
27	-Pool		-215		
28	S & sOt Pool	-216		-453	
29	Growth	115			
30	- Growth/appeals			-71	-71
31	New Homes Bonus				
32	- Growth		-29		
33	- Deadweight			-94	-94
34	- Legacy			99	578
35	Collection Fund				
36	Net financing	-101	-815	-519	170
37	Surplus Ref to Working Balances	98	-590	-29	480
R1	As approved By Council	-102	602	-12	-12
R2	Variations	98	-590	-29	480
R3	Revised	-4	12	-41	468

Working Balance - Financial Risks facing the Authority		
RISK	Level of risk	Explanation of risk/justification for cover
Inflation	Medium	Inflation has been included in the Financial Plan in accordance with Government policy.
Investment interest	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held.
Major income sources:		
• Planning fees	Medium	Dependent on economic conditions.
• Land charges fees	Medium	Dependent on the housing market / basis of determining recoverable expenses/ proposed transfer to Land Registry.
• Car parking	Medium	Certain amount of volatility based on demand.
• Markets	Medium	Dependent on occupancy levels.
• Licensing	Low	Licensing income dependent on renewals.
• Cemeteries	Low	Dependant upon capacity of cemeteries
Spending pressures:		
• Waste and recycling targets	Low	The Council will need to reach recycling targets in order to maximise income from recycling credits and avoid penalties. Recycling Credit regime operated by County Council
Funding Sources		
• New Homes Bonus	Medium	Although allocations for 2020-21 can be predicted accurately, the future level of funding is now not only dependant upon completions of new properties but what incentive scheme will exist instead of New Homes Bonus. A prudent approach has been set for the outcome of the scheme with only legacy payments existing post 2020/21`
• 75% Business Rates Scheme and Resets	High	new scheme is to be introduced wef April 2021.In addition a reset of growth achieved under the current system will take place at the same time The council is a high growth achiever hence how the rest is implemented could have material implications
• Volatility in Business Rates	Medium	The Council will be exposed to volatility or reduction in its business rates due to the failure or temporary closure of a key industry and successful back dated appeals against Rateable Values. Although this gives councils greater freedoms and removes dependency on central funding it passes on greater risks core funding will reduce if Business Rates contracts.

Appendix 4

	2019/20	2020/21	2021/22	2022/23	Approved
	Revised				
	£000	£000	£000	£000	£000
HOUSING					
Disabled Facilities Grants	926	792	792	-	296
Private Sector Decent Homes	27	-	-	-	-
Total Housing General Fund	953	792	792	-	296
ENVIRONMENT					
Home Security Grants	28	18	-	-	-
Wheelie Bin Replacement	128	90	90	-	170
Replacement Vehicles - cleansing	74	-	-	-	15
Replacement vehicles - countryside	50	-	-	-	38
Car Park Improvements	-	-	-	-	292
Replacement Vehicles – Grounds	109	-	-	-	19
Total Environment	389	108	90	-	496
CRIME AND PARTNERSHIPS					
CCTV	55	-	-	-	-
Total Crime and Partnerships	55	-	-	-	-
CULTURE AND SPORT					
Additional Cemetery Provision	983	-	-	-	327
Stile Cop Cemetery Phase 2	3	-	-	-	-
Stile Cop Cemetery Modular build	60	-	-	-	-
Hednesford Park Improvements (part-S106 funds)	-	-	-	-	174
Stadium development	226	-	-	-	50
Relocation Arthur Street Play Area (S106)	-	-	-	-	3
Multi Use Games Area Laburnum Avenue (S106)	-	-	-	-	121
Heath Hayes Park / Pitch Refurbishment	-	-	-	-	115
Additional Car Park 5s Pavilion	98	-	-	-	-
Replacement Vehicles – Cemeteries	-	-	-	-	51
Wolseley Road Improvements	20	-	-	-	-
Total Culture and Sport	1,390	-	-	-	841
ECONOMIC REGENERATION AND PLANNING					
Economic Development & Physical Assets	176	-	-	-	-
District Investment	-	-	-	-	5,745
Lets Grow Grants	48	-	-	-	-
Hawks Green Rationalisation	298	-	-	-	-
Total Economic Regeneration and Planning	522	-	-	-	5,745
CORPORATE IMPROVEMENT					
Civic Centre Car Park	72	-	-	-	-
Total Corporate Improvement	72	-	-	-	-
TOWN CENTRE REGENERATION					
Anson Street	85	-	-	-	-
Rugeley Pedestrian Cycle Linkage (S106)	219	-	-	-	-
Total Town Centre Regeneration	304	-	-	-	-
TOTAL CAPITAL PROGRAMME	3,685	900	882	-	7,378

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Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464 598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 13/11/19

CABINET
13 NOVEMBER 2019
QUARTER 2 PERFORMANCE REPORT 2019/20

1 Purpose of Report

- 1.1 To advise Members on the position at the end of Quarter 2 for 2019/20, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2019/20.

2 Recommendation(s)

- 2.1 To note the performance information relating to PDPs as detailed at Appendices 1-4.
- 2.2 To note the actions which have been flagged with an Amber Triangle at quarter 2 which require amendment to the timescale or scope.

3 Key Issues and Reasons for Recommendations

Reasons for Recommendations

- 3.1 Information for performance actions and indicators for Quarter 2 2019/20 is included for relevant items in Appendices 1 to 4. The overall position for each Priority Delivery Plan is detailed in Section 5 below, indicating that 100% of the quarter 2 actions have been achieved or are in progress with minor slippage. The cumulative position for April to September indicates that in total, 82% of all actions have been achieved or are in progress with minor slippage.





4 Relationship to Corporate Priorities

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





- (i) The indicators and actions contribute individually to the Council's Strategic Objectives as set out in the Corporate Plan 2018-23.

5 Report Detail

- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects / actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table below. The projects/actions are rated according to the system illustrated below. At the end of Quarter 2 satisfactory progress has been made in the delivery of actions with 38% delivered and a further 62% are in progress and will be completed with only minor slippage.

Priority Delivery Plan	Delivery of actions for Q2				
					Total number of actions
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	3 (60%)	2 (40%)	0	0	5
Improving Community Wellbeing–Health and Culture & Sport	1 (50%)	1 (50%)	0	0	2
Improving Community Wellbeing–Environment, Partnerships and Community Safety	0	3 (100%)	0	0	3
Corporate	1 (33%)	2 (67%)	0	0	3
TOTAL	5 (38%)	8 (62%)	0	0	13

- 5.4 When the progress made in quarter 2 is combined with the progress made in quarter 1, this gives us the cumulative position for the first 6 months of 2019/20. A summary of progress, by rating, is given in the table below. This shows that 48% of actions have been delivered and a further 34% are in progress and will be completed with only minor slippage.

Priority Delivery Plan	Delivery of actions for Q2				
					Total number of actions
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	13 (68%)	2 (11%)	3 (16%)	1 (5%)	19
Improving Community Wellbeing–Health and Culture & Sport	3 (42%)	2 (29%)	2 (29%)	0	7
Improving Community Wellbeing–Environment, Partnerships and Community Safety	5 (33%)	8 (53%)	2 (13%)	0	15
Corporate	3 (33%)	5 (56%)	1 (11%)	0	9
TOTAL	24 (48%)	17 (34%)	8 (16%)	1 (2%)	50

5.5 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.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

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

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

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

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

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

6.8 Equality & Diversity

None.

6.9 Best Value

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

7 Appendices to the Report

Appendix 1: Performance information for the Promoting Prosperity Delivery Plan

Appendix 2: Performance information for the Improving Community Wellbeing – Health and Culture & Sport Delivery Plan

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

Appendix 4: Performance information for the Corporate Delivery Plan

Previous Consideration

None


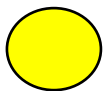


Background Papers


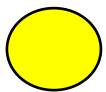


Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018

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

Quarter 1 Performance 2019/20 Report to Cabinet, 19 September 2019

Promoting Prosperity PDP 2019-20

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
3 (60%)	2 (40%)	0	0	5




Cumulative progress in delivering actions - April to September 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
13 (68%)	2 (11%)	3 (16%)	1 (5%)	19

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District							
a) Local people working on construction site (those inducted)	Q	N/A	a) 150-200	156	229		
b) Retail jobs for local people			b) 700-800	Measurement to commence Summer 2020			
Passenger numbers using the station due to the development of McArthurGlen	A	N/A		Measurement to commence Summer 2020			
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 51.1% average	Aim to increase levels year on year				
	A	NVQ4 – 26.6% average for quarter	Aim to increase levels year on year				
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates	Q	Cannock 10.9% average for quarter	Aim to keep below national rate of 12%	12.7% (measure Jul 2019)	14.1% (measure Oct 19)		
	Q	Rugeley 4.8% average for quarter		1.6% (measure Jul 2019)	1.6% (measure Oct 19)		
	Q	Hednesford 4.6% average for quarter		6.5% (measure Jul 2019)	7.5% (measure Oct 19)		

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase access to employment opportunities							
Employment Levels	A	Employment rate 75.7%	Aim to keep above West Midlands rate 73.8%				
Increase access to employment opportunities (continued)							
Unemployment Levels (out of work benefits / universal credits now included)	Q		Aim to keep below West Midlands rate				
	Cannock	1.4%		2%	2.1%		
	West Midlands	2.9%		3.4%	3.55%		
Create a positive environment in which businesses in the District can thrive							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) - 68	60				
	A	SSLEP (hub & landline) – 64	60				
Commencement of the regeneration of Rugeley Power Station							
Increase in supply of employment land				Measurement to commence 2022			
Increase housing choice							
Total number of net new dwellings completed	A	234 net dwellings completed	Average of 241 dwellings pa				
Number of additional units delivered (Council Housing)	A	19	9	9			
Number of additional units (Affordable Housing) – total for Council and Registered Providers	Q	51	140 total (Council and RP)	22	11		



Projects

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

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Work proactively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Commence delivery of Retail Academy courses		✓			
	Work with partners to establish and promote an Engineering Skills Academy	Funding confirmed – maximising bidding opportunities			✓		
		Launch event	Original launch event was cancelled at short notice and has been re-arranged for 24 th October		●		
		Entrants / recruits commencing training					X
Create strong and diverse town centres to attract additional customers and visitors							
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of the McArthurGlen Designer Outlet can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Investment Prospectus adopted by Cabinet			✓		
		Rugeley AAP review as part of the whole Local Plan review		September 2021			
	Cannock Town Centre Future High Streets Fund	Expression of interest submitted		✓			
		Develop full business case for funding (subject to our Expression of interest being shortlisted)	Unsuccessful round 1 bid. Round 2 is in 2020. Another bid will now be made in round 2. Cabinet approved the rescheduling of this action to 2020/21	✗			

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





Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Create a positive environment in which businesses in the District can thrive							
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from the McArthurGlen Designer Outlet.	Produce a local Economic Prosperity Strategy	Draft strategic framework and send out for consultation with key stakeholders and local businesses		✓			
		Sign off by Cabinet. Formal adoption of strategy				X	
		Commence delivery / priority actions					X
Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents.	Preferred Options consultation October 2019				X	
		Proposed Submission consultation July 2020	The Local Development Scheme (LDS) has been reviewed and this has resulted in the revision of some of the target dates previously indicated.	Changed from July 2020 to February 2021			
		Submission of plan to the Secretary of State December 2020		Changed from December 2020 to September 2021			
		Examination in Public March 2021		Changed from March 2021 to December 2021			
		Adoption September 2021		Changed from September 2021 to July 2022			
Commencement of the regeneration of Rugeley power Station							
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	Work with the land owner and Lichfield DC to progress the regeneration of the site in line with the strategic uses set out in the approved Supplementary Planning Document	Receive planning application		✓			
		Completion of demolition work			2021		
		Land remediation			2021		





Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Increase housing choice							
The Council will invest £12.9m to provide additional affordable homes across the district	Determination of sites: Property Services Team doing a trawl for sites and engaging with Land Agents	Cabinet report to approve sites identified and funding package	Negotiations are ongoing to purchase a piece of land owned by Staffordshire County Council. No suitable sites have been identified for sale on the open market. The Housing Investment Project Board identified a number of sites, largely in the Council's ownership for further investigation. The Project Board are due to decide which sites are the most suitable to progress and take forward for Cabinet approval in Q3				
		Soft Market Testing / Formal tender process through Homes England DPP3 panel				X	
		Tender award				X	
		Cabinet report for scheme(s) approval					X
	Complete garage site and other Council Owned Land Development Schemes	Completion of existing Council House Development on Garage Sites					

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

ITEM NO. 7.

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

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
1 (50%)	1 (50%)	0	0	2

Cumulative progress in delivering actions - April to September 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
3 (42%)	2 (29%)	2 (29%)	0	7

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
Total number of people using all of our facilities	Q	1,050,950	1,056,388	272,181	262,260		
Take up for the inclusive cycling pilot scheme	A	N/A	200				





Projects





Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Produce Playing Pitch and Indoor and Outdoor facilities strategy	Finalise Strategy and report to Cabinet (13 June 2019)	Completed and reported to Cabinet on 13 June 2019	✓			
	Develop the ATP at Rugeley Leisure centre to full size	Finalise plan and submit planning application	Following adoption of the Playing Pitch Strategy in June, discussions with the Staffordshire FA are scheduled for August to discuss funding opportunities and options for planning submission. Delivery of this action will slip from Q2 to Q3	●		X	
		Submit funding bid subject to planning application decision and appropriate funding opportunities being available					
Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Undertake review - carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District in discussion with Sport Across Staffordshire and Stoke-on-Trent (SASSOT). Potentially leading to a strategy.	In discussion with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) to carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District. Potentially leading to a strategy. Cabinet approved revision of target from Q2 to Q4.	▲			X
		Prepare report on outcome of the study	Due to the slippage above, Cabinet has approved the revised target of 2020-21 for completion of the study.	▲			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Commonwealth Games	Attend meetings of: (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group		✓	✓	X	X
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off		✓			
		Using current research, best practice and local insight, identify key settings and potential areas of influence (carried forward from 2018-19 plan)	Work has commenced in collating local insight and identifying settings and it is anticipated that this will be completed during the 3 rd quarter		●		
		With Partners, and using the forthcoming LGA / PHE Whole Systems Approach Guide (due 2019), develop the Strategy					X
		Identify and implement pilot projects to test the strategy (soft launch)		2020-21			
		Launch Strategy (to include and Engagement Event with partners, stakeholders)		2021-22			
		Monitor and review implementation		2021-23			

ITEM NO. 7.

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

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
0	3 (100%)	0	0	3




Cumulative progress in delivering actions - April to September 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
5 (33%)	8 (53%)	2 (13%)	0	15





Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories / case studies (including social media platforms)	A	4	4	18	17		
Number of Community Protection Notice Warnings (CPNWs) issued	Q	36	New indicator	7	9		
Number of Community Protection Notices (CPNs) issued	Q	9	New indicator	6	0		
Number of Fixed Penalty Notices (FPNs) issued	Q	N/A	New indicator	2	1		
Number of ASB complaints dealt with via the Community Safety Hub	Q	102	Measure (not target)	30	25		
Number of CCTV case reviews provided to Staffordshire Police	Q	478	Measure (not target)	126	124		
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	304 Cases	Measure (not target)	79	54		
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	N/A	New indicator	1	1		
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	12	7		
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	27	22		
Number of tenancies sustained	Q	65	50	14	34		






Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Support vulnerable people (cont.)							
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	N/A – new indicator	98%	94%	93%		
Number of Discretionary Housing Payments awards	Q	314 cases £64,029	£141,262	150 cases £27,829	289 cases £68,443		
Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	366	131 (average for a quarter)	90	123		

Projects

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement (Year 2)	The Stoke & Staffordshire Responsible Bodies Group (SSRBG) has not met for some time and was the key mechanism through which this action was to be implemented. It is anticipated that the Group will meet during next quarter.				
		Consult on revisions to taxi and private hire policy following completion of review in 2018-19				X	
		Monitor and review the implementation of revised policies, using shared local intelligence (Year 3)			2020-21		
We will work with partners to deliver the Anti-Social Behaviour Strategy	Raise awareness of the ASB Strategy	Local Strategic Partnership – Agenda Item for discussion					
		Publish approved Strategy and article in Core Brief / social media platforms					





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





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

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

ITEM NO. 7.

Corporate Priority Delivery Plan 2019-2020

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
1 (33%)	2 (67%)	0	0	3





Cumulative progress in delivering actions - April to September 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
3 (33%)	5 (56%)	1 (11%)	0	9




Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	92.2% average	94%	92%	87.2%		
Use of Online Forms	Q	1,258 per annum	475 per qtr	334	364		
E-payments transactions – Payments made via the Council's website	Q						
• Number of transactions		25,852	6,000 per qtr	7,233	7,186		
• Value of transactions		£3,004,908		£900,806	£900,196		
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,766	5,750 per qtr	6,346	5,778		
• Value of transactions		£2,756,103		£773,573	£708,838		
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		311,431	310,000	88,431	88,738		
• Value of transactions		£39.347m	£40m	£11.604m	£11.691m		

Projects

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services								
Giving choice to our customers in how they access our services	Review the Council's digital requirements with regard to customer services/interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system	Commission a review of the Council's digital requirements with regard to customer services / interactions	The Shared Services Strategic Board met in June and agreed the work that is to be commissioned. The specification has been drafted but the procurement process will now be completed until Quarter 3.	●	●			
		Review to be undertaken by consultant	Due to the slippage in Q1, the target was revised from Q2 to Q3	●		X		
		Final report on outcome of the review	Due to the slippage in Q1 the target was revised from Q3 to Q4	●			X	
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team						X
		Draft strategy for approval by Cabinet			2020/21			
	Procurement of a replacement for the CRM system	Identify requirements for new customer portal / CRM system and agree with Leadership Team			2020/21			
		Commence Procurement			2020/21			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Making the best use of limited resources – managing our people, money and assets								
Managing our people, money and assets	Development of an Asset Management Strategy	Recruit a Corporate Asset Manager	The role was offered to an individual in Q1 – but they withdrew in July; the post has now been offered to an internal candidate who has accepted. Appointment to commence in Q3 – revised target approved by Cabinet.			X		
		Review Condition Surveys for all Council assets and properties				X		
		Undertake Asset Review and prepare draft Strategy					X	
	Develop workforce development strategy, incorporating gender pay requirement	Scoping exercise to determine the development needs of the workforce						
		Review of scoping exercise with Heads of Service and Service managers to determine how to address workforce need	Scoping Exercise completed during quarter 2. Collecting workforce skill information is currently being finalised to determine appropriate mechanisms to address the workforce's development needs. This action will be now be completed in quarter 3.					
		Develop content of the strategy and consult stakeholders					X	
		Implement strategy including training as appropriate						X

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

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Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 13/11/19

CABINET
13 NOVEMBER 2019
DISTRICT NEEDS ANALYSIS AND WARD PROFILES 2019-2020

1 Purpose of Report

- 1.1 To provide Members with a revised set of evidence based documents, including a District-wide analysis of demographic, social and economic statistics, with profiles of key statistical data at Ward level.

2 Recommendations

- 2.1 That Members note the report and Appendices that form the evidence base.
- 2.2 That Members approve the internal and external publication of the District Needs Analysis (including the District Profile) and Ward Profiles.

3 Key Issues and Reasons for Recommendation

- 3.1 The key issues of this report and appendices are 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 this report is intended to highlight and illustrate the key areas of significance in the District; however it should be noted that due to the frequently changing nature of statistical information these documents are not intended to serve as a definitive position statement for the District.
- 3.2 The style of the District Needs Analysis 2019-2020 has been revised in response to user feedback to be more concise and visual in order to enhance accessibility. Due to the wider use of 'infographics' in this year's report, the District Profile which was previously a standalone document has been included at the start of the District Needs Analysis document.

4 Relationship to Corporate Priorities

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

- (i) The District Needs Analysis and Ward Profiles provide key socioeconomic information about Cannock Chase and the District's 15 Wards which relates directly to the priorities and strategic objectives identified in Cannock Chase Council's *Corporate Plan 2018-2023*.
- (ii) The District Needs Analysis and Ward Profiles form a substantial element of the evidence base used to inform the Council in setting its corporate priorities.

5 Report Detail

5.1 The District Needs Analysis is intended to provide an overview of data concerning the key areas of significance in Cannock Chase, based on analysis and assessment, where appropriate in relation to local, regional and national comparators. The 2019-2020 edition of this document is included as Appendix 1 to this report. The District Needs Analysis has been published since 2010, each year.

5.2 The District Needs Analysis is structured thematically in relation to the Council's priorities and strategic objectives as set out in the *Corporate Plan 2018-2023*, namely 'Promoting Prosperity' and 'Improving Community Wellbeing'. Data and analysis featured makes reference to:

- Population (Our District and Residents)
- Housing
- Employment
- Business and Industry
- Education, Skills and Qualifications
- Physical Activity, Health and Community Wellbeing
- Safe and Secure Communities
- Living Environment

The District Needs Analysis 2019-2020 includes headline analysis of measures relating to Cannock Chase in The English Indices of Deprivation 2019 (IoD2019).

5.3 Appendix 2 consists of an example Ward Profile, for Brereton and Ravenhill. Ward profiles will be published for all 15 Wards in the District.

- 5.4 The District Profile included within the District Needs Analysis and the 15 Ward Profiles are intended to provide a user friendly overview of the key statistics available at these geographical levels. The ongoing publication of data at Ward level has provided a significant range of comparable information and it is intended to review and revise Ward Profiles on an annual basis alongside the District Needs Analysis and the District Profile.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

The evidence based documents include demographic information that forms an integral part of the considerations when Impact Assessing future policies with regard to Equality and Diversity.

6.9 Best Value

The evidence base documents include demographic, economic and social information integral to considering Best Value implications for decision making.

7 Appendices to the Report

Appendix 1: District Needs Analysis 2019-2020

Appendix 2: Brereton and Ravenhill Ward Profile

Previous Consideration

None.

Background Papers

None.

District Needs Analysis 2019-2020



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All of the statistical information included in this document was current at the time of writing in September 2019. However, due to the frequently changing nature of statistical information, this report is not intended to serve as a definitive position statement for the District, particularly as some data will have been revised since publication.

Cannock Chase Council, while believing the information in this document to be correct at the time of publication, does not guarantee its accuracy nor does the Council accept any liability for any direct or indirect loss or damage or other consequences, however arising from the use of such information supplied.

Methodology:

The annual *District Needs Analysis* is an assessment of statistical information for Cannock Chase which examines and highlights key social, environmental and economic issues in the District in relation to the priorities outlined in the Council's *Corporate Plan 2018-2023*. The report forms a broad analysis of the most statistically significant socioeconomic issues affecting the District and cannot therefore provide a comprehensive insight into all subjects or themes.

The data featured in this report has been drawn from a combination of both local and national sources including those produced by Staffordshire County Council and the Office for National Statistics (ONS). There may be statistical differences between data sources due to figures being generated from varying sources. In approaching statistics presented in this report, it is important to note that sources, particularly those relating to lower-level geographical areas or small counts of people, may present suppressed data scores to protect individual identity. It is important to note that some data is taken from sample-based sources which estimate trends for the wider population.

Contents

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The District Needs Analysis and Cannock Chase Council's Corporate Plan 2018-2023

The District Needs Analysis provides key socioeconomic information about Cannock Chase which relates directly to the priorities and strategic objectives identified in Cannock Chase Council's *Corporate Plan 2018-2023*. The *Corporate Plan 2018-2023* outlines the following priorities and strategic objectives for the District



Promoting Prosperity

- Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximising the benefits it will bring to the District
- Increased housing choice
- Create a positive environment in which businesses in the District can thrive
- Increase the skill levels of residents and the amount of higher skilled jobs in the District
- Create strong and diverse town centres to attract additional customers and visitors

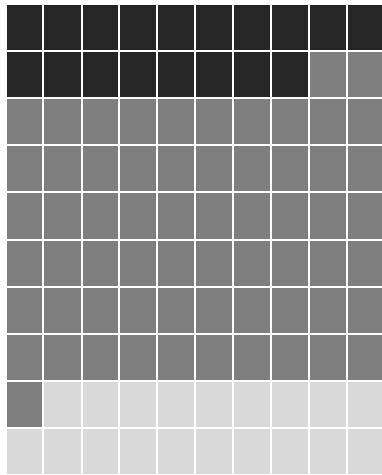
- Increase access to employment opportunities
- Commencement of regeneration of the Rugeley Power Station site

Improving Community Wellbeing

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

Where possible, the District Needs Analysis has been structured thematically in relation to the priorities identified in the *Corporate Plan 2018-2023*.

Cannock Chase Overview, 2018*

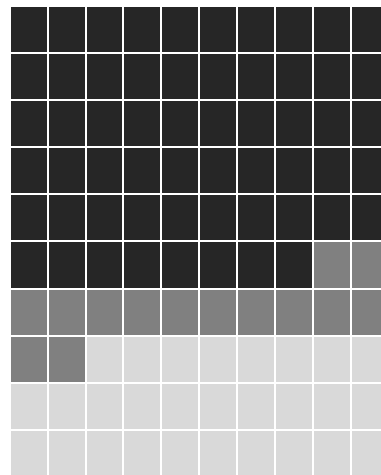


Age

Under 16s
17.9%

Working Age
(16-64)
63.2%

65 and Over
18.9%

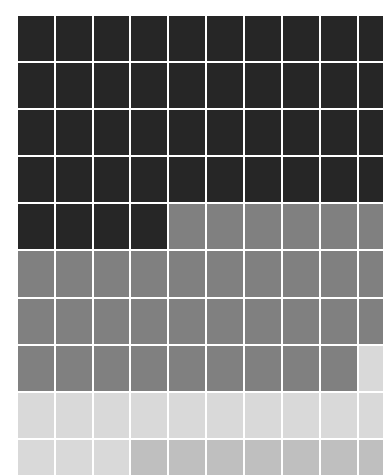


Physical Activity

Active
(150+ mins per week)
57.8%

Fairly Active
(30-149 mins per week)
14%

Inactive (<30 mins per week)
28.2%



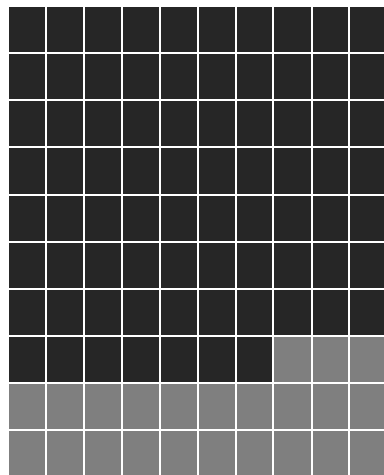
Health (2011)

Very Good Health
43.7%

Good Health
35%

Fair Health
14.5%

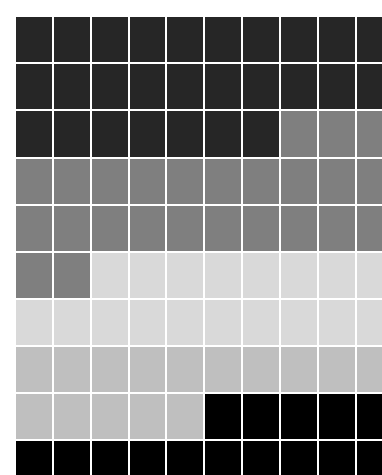
Bad Health and
Very Bad Health
6.8%



Economic Activity

Working Age (16-64)
Economically Active
77.1%

Working Age (16-64)
Economically
Inactive
22.9%



Qualifications

NVQ 4 and Above
26.6%

NVQ3 24.5%

NVQ 2 18%

NVQ 1 15.3%

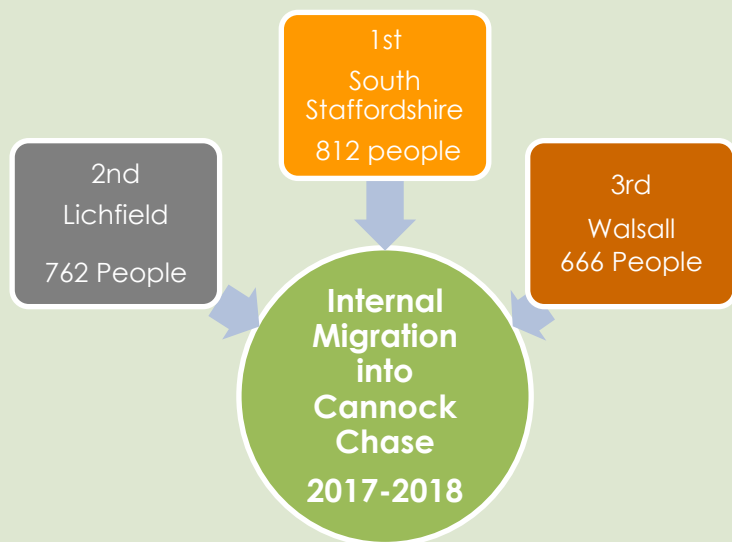
Other Qualifications or
No Qualifications
(estimated) 15%

* All statistics relate to 2018 or 2017/18 unless otherwise stated. Please note that 100 cell tables don't always match to 1 decimal place exactly as data are typically rounded up to the nearest 1 if 5 or more, and down to the nearest 1 if <5. Sources: Office for National Statistics; Sport England; Staffordshire County Council.

Our District and Residents



Mid-2018 Population Estimate
100,109 Persons

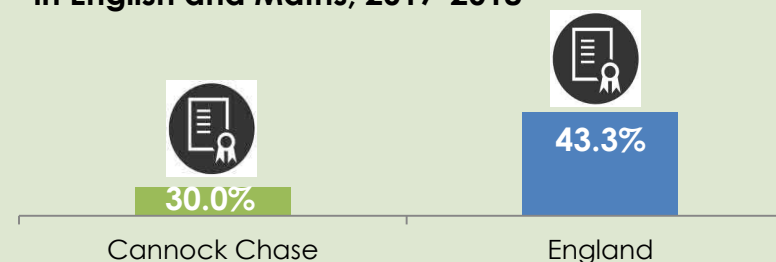


126

Cannock Chase ranked 126 in the Indices of Deprivation 2019 (1=most deprived, 317=least deprived)

Promoting Prosperity

GCSE:
% Achieving Grade 5 or above in English and Maths, 2017-2018

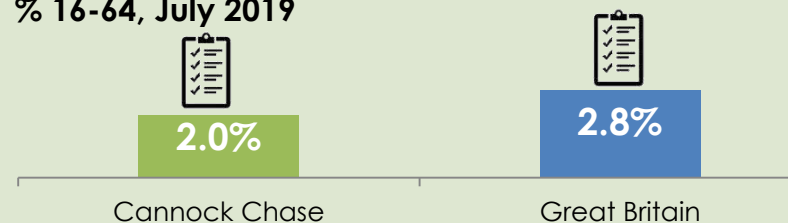


Largest Employment Sector, 2017
24.4% Employee Jobs in Wholesale and Retail Trade; Repair of Motor Vehicles and Motor Cycles



Business Enterprises, 2018
3,385 active business enterprises
20.5% Construction enterprises

Unemployment:
ONS Claimant Count
% 16-64, July 2019



Improving Community Wellbeing

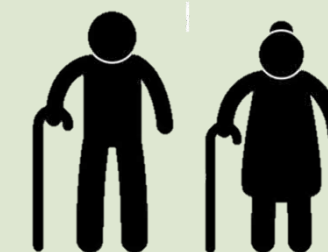
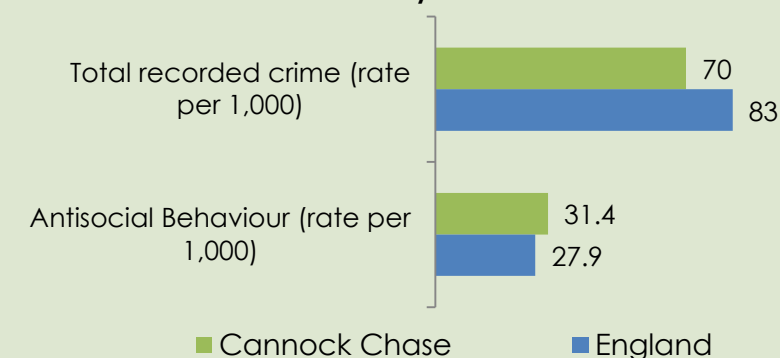


Physical Inactivity 2017/2018

28.2% do less than 30 mins physical activity per week

Higher than England avg. 25.1%

Crime and Antisocial Behaviour, 2017/2018



Ageing Population

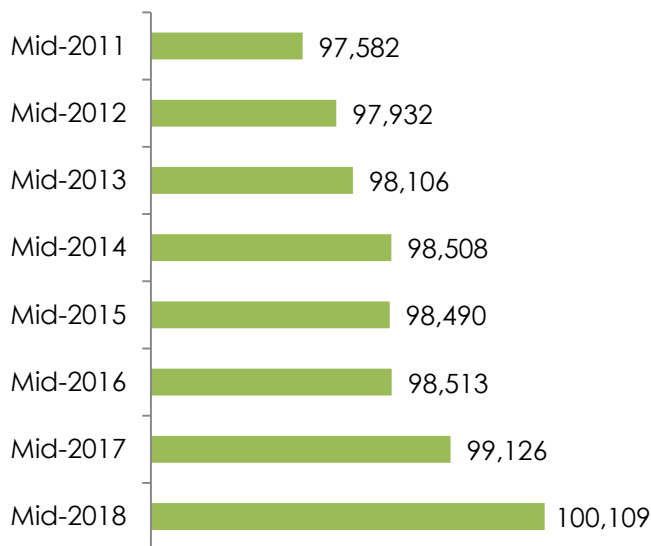
19.8% rise in 65+ by 2027
37.7% rise in 85+ by 2027

1. Our District and Residents

Population Change in Cannock Chase

Between 2017 and 2018 Cannock Chase saw the largest increase in population since 2011. The District population rose by 983 residents – a growth of 1% compared to the UK rate of 0.6% for the same period.¹

Mid-Year Population Change in Cannock Chase: No, Residents, 2011-2018



¹ All Population data sourced from Office for National Statistics, Population Estimates for the UK, England and Wales, Scotland and Northern Ireland: mid 2018 (June 2019); Office for National Statistics, Internal Migration by Local Authorities in England and Wales: mid-2018 (June 2019).

The main contributor to this population increase was internal migration – residential moves into the District by people from other local authorities. This generated a rise of 750 residents in Cannock Chase between June 2017 and June 2018.

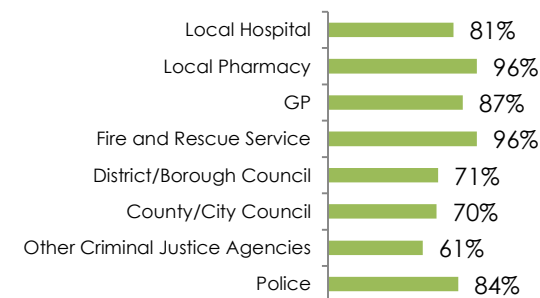
The majority of people who moved into Cannock Chase migrated from South Staffordshire and Lichfield. Data from the 2011 Census indicated that a significant proportion of residents from these neighbouring areas commuted into Cannock Chase for work. Residential moves into the District may be associated with employment or reflect the positive levels of housing affordability in Cannock Chase.

Resident Voice: Feeling the Difference and Cannock Chase Council's Website

Feeling the Difference (FtD) is a bi-annual public opinion survey which provides an opportunity for residents of Staffordshire and Stoke-on-Trent to express views about their local area and public services. Combined results of four surveys provide meaningful results from a sample of 600 residents in Cannock Chase during March 2017 and September 2018. Across the four waves of the FtD Survey in this period

94% of respondents in Cannock Chase were satisfied with the local area. 66% of Cannock Chase respondents identified that the level of crime was the most important factor in making a good place to live, with 18% identifying that people using or dealing drugs was a significant problem in their area. Whilst 71% of respondents were satisfied with the overall level of service provided by the District Council, the highest rates of satisfaction were with GP services (87%), the Fire and Rescue Service (96%) and their local pharmacy (96%).²

Local Services: Percentage of Cannock Chase respondents very/fairly satisfied with the overall level of service provided by:



² Feeling the Difference public opinion survey via Staffordshire Observatory <https://www.staffordshireobservatory.org.uk/PublicVoice/what-local-people-think.aspx#.XRDqXsJYa70>

Personal Wellbeing in Cannock Chase

Analysis of personal wellbeing data by the Office for National Statistics (ONS) identifies that health, physical activity, education and employment are key factors affecting differences in ratings for well-being across local authorities in the West Midlands.³ Sample survey data from the Annual Population Survey indicates that life satisfaction and a sense that life is worthwhile was 'high' in Cannock Chase during March 2017 to March 2018. Following the decrease seen in 2016-2017, happiness has risen among the sample of Cannock Chase respondents to a rating within the ONS threshold for 'high' happiness. Self-reported anxiety among Cannock Chase respondents fell during 2017-2018 to within the ONS threshold 'low'.⁴

Deprivation in Cannock Chase

The English Indices of Deprivation 2019 (IoD 2019) measures relative levels of deprivation across the 32,844 lower super output areas (LSOAs) and 317 local

³ Office for National Statistics, Personal Well-Being in the UK: April 2017-March 2018 (September 2018).
⁴ It is important to note that estimates for anxiety in Cannock Chase are considered acceptable but not precise.

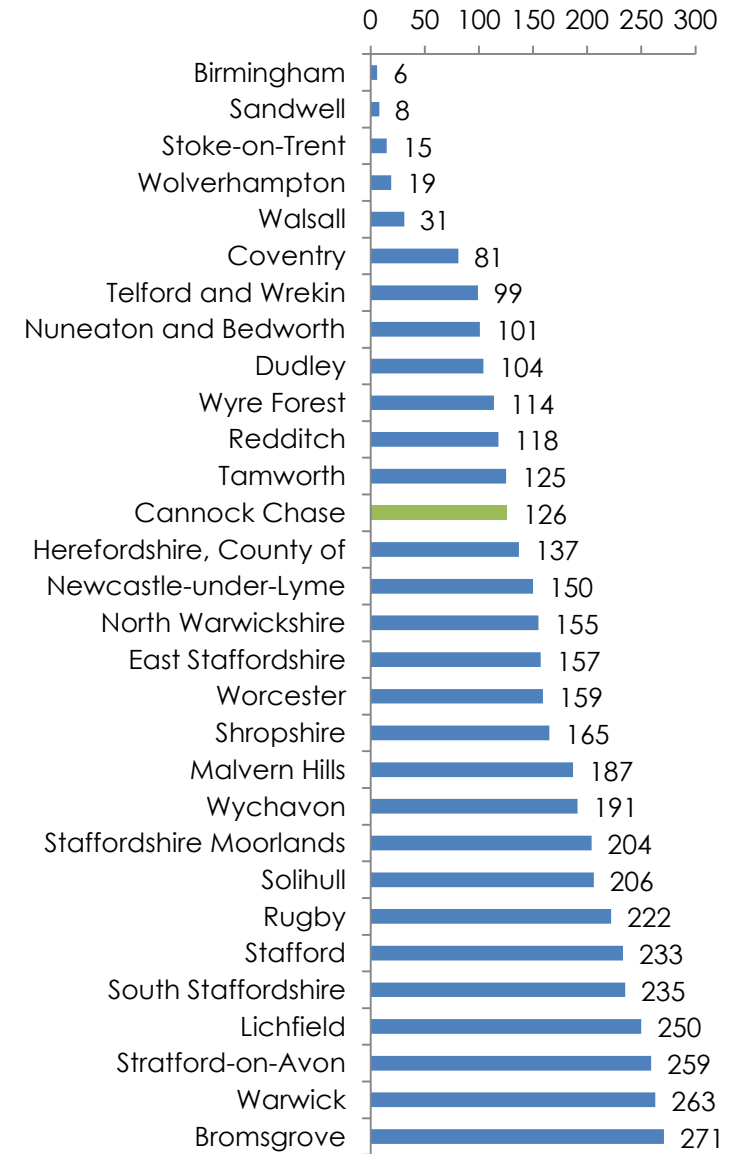
authority districts in England based on seven domains of deprivation: income, employment, education, health, crime, barriers to housing and services and living environment. The IoD 2019 'provides a place-based insight into deprivation' and ranks each of these geographies 'according to their level of deprivation relative to that of other areas'. The 317 local authority districts in 2019 are ranked from the most deprived (1) to the least deprived (317), with additional rankings of relative deprivation for each of the seven domains.⁵

Cannock Chase is ranked overall as the 126th most deprived local authority district in England. The chart to the right illustrates the ranking of all local authority districts in the West Midlands – Cannock Chase is ranked 13th most deprived in the Region.⁶

The following page features a map illustrating deprivation across the Cannock Chase Wards based on IoD 2019 data.

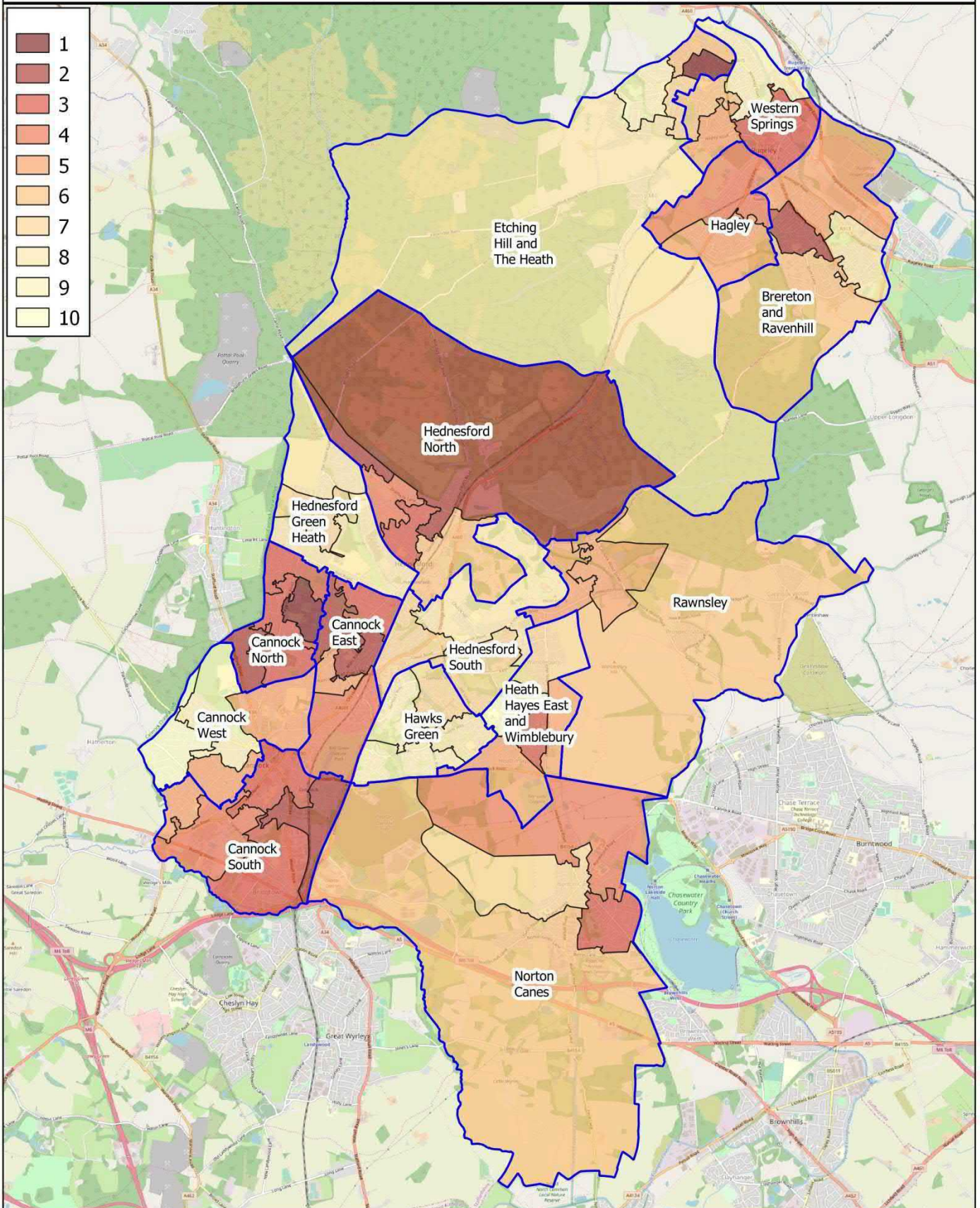
⁵ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) Statistical Release (September 2019).
⁶ Cannock Chase rankings for deprivation across the seven domains of the IoD 2019 are featured throughout this District Needs Analysis. Further detailed analysis of IoD 2019 data for Cannock Chase and the District's Wards will be produced later in 2019/2020.

Indices of Deprivation 2019: IMD – Rank of Average Rank, West Midlands (1=most deprived; 317=least deprived)



Cannock Chase Wards in the Index of Multiple Deprivation 2019

Deciles of Deprivation (1 = most deprived 10% of LSOAs nationally;
10 = least deprived 10% of LSOAs nationally)



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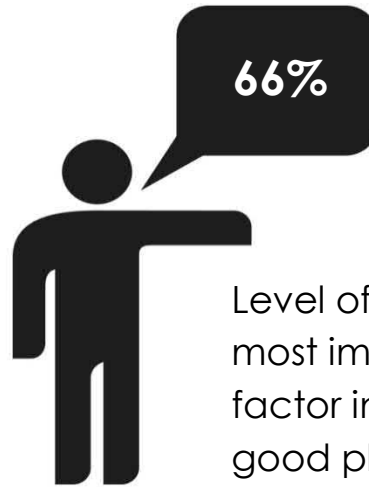
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Our District and Residents: Key Statistics



Mid-2018 Population Estimate
100,109 Persons



Level of crime
most important
factor in making a
good place to
live.

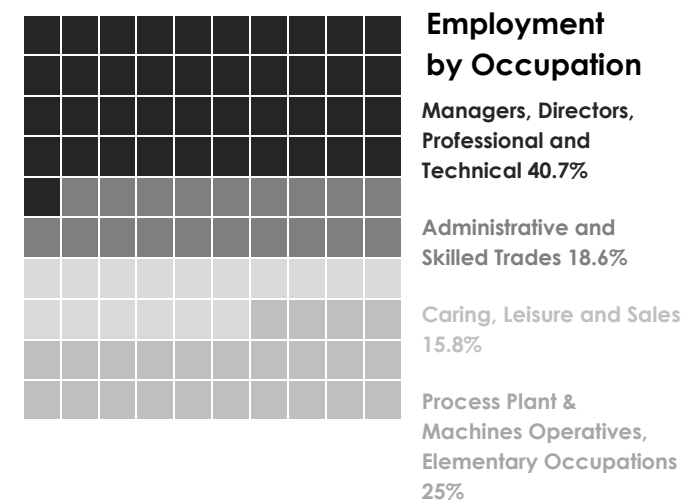
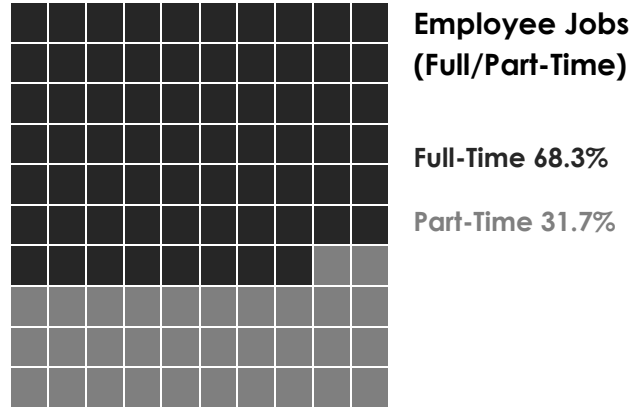
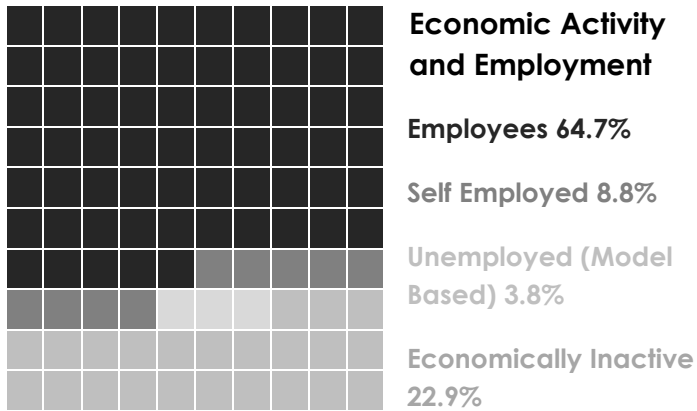


Life Satisfaction, Life
Worthwhile and Happiness
'high' in Cannock Chase, 2017-
2018

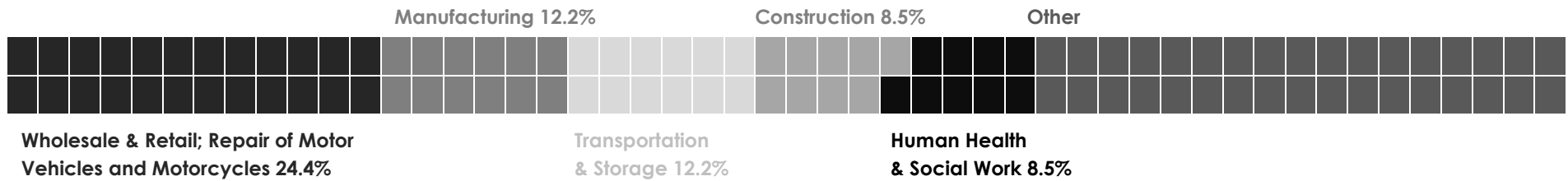


2. Promoting Prosperity

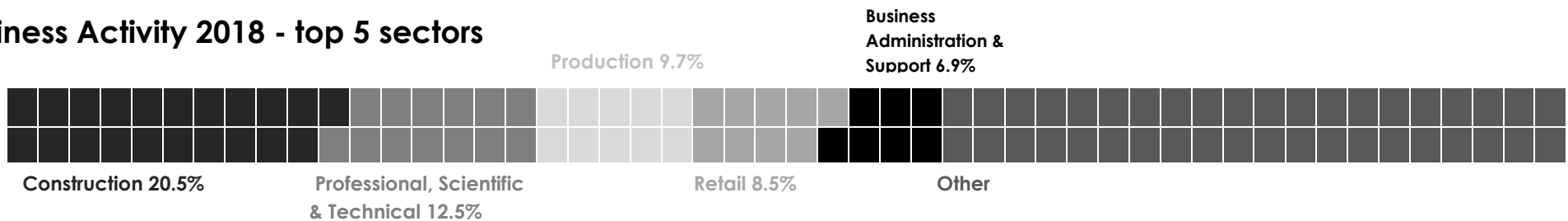
Cannock Chase jobs and businesses*



Employee Jobs 2017 – top 5 sectors



Business Activity 2018 - top 5 sectors



* All statistics relate to 2018 or 2017/18 unless otherwise stated. Please note that 100 cell tables don't always match to 1 decimal place exactly as data are typically rounded up to the nearest 1 if 5 or more, and down to the nearest 1 if <5. Source: Office for National Statistics.

Increasing Housing Choice

There are an estimated 42,000 households in Cannock Chase, projected to rise to 44,000 over the next decade to 2028 and to 46,000 by 2038. Reflecting population trends, the number of younger households is forecast to decrease, accompanied by a rise in the number of older-age households in which the eldest economically active person is aged 65 or over.⁷

The average house price in Cannock Chase was £184,688 in 2018. This was below the Staffordshire (£217,858), West Midlands (£227,456) and England (£297,447) averages. There were 1,584 residential property sales in Cannock Chase in 2018.⁸

At the end of March 2019 there were 5,145 local authority owned dwellings in Cannock Chase, the majority of which were one bedroom properties (2,209). 86 dwellings received work to prevent them from becoming non-decent in terms of

⁷ Office for National Statistics, 2016-based household projections for local authorities and higher administrative areas in England (September 2018); Office for National Statistics, Households Projections for England – Household Type Projections: 2016-based (December 2018). Please note that these are new statistics subject to revision and may change.

⁸ HM Land Registry, Average Prices and Volumes of Sales for Cannock Chase 2018 <http://landregistry.data.gov.uk/app/standard-reports>

Decent Homes Standard delivery in 2018-2019. Cannock Chase Council received 65 Right to Buy (RTB) applications during this period with 27 RTB sales completed.⁹

Cannock Chase Council's Strategic Land Availability Assessment (SHLAA) outlines a requirement of 5,300 dwellings for the District by 2028 with a managed delivery target of 200 dwellings per annum based on completions between 2006/07 to 2017/18 (3,304 dwellings). There were 625 net completions in 2017/18, exceeding the annual requirement.¹⁰

There were 70 new affordable homes built in Cannock Chase during 2018-2019.¹¹ It is possible to consider the affordability of housing in the District by comparing the average house price in the District to average income.¹² Comparing the

⁹ Local Authority Housing Statistics 2018-2019, courtesy of Housing Strategy Officer, Cannock Chase Council.

¹⁰ Cannock Chase Council, *Strategic Land Availability Assessment* (August 2018).

¹¹ Affordable Housing Delivery data, courtesy of Housing Strategy Officer, Cannock Chase Council.

¹² Average house price figures are based on data relating to 2018. The latest available data relating to average annual pay for all employee jobs is based on annual data ending in April 2018. These datasets can be compared to provide an indication of the difference between average income and house price. Office for National Statistics, Annual Survey of Hours and Earnings, 2018 Provisional Results, Table

average house price in Cannock Chase for 2018 (£184,688) to the median gross annual pay for all employee jobs in the District in the tax year that ended in April 2018 (£23,806) indicates that the average house price is 7.8 times higher than average annual income. This was a smaller difference than at County (9.2), Regional (10) and National levels (12.3).¹³ The median private rent in Cannock Chase was £550 per month between September 2017 and September 2018 which was below the England average of £690 per month.¹⁴

Cannock Chase is ranked positively at 273 out of the 317 local authority districts in England for barriers to housing and services in the IoD 2019, where 317 is the least deprived. Cannock Chase is just outside

8.7a Annual Pay – Gross (£) for all employee jobs UK, 2018; HM Land Registry, Average Prices and Volumes of Sales for Cannock Chase 2018

<http://landregistry.data.gov.uk/app/standard-reports>. Please note that the median figure from the ASHE is used as it provides a better indication of typical pay than the mean measurement and is the preferred measure of average earnings by the Office for National Statistics.

¹³ Whilst this is positive in terms of housing affordability in the District, it is important to note that some residents may have lower earnings which could impact on their access to home ownership in the District.

¹⁴ Local Government Association/Residential Analysts, *Understanding Local Housing Markets: Cannock Chase* (July 2019).

the least deprived 10% of local authority districts nationally for this domain which measures the physical and financial accessibility of housing and local services.¹⁵

Employment

79.6% of Cannock Chase residents aged 16-64 were economically active between April 2018 and March 2019. 75.7% were in employment which was above the West Midlands (73.8%) and Great Britain (75.4%) averages. The rate of claims for unemployment benefit in the District remained below the England average during this period and stood at 2% of residents aged 16-64 in July 2019.¹⁶

Of the 41,000 employee jobs in Cannock Chase in 2017, 28,000 were full-time and 13,000 part-time. The ratio of jobs to working-age population in Cannock Chase (0.74) was below the West Midlands (0.82) and Great Britain (0.86) averages in 2017. Continuing the trend seen in recent years, Wholesale and Retail Trade; Repair of Motor Vehicles and Motor Cycles provided the largest proportion of employee jobs in

Cannock Chase in 2017 at 24.4% of all employee jobs. This was the second highest proportion in the West Midlands and above the Great Britain average (15.2%).¹⁷ Experian data identifies that Wholesale and Transport was the industrial sector with the highest proportion of workforce jobs in the District in 2018. Indeed, the high level of growth in employee jobs in Cannock Chase has been attributed to 'the burgeoning wholesale and distribution sector in the District'.¹⁸ Manufacturing and Transportation and Storage both provided the second highest proportion of employee jobs in Cannock Chase in 2017 at 12.2% - a rate above the West Midlands and Great Britain averages for employee jobs in both industries.¹⁹

There were 37,866 private sector jobs in Cannock Chase in 2017. Private Sector employment has grown by 32.9% in the District since 2010 – a greater proportion of growth than Birmingham (21%).²⁰ 41.1% of

persons aged 16+ in employment in Cannock Chase were employed in SOC 2010 Major Group 1-3 occupations in the period April 2018-March 2019. Whilst this was below the West Midlands (42.3%) and Great Britain (46.8%) averages, the proportion of Cannock Chase residents working in these roles associated with higher skills and earnings has grown since 2017.²¹

Gross weekly pay for full-time workers living in Cannock Chase was £530.00 in 2018, close to the West Midlands average of £536.60 but below the Staffordshire average of £551.40 and Great Britain average of £571.10. Gross weekly pay for full-time workers employed in Cannock Chase was lower, at £496.00 in 2018 – around £40 below the West Midlands average and below the Great Britain average (£570.90).²²

Cannock Chase is ranked 89 out of 317 local authority districts in England for employment in the IoD 2019 where 1 is the most deprived and 317 the least deprived.

¹⁵ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) (September 2019).

¹⁶ Office for National Statistics via NOMIS Labour Market Profile for Cannock Chase, July 2019.

¹⁷ Office for National Statistics via NOMIS Labour Market Profile for Cannock Chase, July 2019.

¹⁸ Cannock Chase Council Economic Development Needs Assessment (April 2019).

¹⁹ Office for National Statistics via NOMIS Labour Market Profile for Cannock Chase, July 2019.

²⁰ GBSLEP KPI Report (November 2018), courtesy of Head of Economic Prosperity, Cannock Chase Council.

²¹ Office for National Statistics via NOMIS Labour Market Profile for Cannock Chase, July 2019.

²² Office for National Statistics via NOMIS Labour Market Profile for Cannock Chase, July 2019. This data is median earnings in pounds.

Employment deprivation is measured based on the proportion of the working age population in an area involuntarily excluded from the labour market. However, the District is ranked more positively for income with a ranking of 112 out of 317 based on the proportion of the population experiencing deprivation relating to low income.²³

Business and Industry

'In recent years Cannock Chase has seen prolonged job growth and inward investment, predominantly related to logistics, seeking to build on the benefits of the District's proximity to the regional and national highway network'.²⁴

2018 figures record the highest number of active business enterprises in Cannock Chase since 2012 with 3,385 enterprises active in the District. Enterprises in the Broad Industry Group Construction continued to dominate in 2018 with a growth of 4.5% - an increase of 30 enterprises since March 2017. Business enterprises in the Construction industry now comprise 20.5% of all enterprises, showing

an increase of 0.9% from 19.6% in 2017. Business enterprises in the Professional, Scientific & Technical sector (425, 12.6%) and the Production sector (330, 9.7%) were the second and third largest group of enterprises in the District respectively.²⁵

Of the 425 businesses born in Cannock Chase in 2016, 90.6% survived their first year. This was slightly lower than the Staffordshire rate of 92.5% for one-year survival of businesses and also below the West Midlands (92.3%) and Great Britain (91.6%) averages. However, the gap between the District rate and the Great Britain rate for five-year survival was only 0.3% in 2017.²⁶ The majority of Cannock Chase business enterprises (74.4%) had a small employment size band of up to four employees, whilst only 0.6% had an employment size band of more than 100 staff. Over 30% of business enterprises in Cannock Chase had a turnover of between £100,000 and £249,000 in March 2018.²⁷

²⁵ Office for National Statistics, UK Business: Activity, Size and Location (November 2018).
²⁶ Office for National Statistics, Business Demography, October 2018.
²⁷ Office for National Statistics, UK Business Size, Activity Location, November 2018.

Gross Value Added (GVA) in Cannock Chase was estimated at £1,832m for 2017 (figures in rounded £million). 2017 data indicates that Cannock Chase saw the highest annual GVA growth across all West Midlands Districts/Boroughs within the Greater Birmingham and Solihull LEP (GBSLEP) at 9.11%.²⁸ GVA per head in Cannock Chase was estimated at £18,441 in 2016 - below Staffordshire (£19,138), West Midlands (£21,823) and UK (£26,621) averages. This may be attributed to the proportion of residents commuting out of the District for work.²⁹ The Broad Industry Group GHI: Distribution, Transport, Accommodation and Food had the highest total GVA in Cannock Chase at £530m – 29.2% of the District's total GVA in 2016. This Group includes the sector Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles which

²⁸ Data courtesy of GBSLEP sourced from Office for National Statistics, Regional Gross Valued Added (Balanced) Local Authority by NUTS1 Region (December 2018).

²⁹ Cannock Chase Council, GVA for Cannock Chase (October 2018). Please note GVA figures are work-place based. GVA per head can therefore be misleading for areas where there are high levels of commuting. At the time of the 2011 Census, over 23,500 people living in Cannock Chase commuted out of the district for work and would therefore not be included in GVA estimates for the district but at the location of their workplace.

²³ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) (September 2019).

²⁴ Cannock Chase Council Economic Development Needs Assessment (April 2019).

typically provides the highest proportion of employee jobs in Cannock Chase.³⁰

Education, Skills and Qualifications

Cannock Chase had the lowest GCSE attainment across Staffordshire and across the West Midlands more widely in 2017-2018. 30% of pupils living in Cannock Chase achieved Grade 9-5 in English and Mathematics. This was considerably below the West Midlands (39.4%) and England (43.3%) averages for state-funded schools.³¹

In January 2018 12.3% of students in Cannock Chase were claiming free school meals. While this was lower than in 2017(12.6%), the proportion of FSM pupils in 2018 was the second highest in Staffordshire after Tamworth (13.8%). However, the Cannock Chase rate was below the West Midlands (15.5%) and England (13.2%) averages.³²

However, student destination data indicates that 95% of students who

completed Key Stage 4 went into sustained education or employment in 2016/17 which was slightly above the England average (94%). Of the 790 students who completed Key Stage 5, 87% moved into sustained education or employment in 2016/17 - 38% into Higher Education (NVQ Level 4+) and 29% into employment.³³ There were 670 Apprenticeship Starts in Cannock Chase during 2017-2018. The majority (330) of these were Advanced level apprenticeships and 280 starts were by students aged 25+. 8% of students who completed Key Stage 4 moved into sustained apprenticeships in 2016/17, similar to the 9% who started an apprenticeship after completing Key Stage 5.³⁴

3.8% of 18-24 year olds in Cannock Chase were claiming benefits for unemployment in July 2019. Whilst this rate has risen since the end of 2018 and was above the

³³ Department for Education, Destinations of Key Stage 4 and Key Stage 5 Students (October 2018). Data relates to 2016/17 destinations for the 2015/16 cohort. A sustained destination is defined as a continuous 6 month period in education, employment or apprenticeship.

³⁴ Department for Education, Apprenticeship Starts by Delivery in each Local Authority District by Provider and Level, 2017/2018 (ILR data); Department for Education, Destinations of Key Stage 4 and Key Stage 5 Students (October 2018). Data relates to 2016/17 destinations for the 2015/16 cohort.

Staffordshire average (3.0%), it is below the West Midlands average (4.6%) and the same as the Great Britain average (3.8%).

51.1% of people aged 16-64 in Cannock Chase were qualified to NVQ3+ level which is equivalent to 2 or more A Levels, advanced GNVQ and NVQ 3 in 2018. This was below the West Midlands estimate (51.9%) and the Great Britain estimate (57.8%) for the same period. 26.6% of people aged 16-64 had higher level qualifications of NVQ4+ in 2018 which was below the West Midlands (33.1%) and Great Britain (39.3%) averages.

Across the 7 domains of the IoD 2019, Cannock Chase is most deprived in the domain of education, skills and training which measures the lack of attainment and skills in the local population. Cannock Chase is ranked 37 out of 317 local authority districts for education deprivation, where 1 is the most deprived and 317 the least deprived. The District falls just outside the most deprived 10% of local authority districts nationally for this domain.³⁵

³⁵ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) (September 2019).

³⁰ Cannock Chase Council, *GVA for Cannock Chase* (October 2018)

³¹ Department for Education, *Key stage 4 and multi-academy trust performance 2018 (revised)* (January 2019).

³² Staffordshire County Council, *Cannock Chase Locality Profile Data Pack* (September 2018).

School Performance

The 'Attainment 8' score given to a school indicates how well pupils have performed in up to 8 qualifications including English, Maths, Sciences, History, Geography and languages at the end of Key Stage 4.

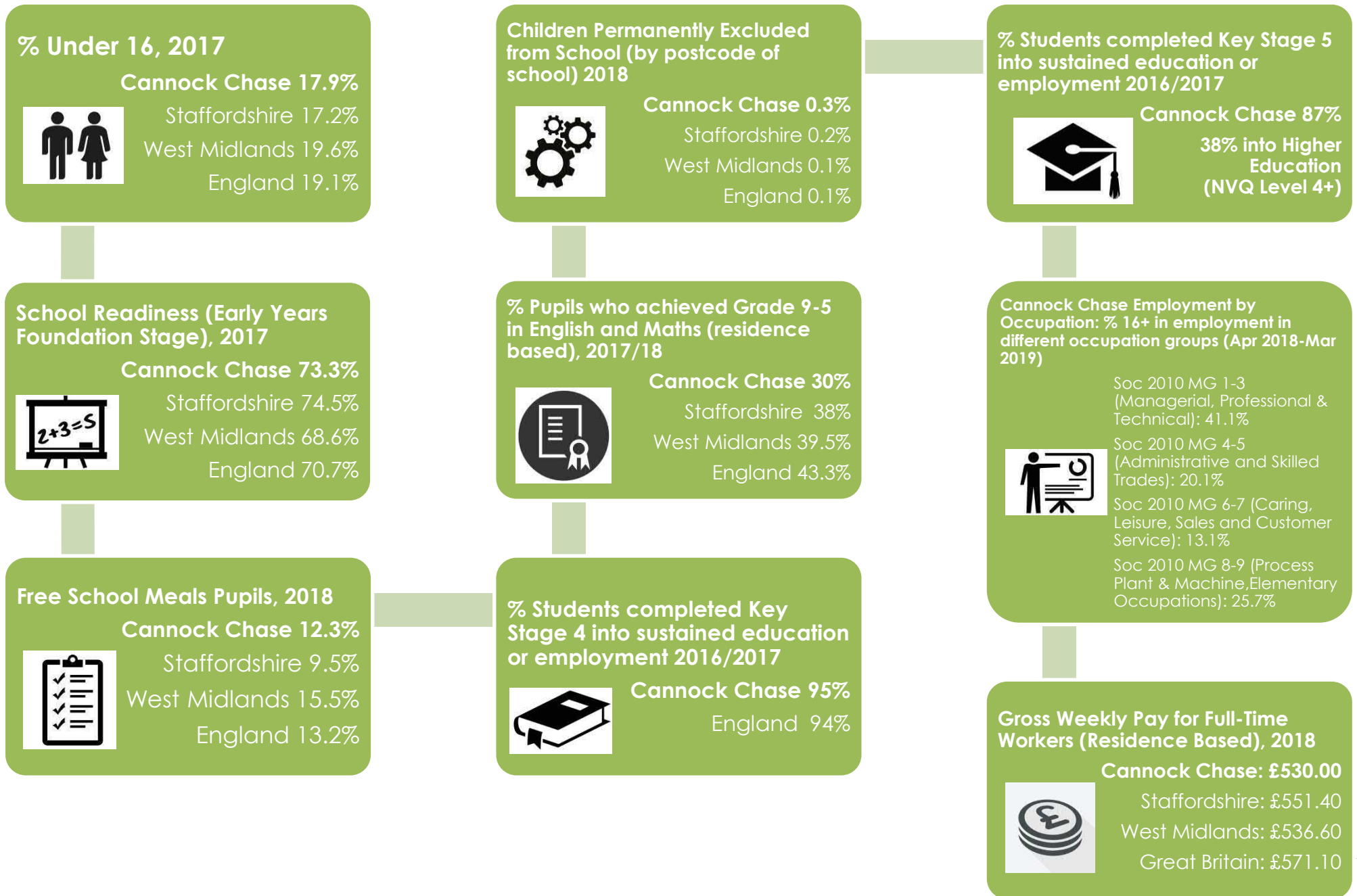
School	Attainment 8 Score, 2017/2018
Staffordshire University Academy	37.6 points
The Hart School	40.1 points
Cardinal Griffin Catholic College	45.3 points
Kingsmead School	43.5 points
Cannock Chase High School	42.3 points
Norton Canes High School	33.4 points
Local Authority Average	44.6 points
England Average	46.5 points

Data from the Department of Education records the average grade and points score which pupils achieved at A Level - Advanced level qualifications (Level 3) - across secondary schools in Cannock Chase in 2018.

School	Average Grade	Average Point Score
Staffordshire University Academy	D+	22.07
The Hart School	C	31.30
Cardinal Griffin Catholic College	C-	27.66
Kingsmead School	C	30.04
Cannock Chase High School	C	29.95
Norton Canes High School	D-	17.37
England All Schools and Colleges	C+	33.33

Source: Department for Education, School and College Performance <https://www.gov.uk/school-performance-tables> (accessed August 2019)

Education to Employment Pathway: Cannock Chase 2017-2018



Promoting Prosperity

Housing



£184,688
Average House Price
2018

5,145

Local Authority Owned Dwellings
March 2019



65 Right To Buy applications
received 2018-2019



70
New Affordable Homes Built
2018-2019



Average house price **7.8**
times higher than
average annual
income for all jobs
2018

Employment



79.6% aged 16-64
Economically
Active
2018-2019

75.7% in employment



Wholesale & Retail,
Manufacturing and
Transportation provided
highest proportion of
employee jobs, 2017 and 2018



37,866 Private Sector Jobs
2017
Growth of **32.9%** since 2010



2.0% residents aged
64 in receipt of out-of-
work benefits, July 2019

Business



3,385 active business
enterprises 2018

20.5% Construction
enterprises



74.4%
business enterprises
employed up to 4
employees, 2018



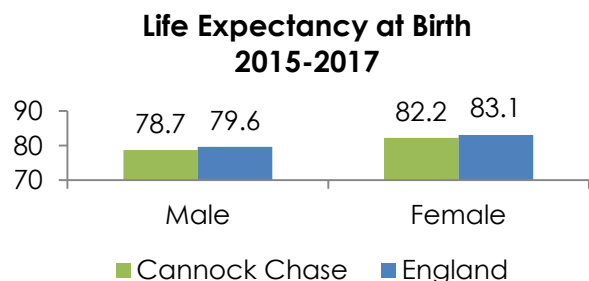
£530m
Distribution, Transport,
Accommodation and
Food = **29.2%** of
Cannock Chase's
total GVA 2016

3. Improving Community Wellbeing

Healthy and Active Lifestyles & Supporting Vulnerable People ³⁶

The IoD 2019 ranks Cannock Chase 106 out of the 317 local authority districts in England for health deprivation and disability where 1 is the most deprived and 317 the least deprived. The District is within the more deprived 50% of local authority districts for this domain which measures the risk of premature death and the impairment of quality of life through poor physical or mental health.³⁷

Life expectancy at birth in Cannock Chase was below the England average for both men and women between 2015 and 2017.



³⁶ For health-related data featured throughout this section, see Public Health England, Public Health Outcomes Framework

<https://fingertips.phe.org.uk/profile/public-health-outcomes-framework> (September 2019).

³⁷ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) (September 2019).

Men living in the most deprived areas of Cannock Chase had a life expectancy 6.9 years below that of their peers living in the least deprived areas of the District during 2015-2017. This was similar for women in Cannock Chase with those living in the most deprived areas of the District estimated to have a life expectancy shorter by 6.8 years.

74% of adults aged 18+ in Cannock Chase were classified as overweight or obese in 2017-2018. This increased by more than 4% from levels in 2016-2017 and is both above the England average (62%) and close to the highest in the West Midlands (Redditch 74.7%). The prevalence of excess weight (overweight and obesity) among Reception aged children (age 4-5) in Cannock Chase was 26.4% in 2017-2018. Whilst this fell from 27.6% in 2016-2017, prevalence remained above the England average of 22.4% in 2017-2018. Among Year 6 children (age 10-11), the prevalence of overweight and obesity increased from 36% in 2016-2017 to 37.1% in 2017-2018 and was similarly above the England average of 34.3%.

Data from Sport England indicates that levels of physical inactivity in Cannock Chase – the proportion of people doing

fewer than 30 minutes of physical activity per week - decreased during 2017-2018. 28.2% of respondents aged 16+ to the *Active Lives* survey identified as physically inactive in 2017-2018 compared to 34.8% in 2016-2017 – a fall of nearly 7% (6.6%). However, despite this annual decrease, physical inactivity in the District remains above the England average of 25.1%.³⁸ The proportion of adults meeting the recommended dietary guideline of 5-a-day fruit and vegetables on a usual day was 52.3% in Cannock Chase during 2017-2018. Although an increased from 50.4% in 2016-2017, this was below the England average of 54.8% in 2017-2018.

Smoking prevalence in adults aged 18+ is below the England average of 14.4% and the West Midlands Region average of 14.5% in Cannock Chase with 12.2% adults currently smoking in 2018. The rate of hospital admission episodes for alcohol-related conditions in the District was 812 per 100,000 persons in 2017-2018, considerably higher than the England rate of 632.

³⁸ Sport England, *Active Lives* survey November 2017/18 data

<https://www.sportengland.org/adultnov1718tables/> (April 2019).

Economic inactivity due to long-term sickness was above Regional and National averages in Cannock Chase during 2017-2018.³⁹ The gap in the employment rate between those with a long-term health condition and the overall employment rate was 15% in Cannock Chase during 2017-2018, above the England rate of 11.5%.

The proportion of the Cannock Chase population aged 65+ is forecast to increase by nearly a fifth by 2027 (19.8%), with a rise of 37.7% estimated in residents aged 85+.⁴⁰ This increase in older age people raises the profile of health conditions associated with older age, particularly dementia. Cannock Chase is a dementia-friendly District supported by the Cannock Chase Dementia Action Alliance formed in 2016. The estimated dementia diagnosis rate for people aged 65+ in the District in 2019 is 73.9% - above the England average of 68.7%.

Health related quality of life for older people in the District was below the England average in 2016-2017 when around 17.9% people aged 60+ were living

³⁹ Office for National Statistics, Annual Population Survey via NOMIS Local Authority Profile for Cannock Chase.

⁴⁰ Staffordshire County Council, Cannock Chase Locality Profile Data Pack (September 2018).

in income deprived households.⁴¹ 89% of people aged 65+ felt safe at night in Cannock Chase between November 2016 and April 2018 which was above the Staffordshire average of 85.6%⁴²

The 2011 Census revealed that a high proportion of Cannock Chase residents provided substantial amounts of unpaid care. In 2016-2017 62.2% of carers in the District identified that they had as much social contact as they would like. This was considerably higher than the Staffordshire (44.2%), West Midlands (36.9%) and England (35.5%) averages.⁴³

Safe and Secure Communities

The IoD 2019 ranks Cannock Chase 171 out of the 317 local authority districts in England for crime where 1 is the most deprived and 317 the least deprived. The District is within the least deprived 50% of local authority districts for this domain which measures the

⁴¹ Public Health England, Public Health Outcomes Framework

<https://fingertips.phe.org.uk/profile/public-health-outcomes-framework> (September 2019);

Staffordshire County Council, Cannock Chase Locality Profile Data Pack (September 2018).

⁴² Staffordshire County Council, Cannock Chase Locality Profile Data Pack (September 2018).

⁴³ Staffordshire County Council, Cannock Chase Locality Profile Data Pack (September 2018).

risk of personal and material victimisation at local level.⁴⁴

The total recorded crime rate in Cannock Chase was 70 per 1,000 in 2017/18. This was above the Staffordshire average of 62.9 but below the West Midlands (76.4) and England (83) averages. The rate of Anti-social behaviour in Cannock Chase was 31.4 per 1,000 in 2017/18 and was higher than the Staffordshire (26.3), West Midlands (27) and England (27.9) averages. Whilst the violent crime rate in the District (25.3 per 1,000) was also above County (21.7), Regional (22) and National (23.7) averages, the rate of alcohol-related crime fell from 5.5 per 1,000 in 2016/17 to 4.1 per 1,000 in 2017/18 and was below the Staffordshire and Stoke-on-Trent average of 4.8.⁴⁵

99% of Cannock Chase respondents to the Feeling the Difference Survey in 2017-2018 identified that they felt safe outside in their local area during daytime, although this fell to 86% after dark. Whilst 6% of respondents reported having been a victim of crime in the last 12 months, 17% felt likely to be a

⁴⁴ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) (September 2019).

⁴⁵ Staffordshire County Council, Cannock Chase Locality Profile Data Pack (September 2018).

victim of crime. This highlights the disparity between perceptions of crime and actual crime which may reflect residents' perceptions of community safety in their local area. 49% of respondents were satisfied with local visible police presence which was similar to the Staffordshire average (48%).⁴⁶

Attractive and Healthy Environments

The IoD 2019 ranks Cannock Chase 200 out of the 317 local authority districts in England for living environment where 1 is the most deprived and 317 the least deprived. The District is within the least deprived 50% of local authority districts for this domain which measures the quality of the local environment.⁴⁷

Promoting development on Brownfield (or previously developed) land is fundamental to sustainable land use, supporting socioeconomic regeneration and

protecting the environment.⁴⁸ 68% of dwellings were built on brownfield land in the District during 2018-2019.⁴⁹

Around 45.7% of household waste was sent for reuse, recycling and composting during 2018-2019. Continuing the trend of reduction since 2016/17, there were 366 incidents of fly-tipping reported during this period.⁵⁰

Cannock Chase Council has three air quality management areas ('AQMA's'), to address elevated nitrogen dioxide concentrations above national objectives primarily from road traffic sources. These locations are on the A5 Watling Street and A5190 Cannock Road, Heath Hayes. Air quality at these locations is showing some signs of improvement, although insufficient to revoke the AQMA status at the current time. Air Aware Staffordshire was launched in 2019 to raise awareness of the impact of poor air quality and influence commuting

behaviour for businesses and schools near to air quality management areas.⁵¹

⁴⁶ Feeling the Difference public opinion survey via Staffordshire Observatory
<https://www.staffordshireobservatory.org.uk/PublicVoice/what-local-people-think.aspx#.XRDqXsJYa70>

⁴⁷ Ministry of Housing, Communities & Local Government, The English Indices of Deprivation 2019 (IoD2019) (September 2019).

⁴⁸ Environment Agency, Brownfield Land Redevelopment, <http://www.environment-agency.gov.uk/research/library/position/41237.aspx>

⁴⁹ Information courtesy of, Planning Policy Officer, Cannock Chase Council, September 2019.

⁵⁰ Annual Performance Report 2018-2019 (June 2019), Cannock Chase Council.

⁵¹ Information courtesy of Pollution Control Officer, Cannock Chase Council.

Improving Community Wellbeing: Key Statistics



Life Expectancy 2015-2017

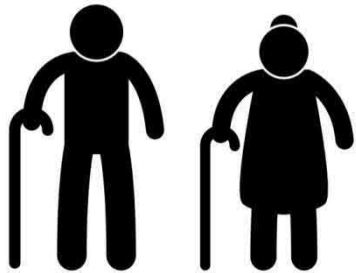
Males 78.7 Females 82.2
 England 79.6 England 83.1



Physical Inactivity 2017-2018

28.2% doing fewer than 30 mins of physical activity per week

Higher than England avg. of 25.1%



Ageing Population

19.8% rise in 65+ by 2027
 37.7% rise in 85+ by 2027



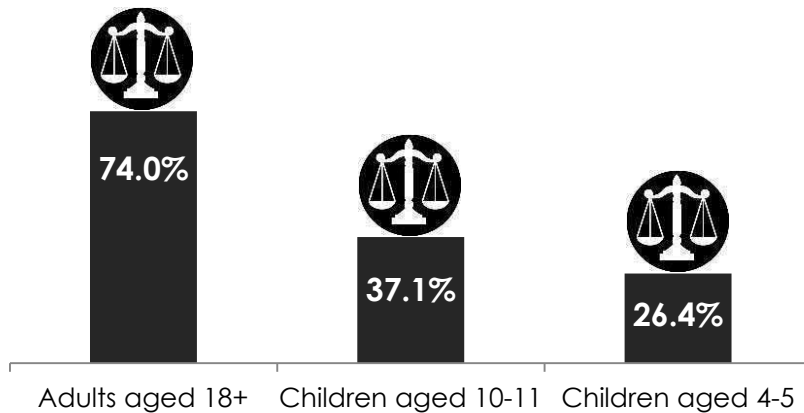
Crime and ASB

Total Recorded Crime rate per 1,000 2017/18 = 70

Antisocial Behaviour rate per 1,000 2017/18 = 31.4

86% feel safe after dark

Overweight and Obesity, 2017/18



45.7%

Household waste re-used, recycled and composted, 2018-2019

Keep in Touch and How to Contact Us

Thank you for reading this District Needs Analysis. 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: (01543) 462621

Email: policy@cannockchasedc.gov.uk

www.cannockchasedc.gov.uk

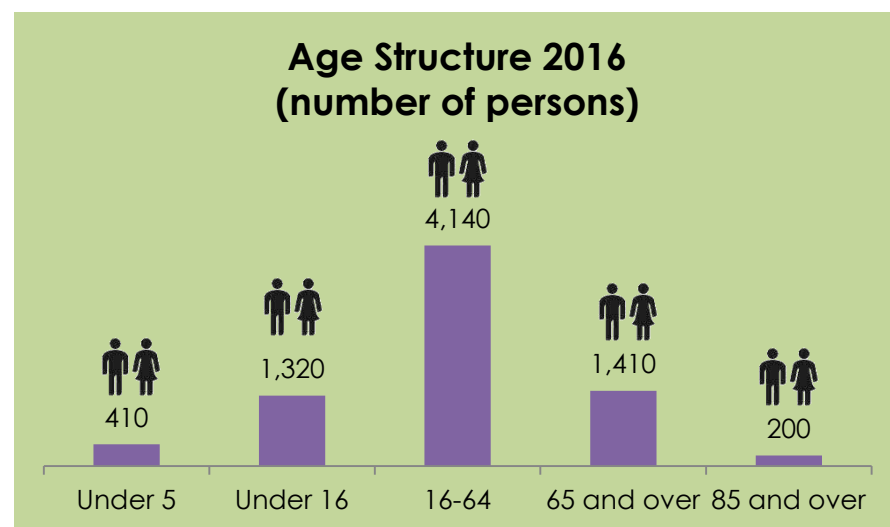
 **Search for 'Cannock Chase Life'**

 **@CannockChaseDC**

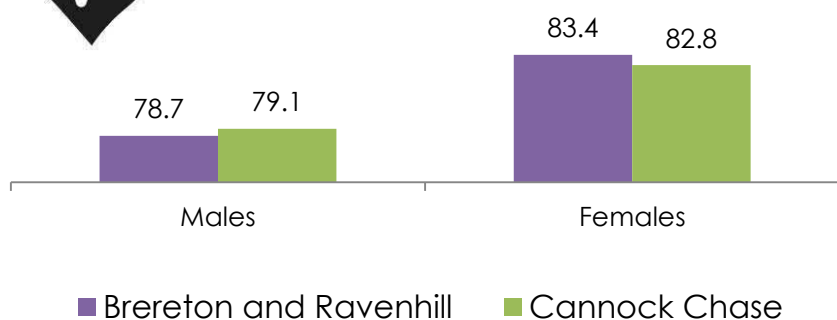
Brereton and Ravenhill



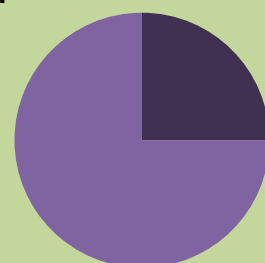
**Mid-2017
 Population Estimate
 6,922 persons**



Life Expectancy 2012-2016 (years)



Brereton and Ravenhill in the Index of Multiple Deprivation 2019

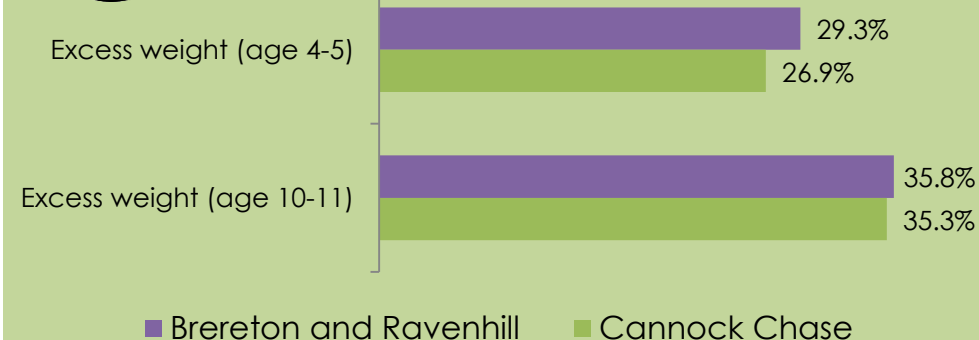


■ Most deprived 20% of LSOAs nationally

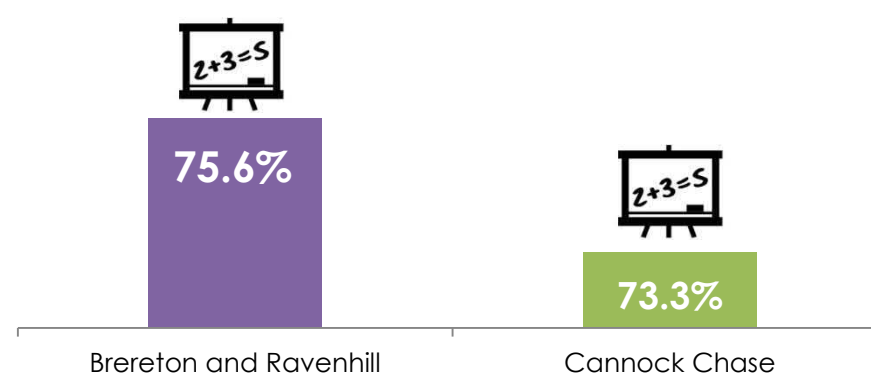
1 Lower Super Output Area (LSOA) in Brereton and Ravenhill is ranked within the most deprived 20% of LSOAs nationally.



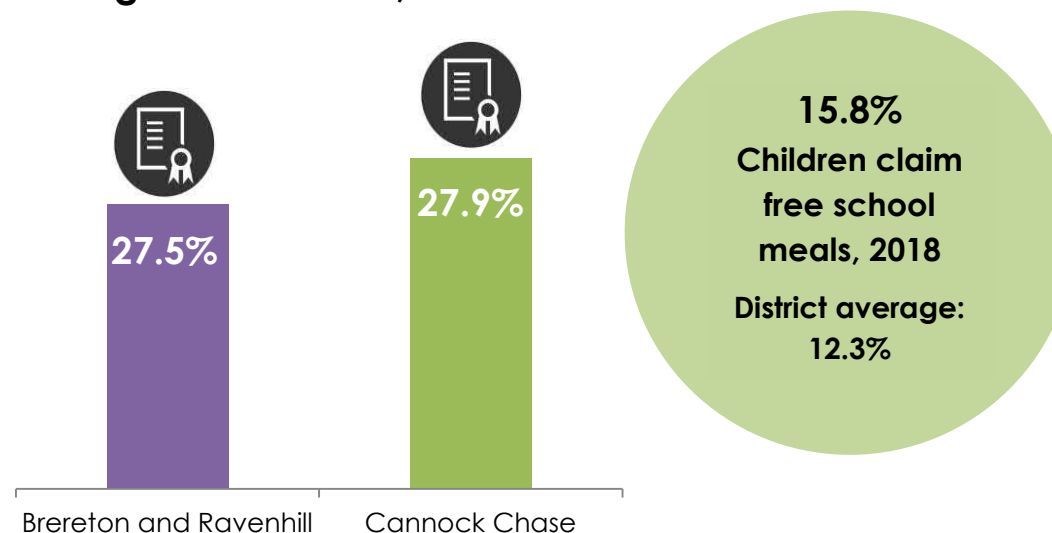
**Child Excess Weight
 2014/15-2016/17**



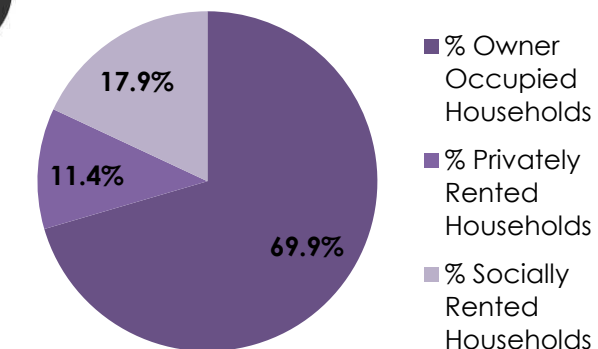
**School Readiness
 (Early Years Foundation Stage), 2017**



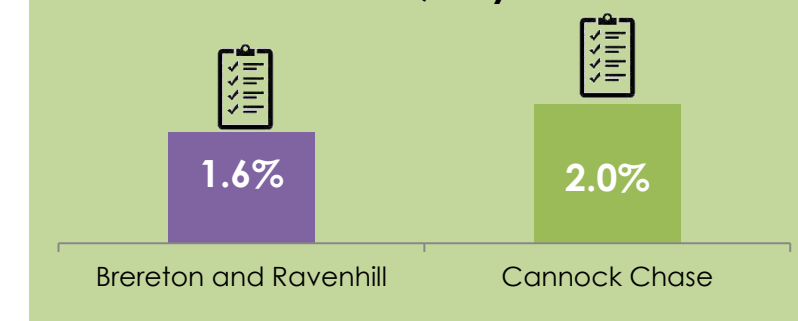
**GCSE:
 % Achieving Grade 5 or above
 in English and Maths, 2017**



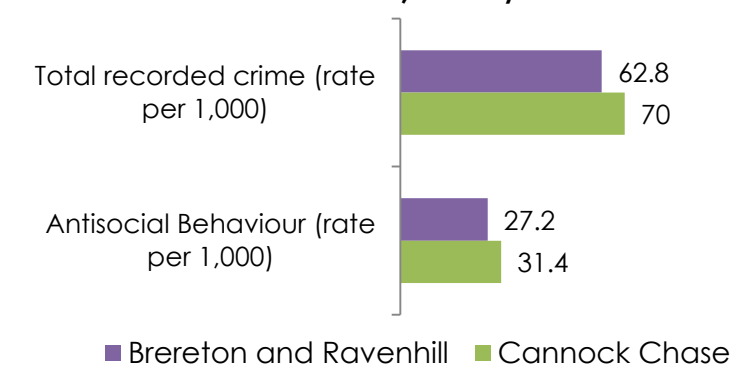
Housing Profile, 2011 Appendix 2



**Unemployment:
 ONS Claimant Count
 % 16-64, July 2019**



Crime and Antisocial Behaviour, 2017/18



**Produced by Policy & Communications,
 September 2019**

Sources: Office for National Statistics, Indices of Multiple Deprivation 2019 and Staffordshire County Council, *Cannock Chase District Data Pack* (September 2018). Please note percentage figures may not sum to 100% due to rounding.

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Report of:	Head of Governance and Corporate Services
Contact Officer:	Stephen Baddeley
Telephone No:	01543 464415
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 13/11/19 Audit & Gov Cttee: 03/12/19

**CABINET
13 NOVEMBER 2019
STRATEGIC RISK REGISTER**

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 30 September 2019 and Risk Management arrangements for managing the Strategic Risks facing the Council.

2 Recommendations

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

3 Key Issues and Reasons for Recommendation

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

Risk Colour	Number of Risks at 1 April 2019	Number of Risks at 30 September 2019
Red	1	1
Amber	4	4
Green	0	0
TOTAL	5	5

4 Relationship to Corporate Priorities

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

5 Report Detail

- 5.1 The Accounts & Audit Regulations 2015 state that:
 "A relevant body must ensure that it has a sound system of internal control which:-
- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
 - (b) ensures that the financial and operational management of the authority is effective; and
 - (c) includes effective arrangements for the management of risk."
- 5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

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




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

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

- 5.4 The number of strategic risks has remained at 5.

- 5.5 All risks have controls in place and these controls have seen a reduction from the Gross Risk to a net risk score. The net risk scores for all risks with the exception of Risk 16 remain as last reported to the committee. Management have an ongoing programme of actions to manage the risks and all risks have seen some progress in delivering these action plans however the progress in implementing the actions since April 2019 has not led to a revision of the net risk score for all risks apart from Risk 16.
- 5.6 A progress update for those actions due up to the end of March 2019 is included in the full strategic risk register attached at **Appendix 2**.
- 5.7 Additional information for red and amber risks can be found in the Strategic Risk Register (**Appendix 2**) in the form of an ‘Overall Progress Summary’ this is accompanied by a symbol to indicate whether progress is on target or otherwise.

The table below outlines the overall progress made in reducing risks since 1st April 2019:

Progress Indicator	Current position
 No progress made in reducing the risk	0 Risks
 Some progress made in managing the risk	3 Risks
 Risk on target to be reduced	2 Risks

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

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

6.8 Equality & Diversity

None

6.9 Best Value

None

7 Appendices to the Report

Appendix 1: Summary of Strategic Risks 2019

Appendix 2: Strategic Risk Register 2019

Previous Consideration

None

Background Papers

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

SUMMARY OF STRATEGIC RISKS AS AT 30/09/2019

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at April 2019	Score at Sept 2019	Direction of Travel over period reported
Red Risks						
18	Vulnerability of Cannock Chase Council's financial stability as a result of public expenditure reductions and changes to the Government's funding regime	Head of Finance	April 2014	12	12	↔
Amber Risks						
16	Impact of Welfare Benefit Reform	Heads of Finance and Housing & Partnerships	April 2013	9	6	↓
19	The organisation does not have sufficient Management / Officer capacity to deliver its corporate priorities and statutory duties	Managing Director	April 2015	9	9	↔
23	Failure to repel or recover from Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks	Head of Technology	April 2017	9	9	↔
25	There is a reduction in investor confidence in the District	Head of Economic Prosperity	April 2018	9	9	↔

Key to Direction of Travel

Risk has decreased



Risk level unchanged



Risk has increased


Deleted Risks

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at April 2019	Score at Sept 2019	Direction of Travel over period reported
	Nil					

Cannock Chase District Council – Strategic Risk Register

Ref No: 16	Risk: Impact of Welfare Benefit Reform (e.g. Introduction of Universal Credit)		
Risk Owner: Head of Finance / Head of Housing & Partnerships		Portfolio: Health & Wellbeing	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Increased demand for services (additional workload, pressure on service delivery, additional resourcing etc); • Increase in arrears on Council Tax; • Increase in Rent Arrears; • Negative impact on ability to perform “Compliance” functions and adverse effect on income. 			
Links To Priority Delivery Plan: Community Wellbeing			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: 12 RED
<p>Controls in Place</p> <ul style="list-style-type: none"> • Manage the Council’s housing stock; • Monitoring impact of localisation of Council Tax Support; • Liaison with DWP on implementation timetable for Universal Credits; • Budget support available for affected residents to better manage their budgets set up. • Discretionary Housing Payment policy 			
Residual/Net Risk Score (i.e. with controls)	Likelihood: 2	Impact: 3	Total Score: 6 AMBER
Provisional Assessment of Risk – does the residual risk score need to be reduced		YES	

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Improved communications from DWP enable us to identify UC claimants. Wherever possible, LCTR claims are processed on the basis of information provided by UC.	Ongoing	Claims process to be simplified in the review of LCTR schemes
Monitor impact of Benefit Reform to identify areas of concern	Quarterly, Local Taxation & Benefits Manager	An on-going monitoring routine is in place.
Identifying number of additional people falling into arrears with Council Tax payments and/or not claiming Council Tax Reduction.	Quarterly, Local Taxation & Benefits Manager	This forms part of the overall monitoring and any considerable difference would generate a review of the local scheme.
Review LCTR Scheme with a view to streamlining the application, assessment and award processes	Completion of review by February 2020, new scheme to be implemented (if approved) 1 April 2020 31 March 2020	Cabinet approval to undertake consultation granted 8 August 2019
A corporate Universal Credit Response Group has been established which includes relevant departments and the DWP	Monthly Meetings Head of Housing & Partnerships / Head of Finance	Monthly meetings are in progress but it is too early to determine the impact yet. Full Service introduced 23 November 2018.

<p>Overall Progress Summary:</p> <p>As Universal Credit becomes more common, so we gain more confidence and iron out issues associated with it. The impacts of existing reforms continue to be monitored.</p> <p>The emphasis on housing arrears has been shifted to look more holistically at pursuing rent recovery in line with the roll out of Universal Credit and impact of welfare reforms.</p> <p>The Tenancy sustainment service is now embedded in housing.</p>	<p style="text-align: center;">Green</p> 
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Ref No: 18	Risk: Vulnerability of Cannock Chase Council’s financial stability as a result of public expenditure reductions and changes to the Government’s funding regime		
Risk Owner: Head of Finance		Portfolio: The Leader	
Consequences Of Risk: <ul style="list-style-type: none"> • Council size becomes too small to sustain a viable organisation; • Unable to provide desired levels of service 			
Links To Priority Delivery Plan: N/A			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Controls in Place <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium Term Financial Strategy in place • The Revenue Budget is balanced for 2019-20 but requires support from balances • Reliance on New Homes Bonus is reduced on an annual basis. • Corporate Budget Monitoring • Evaluation of consultation on changes to government funding regimes 			
Residual/Net Risk Score (i.e. with controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Provisional Assessment of Risk – does the residual risk score need to be reduced	YES*		

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Responding to Government proposed legislation in relation to key funding regimes	On-going, Head of Finance	<p>Work streams of MHCLG/LGA and CIPFA in relation to 75% Business Rates Schemes and pilot areas to be monitored</p> <p>Detailed responses submitted in relation to self - sufficient local government, 75% business rates retention and fair funding review as more technical detail becomes available</p> <p>Responses submitted in relation to:</p> <p>Business rates - dealing with the financial risks of appeals (June 2018)</p> <p>Local Government Finance Settlement 2019/20 : Technical Consultation (September 2018)</p> <p>Relative Needs and Resources (February 2019)</p> <p>Business Rates Reform (February 2019)</p>
Determine impact of Government proposals for key funding regime	On-going as information becomes available, Head of Finance	In Progress
Production and refresh of medium term financial plan	On-going	2019-20 MTFP completed with 2020-21 refreshed following one year spending review and to be submitted to Cabinet in November
Mill Green DOV Development Project Board Established	On-going	In Progress
Refresh Budget Strategy to ensure external funding sources maximised and efficient and effective use of all resources	On-going	Report to Cabinet / Council anticipated November 2019

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Council looking to maximise all funding opportunities for economic growth, transport, infrastructure, additional jobs and better skills for residents</p>	<p>Head of Economic Prosperity</p>	<p>Council has secured £500k from GBSLEP towards the cost of establishing a new Engineering Academy in Cannock; this funding is being matched by £500k from CCDC and £500k from SSLEP.</p> <p>Council has secured a grant of £900,000 to contribute towards the costs of remediation and decontamination on half of the Council owned Hawks Green Depot site to prepare it for residential development subject to planning consent.</p> <p>The Council has commenced an allocations process for 2020-21 for Community Infrastructure Levy funding. 5 bids for projects on the Council's CIL Regulation 123 list have been submitted and the outcome of the allocations process will be reported to Cabinet & Council as part of annual Budget setting.</p>
<p>Implement a rolling programme of service reviews to ensure that resources are aligned to corporate priorities and are operating as efficiently as they can be</p>	<p>Q3 / Head of Governance and Corporate Services</p>	<p>A model for service reviews and a timetable has been developed and rolled out across to managers.</p>
<p>Refresh Budget Strategy to identify alternative scenarios in relation to external funding sources</p>	<p>Q3 / Head of Finance</p>	<p>Refreshed Financial Plan reported to Cabinet/Council Feb 2019</p>

Overall Progress Summary: The Council continues to progress the areas within its direct control with potential balanced budgets set through to 2021/22, with a planned use of reserves only required in 2020/21. The key risks, and greatest level of uncertainty, relates to the fundamental changes to Government Funding that were anticipated to take place in 2020/21 (implementation of 75% Business Rates Retention; Fair Funding and Business Rates Reset) whereas ongoing uncertainty exists in relation to the longevity of the New Homes Bonus grant scheme. The 2019 one year spending review of the Government has delayed the implementation of such reforms to 2021/22 and although clarity now exists in relation to 2020/21 details of future funding levels are unlikely to become clear before the Autumn of 2020 and hence Budget strategies need to be developed reflecting the various scenarios and efficiency savings implemented as soon as practically possible.

AMBER



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

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Ensuring that all priorities in the PDP's are resourced appropriately	Ongoing. All Heads of Service	The majority of PDP priorities are on target but there are a number of Amber 'not on target' areas in part due to management capacity.
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Ongoing Managing Director / Leadership Team	PDP Priorities not on target are being reviewed by Leadership Team and resource implications are being re-considered.
Leadership Team maintaining an overview of performance through "managing the business" performance indicators	Ongoing Managing Director / Leadership Team	Quarterly Performance Indicator reports agreed for 2019-20
Requests for additional projects may be refused or deferred until subsequent year(s)	Ongoing Managing Director	Requests for additional projects continue to be monitored. Where a project is considered to be a project and cannot be accommodated within existing resources it is either deferred to a future year or funding requested for additional capacity.
The Property Services Manager post will be re-established	Managing Director /	Completed The Corporate Asset Manager post has been recruited to with an internal applicant taking up post on 28 th October 2019.

Overall Progress Summary:

The Council's management capacity will be monitored closely and action has already been taken by not accepting new project requests in year in order to protect capacity to deliver the agreed PDP priorities. In some instances additional funding has been approved to bring in additional capacity eg to support the work on climate change arising from the Council motion.


Performance in delivering the PDP priorities and actions fell from 83% in 2017-18 to 72% in 2018-19. Progress in delivering the PDPs for 2019-20 is being closely monitored and action taken where targets are slipping.

AMBER



Ref No: 23	Risk: Failure to Repel or Recover from Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks		
Risk Owner: Head of Technology		Portfolio: Corporate Improvement	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 			
Links To Priority Delivery Plan - Corporate			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, LT engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted • Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information • Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies 			
Residual/Net Risk Score (ie with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 -AMBER
Provisional Assessment of Risk - does the residual risk score need to be reduced			YES*

Actions Planned	Timescale / Person Responsible	Progress / Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing / Head of Technology	Policies under review to improve information risk management
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing / Head of Technology	Annual Healthcheck completed in March 2019.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The healthcheck will produce an action plan to feed into this.
Threat intelligence, Vulnerability management, Operational management, via internal and external monitoring.	Completed	Webfilter system is now part of the new firewalls.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	System procured to share data files.

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

Actions Planned	Timescale/Person Responsible	Progress/Comments
Economic Prosperity Strategy to be developed	December 2019/ Head of Economic Prosperity	Draft Economic Prosperity strategy has now been produced and has been sent out to key stakeholders and internally for consultation. On-track to be presented to December Cabinet for formal approval.
Continue to dedicate resources to the GBSLEP/Combined Authority	Ongoing/ Head of Economic Prosperity/	The Council continues to actively participate in the GBSLEP and Combined Authority. The Government has instigated a LEP review and is proposing the removal of overlapping geographies which could have potential implications for the Council. The outcome of the LEP review is not yet known.
Revised Local Plan to be produced and delivered	Plan to be adopted by July 2022/ Head of Economic Prosperity	Local Plan Review underway; outcome of the Issues and options consultation was presented to Cabinet in October 2019. Next stage of the Local Plan Review will be Preferred Option stage which will go out to consultation in July/August 2020. Revised Local Development Scheme to be presented to Council on 6 th November 2019.
Reestablishment of a Further Education offer in the District (Retail Skills Academy/Engineering Academy)	March 2019/ Head of Economic Prosperity	FE re-established in Cannock for the 2018/19 academic year with Construction / Electrical / Health and Social Care & range of evening and part time courses. £1m grant funding from CCDC and SSLEP secured and invested in new equipment to establish the Cannock Chase Engineering Academy with a further bid for £500k from GBSLEP in progress. Over 700 people have used the new Cannock Chase Skills and Innovation Hub in 2018/19 to date. Delivery of courses from the Retail Skills Academy has now commenced with Walsall College the provider.

Overall Progress Summary:

The Council continues to work pro-actively with a variety of partners to deliver its economic prosperity agenda. The development of a new Economic Prosperity Strategy will further set out how the Council is working to support the local economy, this will complement the Council's new Corporate Plan and the creation of a District Investment Fund. These priorities and investments will support the attraction of new investment to the District and ensure that the economy can grow and remain resilient. Maximising benefits from new investment made especially linked to the McArthurGlen designer outlet Cannock is of growing importance.




Amber



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

GREEN RISKS			
Risk No:	Risk Owner	Risk:	Score:
	NONE		

KEY TO PROGRESS SYMBOLS

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

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Report of:	Head of Economic Prosperity
Contact Officer:	Debbie Harris
Telephone No:	01543 464490
Portfolio Leader:	Town Centre Regeneration
Key Decision:	No
Report Track:	Cabinet: 13/11/19

CABINET
13 NOVEMBER 2019
PERMISSION TO SPEND – CANNOCK TOWN CENTRE

1 Purpose of Report

- 1.1 To update Cabinet on the progress of the establishment of the Cannock Town Centre Partnership (CTCP)
- 1.2 To seek Cabinet permission to spend in order to extend the role of the Town Centre Partnership Officer in Cannock for a further 12 months i.e. from 3 June 2020 to 31 May 2021 utilising monies already deposited with the Council as part of the Section 106 agreement with Mill Green.

2 Recommendation(s)

- 2.1 That Cabinet note the progress made by the Cannock Town Centre Partnership since its formation in November 2018.
- 2.2 Cabinet is asked to provide permission to spend a maximum of £34,500 in order to extend the role of the Cannock Town Centre Partnership Officer (TCPO) for a further 12 months from Section 106 monies deposited from the Mill Green project held by the Council.

3 Key Issues and Reasons for Recommendations

- 3.1 The CTCP was formed in November 2018 and whilst it is too early to fully evaluate how successful the partnership has been to date, there is evidence that it is moving in the right direction. The CTCP Board have taken the decision to establish the partnership as a Community Interest Company (CIC) led by a board of 12 members and a new Chair and Vice-chair are in place. The CTCP is working to establish itself and is focusing on organising events in the town centre to increase footfall and the visitor experience.
- 3.2 The CTCP is supported by the TCPO role which is hosted by the Council and funded from Section 106 monies received from the Mill Green development. The

current funding of the TCPO role is due to expire 31 May 2020 and there are no resources to continue funding this role from Council core budgets beyond this date. Currently the partnership has not developed a financial strategy to sustain the role at this present time, given the period it has taken to properly establish itself.

- 3.3 There is sufficient remaining budget within the existing Mill Green Section 106 account under the town centre improvements category to fund the post for this extended period.

The available balance from the Mill Green section 106 is currently £50,604 and after deduction of the proposed extension would leave a remaining balance of £16,104.

- 3.4 It is proposed that by extending the role for a further 12 months this will be sufficiently long enough to give the partnership the opportunity to further establish itself and identify opportunities to become self-sustaining.
- 3.5 The TCPO has built relations in the town since the formation of the Cannock Town Centre Partnership (CTCP) Board in November 2018 and the desire to make improvement, via events etc. has grown and more businesses are becoming involved with ideas and suggestions.

4 Relationship to Corporate Priorities

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

- (i) Creating strong and diverse town centres to attract additional customers and visitors.
- (ii) Creating a positive environment in which businesses in the District can thrive.

5 Report Detail

- 5.1 Cabinet will recall January 2018 its recommendations to approve permission to spend Mill Green S106 monies in relation to Cannock town centre improvements.
- 5.2 Since the original permission to spend report was approved, officers have progressed the various town centre improvements set out in the report and the current position is as follows:
- The production of a Cannock Town Centre investment prospectus to help raise the profile and identify opportunities available in Cannock town centre – This has since been delivered by securing external funding from GBSLEP via its SEP enabling fund.
 - The provision of free Wi-Fi in Cannock town centre – not currently being progressed but will be reviewed by officers in conjunction with the Town Centre Partnership.

- The implementation of a Cannock town centre rewards scheme to encourage customer loyalty – A trial scheme was run for 12 months called the “Good Life” but take up was extremely low and a decision made by officers not to continue.
 - Improvements to Cannock town centre markets including improvements to the entrance to Cannock town centre indoor market to provide an improved environment for shoppers – This work was carried out using funds from existing budgets.
 - Promotional events and festivals including those planned by the Cannock Traders Association – ongoing projects via the Town Centre Partnership. There will be sufficient funds available to host events and festivals in the town centre from the existing funds, with additional funds due early 2020.
 - Funding the position of a CTCP for 2 years to assist in delivering the improvements to Cannock town centre – TCPO has been in post since June 2018 and looking to extend this post for a further 12 months (subject to Cabinet agreeing to the recommendations in this report).
- 5.3 As members will see from the above, some of the projects have been funded from other sources or not being actively progressed, therefore there are sufficient monies available from the S106 to fund the role of the TCPO for a further 12 months.
- 5.4 Cabinet will also recall in November 2018 its recommendation for the formation of the CTCP. This has now been established and continues to gain the trust and help of the community.
- 5.5 The Council employs a TCPO and this officer has been in post since 3 June 2018 and is funded through to 31 May 2020 from the Mill Green Section 106 monies. The current balance on the Section 106 account is £50,604 with a further £50,000 due early 2020.
- 5.6 The TCPO plays an important role in the partnership with planning of the events, including production of event management plans and risk assessments, by extending the role of the TCPO for a further 12 months will only enhance, expand and strengthen this further. The CTCP is not yet at a stage when it is financially self-sustaining so it is not able to fund the post within its own resources.
- 5.7 The presence of the TCPO in the town has prompted more businesses and stakeholders to become involved with the partnership, with ideas and suggestions on how to make improvements being made via social media.
- 5.8 The partnership has a Board in place with 12 members, led by a Chair and Vice-chair and meet on a regular basis. The work of the partnership is supported by two sub groups. The Council is represented on the Board by the Portfolio Leader for Town Centre Regeneration. The main focus of the partnership is to improve the town centre and increase the footfall and the visitor experience. Moving forward in to 2020 several community events are being looked at which include a VE Celebration, bringing back the Charter Fair into the town, Easter celebration

and also working with Arts Connect for sponsorship to support art in the community.

- 5.9 CTCP have created a social media page “Our Cannock” which is updated on a regular basis to keep followers up to date with events, activities and actions that the partnership are involved in. This also gives members of the public the option to give their feed back and also leave comments.
- 5.10 There is a lot of potential and passion in Cannock town centre from businesses, stakeholders and the local community to work together with the partnership to continue to make the town centre a place for events and festivals which will increase the footfall and vibrancy of the area.

6 Implications

6.1 Financial

The TCPO Post has been funded from a specific S106 Account for Cannock Town Centre Improvements since 3rd June 2018 up to 31st May 2020, there is no further identified source of Council funding after this date.

This funding was approved by Members in the report to Cabinet on 25th January 2018; Members also approved the residual identified S106 funding be spent on the areas referred to in para 5.2.

- 6.2 The estimated costs of extending the post for an additional 12 months are detailed in the Table below:

Estimated Additional Costs	04/06/2020 To 31/03/2021	01/04/21 To 03/06/2021	Est Total Additional Funding
Sal, ERC & Superannuation	25,000	5,500	30,500
Est Maximum Redundancy	0	4,000	4,000
Total Cost	25,000	9,500	34,500

- 6.3 Members will need to consider whether this post should be continued beyond the current 3 June 2020 end date. Subject to Members approval of the estimated additional £34,500 cost of extending the post until 3 June 2021, the residual balance of S106 funds available for the other improvements to the Town Centre will be diminished.
- 6.4 The Head of Economic Prosperity has updated Members on the work carried out on the original proposed activities for the town centre improvements in para 5.2 and has advised that any outstanding works can be funded from the remaining balance of S106 funding after the cost of extending the post has been met.

6.5 Should members not support the extension of the post the CTCP will need to consider other funding options if they wish the post to continue.

6.6 **Legal**

No issues or concerns.

6.7 **Human Resources**

The current TCPO contract is in place until 31 May 2020 and the existing TCPO is interested in staying in the role for a further 12 months i.e. for the extended period.

6.8 **Section 17 (Crime Prevention)**

None

6.9 **Human Rights Act**

None

6.10 **Data Protection**

None

6.11 **Risk Management**

If the post of the TCPO is not extended there is a risk that the partnership will fail to develop further given its embryonic stage and lack of development. This would mean the work to date will have been abortive.

6.12 **Equality & Diversity**

None

6.13 **Best Value**

The post was advertised and filled initially via a competitive process and therefore represents best value.

7 Appendices to the Report

None.

Previous Consideration

Cannock Town Centre Management Partnership	Cabinet	8 November 2018
Application for Permission to Spend – Mill Green	Cabinet	25 January 2018

Background Papers

None.

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Report of:	Head of Housing and Partnerships
Contact Officer:	James Morgan
Telephone No:	01543 464381
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet: 13/11/19

CABINET
13 NOVEMBER 2019
HOUSING, HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2018-2023
UPDATE

1 Purpose of Report

- 1.1 To consider a proposed updated Housing, Homelessness and Rough Sleeping Strategy 2018-2023.

2 Recommendation(s)

- 2.1 That Cabinet is recommended to approve the proposed Housing, Homelessness and Rough Sleeping Strategy 2018-2023 attached at Annex 1 and agree to the updated actions contained within it.

3 Key Issues and Reasons for Recommendation(s)

Key Issues

- 3.1 The Council's Housing and Homelessness Strategy 2018-23 was prepared prior to the Government's Rough Sleeping Strategy which requires all local authorities to update their strategies and rebadge them as homelessness and rough sleeping strategies.

Reasons for Recommendations

- 3.2 The updated Housing, Homelessness and Rough Sleeping Strategy 2018-2023 provides an update on rough sleeping context and includes additional actions to prevent and reduce occurrences of rough sleeping in the District.
- 3.3 The Housing, Homelessness and Rough Sleeping Strategy ensures that the Council will meet the MHCLG requirement to have an up to date Homelessness and Rough Sleeping Strategy available on line by winter 2019.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The Housing, Homelessness and Rough Sleeping Strategy will contribute to Promoting Prosperity by increasing housing choice.
 - (ii) The Housing, Homelessness and Rough Sleeping Strategy will contribute to Community Wellbeing by supporting vulnerable people.

5 Report Detail

- 5.1 The Council's Housing and Homelessness Strategy 2018-2023 was approved by Cabinet on 25 January 2018. There was no longer a statutory requirement to produce a housing strategy, but there remained a statutory duty to produce a homelessness strategy. Therefore a new combined housing and homelessness strategy was prepared that ensured residents, Registered Providers and other stakeholders could continue to refer to a document which outlined the housing and homelessness issues facing the District and the actions which are being put in place to address them.
- 5.2 In August 2018 MHCLG published the Rough Sleeping Strategy, setting out the Government's vision for halving rough sleeping by 2022 and ending it by 2027. It includes a range of commitments, intended both to help those who are sleeping on the streets or currently at risk of doing so, and to lay the foundations for a system focused on prevention, early intervention, and a rapid rehousing approach to recovery.
- 5.3 In December 2018 MHCLG then published a Delivery Plan for the Rough Sleeping Strategy which set out more information on the 61 commitments made in the strategy, and when they expected to see them delivered. One of those commitments was for MHCLG to work with the Local Government Association and local authorities to ensure that by winter 2019 all local authorities have updated their strategies and rebadged them as homelessness and rough sleeping strategies. Strategies are to be made available online and submitted to MHCLG by 31st December 2019. Local authorities are to report progress in delivering these strategies and publish annual action plans. Where local authorities do not follow these changes, MHCLG will take action.
- 5.4 The original Housing and Homelessness Strategy 2018-23 therefore needs to be re-badged to include rough sleeping. Whilst the original strategy included reference to rough sleepers, since the development of the strategy there have been a number of developments around rough sleeping that needed to be included within an updated strategy.
- 5.5 The Housing, Homelessness and Rough Sleeping Strategy 2018-23 attached as Appendix 1 includes the following additions, which have also been highlighted in yellow within the strategy document for clarity:
- i) Strategy re-badged as Housing, Homelessness and Rough Sleeping Strategy;

- ii) Aims of the strategy extended to specifically include rough sleepers;
 - iii) Latest rough sleeper estimate which found two people sleeping rough on the given night in November 2018;
 - iv) Reference to the publication of the Government's Rough Sleeper Strategy and subsequent funding programmes;
 - v) Detail of the Council's delivery of a Rough Sleeper Outreach Service;
 - vi) The Council's successful award of a number of Central Government grant monies for the prevention of rough sleeping to deliver the Outreach Service and to develop a Rapid Rehousing Pathway Project;
 - vii) Details of the Rapid Rehousing Pathway being delivered for the partnership of Cannock Chase Council and Lichfield District Council;
 - viii) Additional actions under 'Objective 3: To promote the provision of suitable accommodation, services, information and advice to prevent and reduce homelessness and rough sleeping';
 - To deliver the Severe Weather Accommodation Protocol (SWEP) to provide temporary accommodation to rough sleepers during periods of severe weather.
 - Manage delivery of a Rough Sleeper Outreach Service to bridge the gap in provision before a Homelessness and Rough Sleeping Pathway and Housing First accommodation project is implemented.
 - In partnership with Lichfield District Council, develop the Homelessness and Rough Sleeping Pathway and Housing First accommodation project in the two districts.
- 5.6 The updated strategy has been subject to a 4 week consultation process with approximately 40 organisations and partners invited to comment on the document. Consultees included all organisations previously consulted, as well as additional organisations who work closely with rough sleepers in the District.

6 Implications

6.1 Financial

There are no direct financial implications arising from this report.

6.2 Legal

The legal implications are set out through 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

If the revised Housing, Homelessness and Rough Sleeping Strategy is not approved, the Council will be at risk of not meeting its statutory requirements.

6.8 Equality & Diversity

The aims and actions contained within the Housing, Homelessness and Rough Sleeping Strategy 2018-2023 contribute to meeting the needs of specific groups who are vulnerable and therefore contributes positively to equality and diversity.

An Equality and Impact Assessment was previously carried out for the Housing and Homelessness Strategy and no negative impacts were identified for the protected characteristics. No major changes were made to the Strategy, only additional emphasis placed on Rough Sleepers which further positively contributes to equality and diversity.

6.9 Best Value

None

7 Appendices to the Report

Appendix 1: Housing, Homelessness and Rough Sleeping Strategy 2018-2023

Previous Consideration

Housing and Homelessness Strategy 2018-2023 Cabinet 25 January 2018

Background Papers

None.



HOUSING, HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2018-2023

Version 2.0 October 2019

Version control

<u>Version</u>	<u>Changes</u>	<u>Approval</u>	<u>Date</u>
1.0	Original	Cabinet	25 January 2018
2.0	Rough Sleeping update	Cabinet	14 November 2019

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1. Foreword

I am pleased to introduce the Cannock Chase Housing, Homelessness and Rough Sleeping Strategy 2018-2023, which covers our housing objectives and plans for the next five years.

Housing is fundamentally about people and communities, not just bricks and mortar. We want to make sure that our residents have access to high quality homes that will support them in leading happy and fulfilling lives.

The Housing, Homelessness and Rough Sleeping Strategy focuses on what we want to achieve for our residents and our housing priorities for the District. We are confident that positive changes can be made, even in these challenging times and look forward to working in partnership to achieve our shared aims.

I would like to thank all partners who have contributed to the production of this strategy.



Councillor John Kraujalis
Housing Portfolio Leader

2. Introduction

The Housing, Homelessness **and Rough Sleeping** Strategy sets out our plans for the improvement of housing and support needs across Cannock Chase for the next 5 years. The document has been developed in consultation with partners and follows on from the progress of the previous Housing Strategy.

The Housing, Homelessness **and Rough Sleeping** Strategy will:

- fully reflect the wider vision of the authority and its partners;
- reflect a clear and evidenced approach;
- provide a strong focus on how partners will deliver their commitments, including the infrastructure needed to support housing growth.

The Housing, Homelessness **and Rough Sleeping** Strategy contains information about the housing market, demographic issues, the needs of particular groups, priorities, achievements and actions. This document will help to deliver the strategic housing priorities for the District and sits alongside a number of Council policies including the Sustainable Community Strategy 2011-2021.

The key aims of the Strategy are:

- To increase the supply of Affordable Housing;
- To improve the maintenance and management of existing housing;
- To promote the provision of suitable accommodation, information and advice to prevent and reduce homelessness **and rough sleeping**.

3. Profile of Cannock Chase

Cannock Chase District is situated on the northern edge of the West Midlands conurbation and is the second smallest District in Staffordshire after Tamworth, covering a total area of 7,888 ha. Over 38% of the District is situated within the Cannock Chase Area of Outstanding Natural Beauty between Hednesford and Rugeley/Brereton. The population of the District, according to the ONS 2016 estimate, is 98,500 of which 96.5% are White British. Population estimates predict that the District population will reach 105,000 by 2037. A substantial aspect in this growth is the expansion of residents aged over 65 which is projected to increase from 17.9% of the current population to 27.4% in 2037. There are approximately 41,500 dwellings in the District, of which 69% are owner occupied, 17% are social rented and 12% are privately rented.

Many of the towns and communities in Cannock Chase developed around the industry of coal mining. Following the closure of the last remaining pit in 1993 there has been investment in the local infrastructure and the development of a broad base of new employers across sectors such as high-technology, heavy industry, distribution, services and retail. However, a legacy of the industrial heritage in the District can be seen in many social indicators such as health and unemployment, representing some of the worst levels in Staffordshire.

Life expectancy at birth in the District is significantly lower than the England average for both men and women. Healthy life expectancy is also a problem in Cannock Chase, with males and females both expected to spend significantly more time in ill or poor health compared to regional and national averages.

Health profiling also indicates that the issue of obesity remains significant amongst children and adults in the District. The Cannock Chase Locality Profile for 2016 produced by the Staffordshire Observatory found that around 29% of children aged four to five in Cannock Chase have excess weight (overweight or obese) with rates being higher than the national average. Around seven in ten adults have excess weight (either obese or overweight) which is higher than the national average. The proportion of people who are obese in Cannock Chase is also higher than the England average.

Disability Living Allowance levels in Cannock Chase exceed the rates at regional and national level. Half the wards in the District have claimant levels for DLA of around 6-8% of the working age population, above the 5% national average.

Qualification levels for the working age population in the District are substantially behind comparators, with the gap widening further up the qualifications scale. Only 12.8% of the District's population is qualified to degree level, approximately half the ratio for county and regional analysis and over 17% below the national average.

4. The Strategic context

4.1 The National Housing Policy Agenda

The **Housing and Planning Act 2016** is a major piece of legislation for the housing sector as it sets the future direction for government housing policy. New measures are set out below but the details behind these measures are not yet known and will be set out in Regulations that aren't available at the time of writing this Strategy.

- **Starter Homes**

The Government have introduced a new form of housing called "Starter Homes". The Act includes Starter Homes within a proposed amendment to the affordable housing definition. However, this is subject to further secondary legislation and an updated National Planning Policy Framework definition coming into force. They will be categorised as affordable housing and will be sold to first time buyers between the ages of 23 and 40, at 80% of their market value. After discount each starter home will cost no more than £250,000 outside London and £450,000 in London. The Government will restrict the sale and sub-letting of these properties and will set its plans out in regulations.

Local authorities have a duty to promote the supply of starter homes to support housing delivery under section 4 of the Housing and Planning Act 2016.

- **Voluntary Right to Buy for Housing Associations**

The Housing and Planning Act gives the Secretary of State the power to pay Housing Associations to compensate them for discounts provided to tenants who exercise the Right to Buy Housing Association property (funds to come from the sale of higher value Council homes – see below).

- **Forced Sale of Higher Value Council homes**

The legislation imposes a duty on local authorities to consider selling all empty homes that become vacant, which are above a certain value threshold (which will be set in Regulations). Local authorities will be required to pay a levy to Central Government which reflects the value of the empty homes above the threshold on an annual basis. The Government will deduct a sum from the value due to be paid, which reflects the administration costs, and the sum which reflects the debt portion of the property, which the local authority can keep, but the remainder has to be paid directly to Government.

UPDATE NOTE: In the Social Housing Green Paper - A new deal for social housing, August 2018 – Government confirmed that it would not bring the Higher Value Assets provisions of the Housing and Planning Act 2016 into effect,

therefore Local Authorities are not required to make a payment in respect of their vacant higher value council homes.

- **Fixed Term Tenancies**

The Government have legislated to require that almost all new tenancies granted after the passage of a date to be set out in Regulations, will be Fixed Term Tenancies. Local authorities will have to set out their proposals for the length of tenancies they will grant, and the grounds on which they will either be renewed or not.

Tenancies can be as short as two years in exceptional circumstances; and they can be as long as ten year tenancies in some circumstances (e.g. for older or disabled tenants, or for households where there is a child in full time education). More detail will be set out in the Regulations, when available.

- **Private Rented Sector**

The Government have introduced a range of measures to enable local authorities to better intervene in the Private Rented Sector. This includes the ability for local authorities to establish a database of “rogue landlords” whose contraventions of regulations has been such that they are deemed not fit to own and manage housing. Local authorities can obtain “banning orders” preventing these landlords from owning and managing housing to let.

Welfare Reform and Work Act 2016

- **Social Housing Rents**

The Welfare Reform and Work Act 2016 requires all social housing landlords to reduce their rent by 1% each year until 2020. This has meant a reduction in HRA resources of £6.1 million over the next four years and has in effect removed £75.8 million of resources from the Councils 30 year HRA Business Plan.

The Government have recently announced that social rents will rise by CPI+1% for five years after 2020.

- **Welfare Benefits**

From November 2016 the Act reduced the total amount of benefit that a household can receive – this is known as the benefit cap. The maximum amount that a single person outside Greater London can receive is £13,400 and the maximum a family can receive is £20,000.

Welfare changes from April 2017 included housing benefit for 18-21 year olds being abolished and child tax credit claims limited to two children.

4.2 Corporate Strategic Context

Corporate Plan 2018-21

At the time of writing this Strategy the Corporate Plan 2018-21 was subject to the outcome of public consultation and Cabinet/Council approval. The document is due to be published in Spring 2018 and sets out the Council's priorities and focus for the future. This means being clear about the objectives for the District through what we deliver, how we work in partnership, and what we expect from our partners in other organisations.

The priorities that were being consulted on were:

- Promoting Prosperity
- Community Wellbeing

The proposed objectives for the Promoting Prosperity priority are:

- Increasing the amount of higher skilled jobs available in the District
- More diverse town centres with improved visitor economy
- Maximising the benefits of Mill Green Designer Outlet Village
- Access to employment opportunities
- Promoting an attractive business environment

The proposed objectives for the Community Wellbeing priority are:

- Opportunities for healthy and active lifestyles
- More housing choice and quality
- Sustaining safe and secure communities
- Supporting vulnerable people and places
- Promoting attractive and healthy environments

Sustainable Community Strategy 2011-21

Since the adoption of the Sustainable Community Strategy in 2008 there have been numerous significant changes, both nationally and locally, which have led the District's Local Strategic Partnership (LSP) to review its functions and structures. This has resulted in a refresh of the Sustainable Community Strategy. The new agreed vision of the partnership is that "By 2021 Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity". The LSP also agreed upon two new overarching priorities:

- Improved Health
- Increased Economic Opportunity

Local Plan

The Local Plan will help shape the way in which the physical, economic, social and environmental characteristics of the District will change between 2006-2028. It sets local planning policy and is used to determine planning applications within the District, alongside the National Planning Policy Framework. It is also supported by Supplementary Planning Documents (SPD) where necessary to help implement policies and provide further detail and elaboration..

Local Plan (Part 1) was adopted in June 2014. This incorporates the Core Strategy which sets the strategic policies for sustainable development in the District. It has the following structure:

- District Profile – describing what Cannock Chase District was like in 2006 and identifying key issues and challenges
- Vision – anticipating what Cannock Chase District could be like in 2028 if challenges are met
- District Wide Objectives – fully justified and cross referenced to the Core Policies which will help to achieve them. The Core Strategy is ‘objectives led’ meaning that the successful implementation of Objectives will be essential in meeting the Vision
- Strategic Approach – guiding the distribution of development across Cannock Chase to help implement the Objectives
- Area Implications – giving greater detail for the main urban and rural communities
- Core Policies – to support the meeting of Objectives including levels of housing and employment growth as well as supporting infrastructure requirements and environmental protection measures
- Monitoring – setting out targets and indicators against which Objectives will be monitored

Local Plan (Part 1) also incorporates the Rugeley Town Centre Area Action Plan which is a strategy for the regeneration of Rugeley town centre and its environs. It identifies a number of ‘opportunity sites’ for development and detailed site policies to guide their delivery. There are also area wide policies on key topics e.g. a policy to help guide improvements to the public realm overall and a flood alleviation measures policy.

Site allocations and updates to strategy are to be provided either through Local Plan Part 2 or via a Local Plan review. The most up to date position can be found in the latest Local Development Scheme, which contains the work programme for the Local Plan. This can be viewed at www.cannockchasedc.gov.uk/planningpolicy.

5. Cannock Chase housing, homelessness and rough sleeping context

The 2012 Strategic Housing Market Assessment (SHMA) conducted for Cannock Chase identified an affordable housing requirement of 197 homes per annum, which equates to over 70% of the total identified housing requirement of 250-280 dwellings of all tenures in the same report. This clearly demonstrates the current shortfall of affordable housing in the District. The Government's proposed standardised approach to calculating local housing need was part of the consultation proposals for 'Planning for the right homes in the right places' and increased the Districts overall housing need to 295 dwellings per annum. At the time of writing this Strategy the outcome of the consultation process was not known.

The SHMA also identifies the shortfall in property sizes and the most acute need is for two bedroom dwellings. The Council's housing register shows a high demand for both 1 and 2 bedroom accommodation and in light of the social sector size criteria (bedroom tax), the demand on the Council's existing stock of smaller properties is even more pressured.

Home ownership in the District has decreased from 74% in 2001 down to 69% in 2011, according to Census data. There is an appetite for homeownership however affordability is an obstacle for many people in Cannock Chase due to the relatively low levels of income.

According to the 2016 Annual Survey of Hours and Earning (provisional results) the average annual income is £25,225, which is below regional and national averages. The average house price of £165,421 for Q2 2017 measured against the annual income is 6.6 times the amount typically earned. Banks have traditionally offered mortgages at around 4 times annual salary, more detailed affordability assessments are currently made by banks but they are typically lending at no more than 5 times annual salary for individuals and 3-4 times for couple/household salaries. Therefore a house price of £165,421 would require an individual annual income of £33k and around £47k for a couple/household, well above current average income figures for the District, which illustrates the affordability issues experienced by a large proportion of residents in Cannock Chase.

Levels of Private Renting in the District have risen significantly in the last 10-15 years, from 5% in 2001 and more than doubling to 11% in 2011, with this trend continuing to date. As a result of increasing unaffordability of homeownership, lack of supply of new homes to the market and a dwindling social rented sector, more and more households are turning to the private rented sector.

One of the Council's priorities is the maintenance of our housing stock. The Government set the target of achieving decent homes standard for social housing

stock by 2010, the Council achieved this and has maintained the total stock to the standard ever since. The Council's HRA Capital Budget delivers six major improvement programmes to maintain the standard. The six improvement programmes are listed in the table below alongside the 2016/17 performance and targets for 2017/18:

Key Task Area	Performance 2016/17	Target 2017/18
Replacement kitchens	54	60
Replacement bathrooms	310	260
Electrical upgrading	677	600
Gas Central Heating upgrades	321	275
External Envelope	710	635
Double Glazing	1146	525

Fuel poverty in the District has decreased in recent years, from 11.1% in 2012 down to 9.1% in 2014 (latest figures available). Cannock Chase does have one of the lowest levels in the West Midlands, but no one wants to see households struggling to keep warm and being unable to pay their utility bills.

Since the formulation of the last strategy, there have been two extra care schemes that have completed in the District – Vine Court in Bridgtown, Cannock, managed by South Staffordshire Housing Association; and Chasewood, off Longford Road, Cannock, managed by Wrekin Housing Trust. The Council work with the County Council to try to enable further extra care schemes in the District on appropriate sites where there is demand. Bromford have also delivered a 14 unit supported housing scheme (MyPlace) in Rugeley for people with learning disabilities.

Homelessness is a complex issue with no easy solution. Homeless people have extremely diverse needs and the available services need to be able to meet these needs. Prevention work plays a crucial part in tackling homelessness and should be the primary focus of present and future initiatives.

The major issues highlighted by the Homelessness Review 2016 were:

- **Shortage of affordable housing** – well documented issue, annual need calculated as 197 additional units.
- **Level of domestic violence and violence generally causing homelessness** – level of homelessness applications and acceptances during the past few years has remained high due to domestic violence. Again, the economic climate could create a more pressured home environment for some households with the level of domestic violence and violence increasing as a result;
- **Accommodation and support provision** – the continued and now complete removal of Supporting People funding has meant the closure of a number of services and put pressure on the few services that are able to

- continue providing housing and homelessness related accommodation and support.
- **Young persons with housing need, particularly single homeless** – At any given time there are usually around 60-80 young people (under 25) that have live applications with Cannock Chase Housing who need accommodation in the District. There are also a number of vulnerable young people in the District, who have approached other agencies. Accommodation provision for young single homeless is very limited, with shortages in the provision of move on accommodation and support and a shortage of private rented stock of one bed/studio units and shared houses.

The Review also identified the following gaps in provision:

- **Move-on accommodation** – There are a number of young people who have entered supported housing and become ready to live independently only to find their route is blocked by the lack of move-on accommodation and support. There are a lack of accommodation options as well as limited tenancy support schemes (such as a specialist vulnerable young persons support scheme);
- **Accommodation provision for single homeless** – There are very few temporary accommodation options in the District, with no direct access accommodation in the District and only Rugeley Foyer offering temporary accommodation for young single homeless people.

The following were identified by the Review as potential issues as a result of recent policy announcements:

- New homelessness statutory duties arising from the Homelessness Reduction Act that will remove priority need categories. LA's may be required to provide everyone with 'meaningful support' rather than those just in priority need. This could have significant resource implications.
- Landlords further reducing the private rented supply for households claiming benefits as Universal Credit comes into force as they may not want to risk tenants not paying their rent, also further regulations and less attractive tax relief allowances laid down by Government which could put off would be landlords and force current landlords to reduce their portfolios.
- Households who depend on benefit payments could face affordability difficulties in light of the benefit cap (total amount of benefits they are able to claim) being reduced to £20k per annum.

Rough sleeping is the most visible form of homelessness and in Cannock Chase it is a relatively small occurrence. The estimate of rough sleeping in the District, required annually by Government, found 4 people rough sleeping on a given

night in November 2016. It has traditionally remained at this level for a decade. The proactive work of the Housing Options team endeavours to keep the level of homelessness and rough sleeping at a comparably low level.

The last estimate in the District found two people believed to be rough sleeping on the given night in November 2018.

The Homelessness Reduction Act places a new duty (from April 2018) on local authorities to help prevent the homelessness of all families and single people, regardless of priority need, who are eligible for assistance and threatened with homelessness.

Key measures in the Act include:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days, and clarification of the action an authority should take when someone applies for assistance having been served with a section 8 (1) or section 21 (2) notice. These provisions represent a shift in focus to early intervention, and aim to encourage local housing authorities to act quickly and proactively, addressing some concerns that some previously only intervened at crisis point.
- A new duty to prevent homelessness for *all* eligible applicants threatened with homelessness, regardless of priority need. This extends the help available to people not in priority need, with local housing authorities supporting them to either stay in their accommodation or help them find somewhere to live and should mean fewer households reach a crisis situation.
- A new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice. Those who have a priority need will be provided with interim accommodation whilst the Local Housing Authority carries out the reasonable steps.
- A new duty on public services to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless. It is hoped that this measure will ensure that a person's housing situation is considered when they come into contact with wider public services, and encourage public services to build strong relationships based on local need and circumstances.

Rough Sleeping – Update

In March 2018 MHCLG published their Rough Sleeping Strategy which set out plans to halve rough sleeping by 2022 and end it by 2027. The Strategy includes a range of commitments, intended both to help those who are sleeping on our

streets or currently at risk of doing so, and to lay the foundations for a system focused on prevention, early intervention, and a rapid rehousing approach to recovery.

Alongside the Strategy in March 2018, MHCLG announced the **Rough Sleeping Initiative**. Funding allocations totalling £30 million across 83 local authority areas were announced in June 2018, and a specialist team have been working closely with the areas to recruit staff, procure bed spaces and mobilise projects. In September MHCLG announced further funding for 2019-20 for these areas, setting aside £11 million to work with other areas in England. Overall, this will provide an additional £45 million of investment. The Rough Sleeping Initiative will fund over 500 new roles this year across the 83 areas, including rough sleeping coordinators, outreach workers and support workers, all working tirelessly to support people away from the streets and into recovery.

As part of the Rough Sleeping Initiative work, MCHLG launched further funding of up to £5 million to support local authorities and their partners to provide swift, bespoke interventions to rough sleepers in their area, as well as enhancement of existing services. The **Cold Weather Fund** particularly focused on the people who sleep rough who were unlikely to take up interventions that winter, either because services did not exist, or where there were barriers to individuals accessing or sustaining existing options.

It was recognised there was a gap in provision within the District and from late January 2019 to the end of September 2019, P3 were employed to provide a rough sleeper outreach service in the District. During this time P3 engaged with approximately 20 clients who were found on the streets or other hotspot areas and were suspected of sleeping rough.

P3 responded to reports of rough sleeping by offering assessment and solutions to support people found to be rough sleeping off the streets as quickly and sustainably as possible. P3 visited known hotspot areas and followed up existing referral cases working with each person to build a relationship, provide choices and options and encourage engagement. The help included assistance with accommodation, and also support to access drug and alcohol treatment, healthcare, assistance with benefits, reconnection to their local area/country.

A successful grant application was made to the Cold Weather Fund with a total of £5k received in 2018/19 and which has enabled the extension of the outreach service to Autumn 2019.

In the Rough Sleeping Strategy, MCHLG announced their intention to put in place structures to ensure local authorities and partners can prevent and quickly respond to rough sleeping in the longer term, through a rapid rehousing approach. This included funding for expert navigators who will support people

who sleep rough on their journey from the streets to settled accommodation; piloting new Somewhere Safe to Stay hubs in locations across the country, which will provide rapid assessment and support to people who are already, or at risk of, sleeping rough; funding to support the establishment of Local Lettings Agencies to source, identify or provide homes and advice for those who are homeless or at risk of homelessness; and funding for a new Supported Lettings programme, which will provide support funding to help individuals with low to medium support needs to maintain their accommodation and recover from sleeping rough. These four programmes, taken together, form the **Rapid Rehousing Pathway** programme. MHCLG invited expressions of interest from local authorities who wished to be early adopters of pathway funding in October 2018 and invited further bids in 2019.

Cannock Chase District Council and Lichfield District Council worked together to submit bids for the Rough Sleeping Initiative and the Rapid Rehousing Pathway Programme monies, the Councils were successful in receiving monies for use in 2019/20 and were awarded:

- Rapid Rehousing Pathway: £109,500
- RSI (Rough Sleeping Initiative) £50,000

Cannock Chase District Council and Lichfield District Council have appointed Spring Housing to deliver a Homelessness and Rough Sleeping Pathway to provide a homelessness pathway for entrenched rough sleepers. The contract commenced on 1 September 2019. It is envisaged that this pathway will contribute to a reduction in rough sleeping and repeat homelessness in both Districts by the end of 2020. This project will also contribute to both Councils' Housing and Homelessness Strategies.

In addition to the Central Government Grants the joint Homelessness and Rough Sleeping Pathway project is supported by resources from the FHSG (Flexible Homelessness Support Grant) and the Homelessness Reduction Act (HRA) New Burdens funding also awarded by MHCLG.

Spring Housing will develop the service in both Districts to provide services to entrenched rough sleepers with multiple and complex needs. Spring Housing will deliver a dedicated housing pathway for those individuals who are in need of accommodation. The pathway will include a seamless service provision from assertive street outreach, including engagement and assessment of need through to rapid rehousing options with ongoing support if required.

To bolster the provision of accommodation in both areas for these individuals, Spring Housing will procure and maintain at least five units of Housing First accommodation in both Districts at any one time (ten units in total). It is expected that this will be from the private rented sector. However, due to the size and availability of private rented properties within the Cannock Chase District, and whilst an approach will also be made to Registered Providers to assist in the

provision of suitable accommodation, it may be necessary to make available suitable Council accommodation.

The Homelessness and Rough Sleeping Pathway contract will be for a term of two years, with the possibility of two one-year extensions subject to the performance of Spring Housing and the availability of funding, solely at the discretion of CCDC and LDC.

6. Objective 1: Increase the supply of affordable housing

New homes are an essential element of economic growth, bringing in additional funding through community infrastructure levy, increased council tax receipts and job opportunities. The Government have stated that there is a need for 225,000 to 275,000 or more homes per year to keep up with population growth and to begin to tackle years of under supply.

Access to affordable housing is key to creating sustainable, prosperous communities. A lack of affordable housing affects household budgets, health and education and the ability to gain and sustain employment. Cannock Chase Council want to provide housing options to meet our residents needs. Genuinely affordable housing is needed for those on different incomes. Rented accommodation is in high demand in the District and intermediate housing has a role to play for those who do not have access to social housing but cannot afford the private market.

The Council works proactively with Registered Providers to secure the delivery of affordable homes through planning gain and also has a programme to deliver 104 new Council homes. 65 homes will be delivered on the Moss Road re-development scheme and 39 homes on 11 former Council owned garage sites in the District.

Our Registered Provider partners have delivered 154 affordable homes for either rent or shared ownership since 2014/15.

Objective 1: Action Plan

- Ensure that housing schemes of more than 15 dwellings include 20% affordable housing and sites of 11 to 14 units make a financial contribution towards affordable housing provision in the District.

Resources: Officer time

Officer: Housing Strategy and Service Improvement Team Leader

- Monitor to completion the 39 units of affordable housing for rent on 11 Council owned sites.
Resources: GBSLEP / HCA / HRA / Officer time
Officer: Housing Strategy and Service Improvement Team Leader / Housing Strategy Officer
- Update evidence base on local housing need/affordability when the Government finalise their standardised approach to assessing housing requirements.
Resources: Officer time / General Fund
Officer: Housing Strategy and Service Improvement Team Leader / Planning Policy Manager / Principal Planning Policy Officer
- Assess Council owned land, including garage sites, for housing development potential or sale.
Resources: Officer time
Officer: Housing Property Services Officer
- Assess the implications of the proposed new definition of affordable housing to include a range of low cost housing opportunities when finalised via NPPF.
Resources: Officer time / General Fund
Officer: Housing Strategy and Service Improvement Team Leader / Planning Policy Manager / Principal Planning Policy Officer
- Assess the implications for the District of the Government proposals to amend the NPPF to introduce a policy expectation that housing sites will deliver a minimum of 10% affordable home ownership units.
Resources: Officer time / General Fund
Officer: Housing Strategy and Service Improvement Team Leader / Planning Policy Manager / Principal Planning Policy Officer
- Continue to source potential solutions / funding to provide housing on the Hawks Green Depot site.
Resources: Potential HCA funding / officer time
Officer: Housing Strategy and Service Improvement Team Leader
- Continue to work with our Registered Provider partners and the Homes and Communities Agency to maximise affordable housing delivery in the District.
Resources: HCA / Officer time
Officer: Housing Strategy and Service Improvement Team Leader
- Continue to work with Staffordshire County Council to enable further provision of extra care accommodation across the District.
Resources: Officer time

Officer: Housing Strategy and Service Improvement Team Leader

- That an options appraisal be undertaken to increase social housing based upon the housing needs of the district and land availability as part of a £12million capital investment programme.

Resources: HRA / Officer time

Officer: Head of Housing and Partnerships

7. Objective 2: To improve the maintenance and management of existing housing

While the Council has most direct control over the quality and management of its own homes, it is also committed to doing all it can to promote and enforce higher standards for homes of all tenures. In particular there are issues with the quality of some private rented homes in the District, where some landlords are failing to adhere to statutory standards and tenants are living in unfit and potentially dangerous conditions. We need more private rented homes, but we also need existing and new private rented homes to be the right quality. For both social and private sector homes, we also need to ensure appropriately adapted homes are available that meet the needs of physically disabled people.

Objective 2: Action Plan

- Complete the redevelopment of the Moss Road estate, including open space and play areas, and environmental improvement works.
Resource: HCA / HRA / Officer time
Officer: Housing Strategy Officer
- Improve and maintain the quality of homes owned by the Council by implementing the HRA capital programmes, including replacement kitchens, replacement bathrooms, electrical upgrading, gas central Heating upgrades and external envelope works.
Resource: HRA / officer time
Officer: Housing Property Services Manager
- Fundamental review of the Council's 30-year Housing Revenue Account Business Plan to reassess the impact of the 4-year 1% rent reduction and revised Government rent setting policy of CPI+1%
Resource: Officer time
Officer: Head of Housing and Partnerships
- Improve the quality and reliability of homes in the private rented sector through the work of the Council's Private Sector Housing Team, including:

enforcement action to maintain satisfactory standards in private residential properties; inspections and action under the Housing Health and Safety Rating System (HHSRS); enforcement action on residential drainage; managing the Disabled Facilities Grant - to adapt homes to allow people to stay in them; managing the Council's assistance to private owners to undertake urgent repairs; home security measures to vulnerable people; and dealing with empty properties in the district and bringing them back into use.

Resource: General Fund / CLG via Staffordshire County Council Better Care Fund / Officer time

Officer: Environmental Protection Manager

- Make the best use of existing homes through adaptations to Council properties. Where possible we follow up referrals from Social Care and Health to provide effective long-term solutions to tenants housing requirements taking into account their individual circumstances.

Resource: HRA / Officer time

Officer: Housing Property Services Manager

- Introduce and implement Neighbourhood Plans for the three neighbourhood areas.

Resource: Officer time

Officer: Estate Management Team Leader

8. Objective 3: To promote the provision of suitable accommodation, services, information and advice to prevent and reduce homelessness and rough sleeping.

The Council engages in many activities with partners to reduce and prevent homelessness including debt and financial advice. The general year on year trend for the number of people accepted as homeless and in priority need does fluctuate but has decreased. In 2016/17 there were 38 households accepted as homeless in priority need, which had increased from the previous year (2015/16) of 19 but has come down from 51 at the time of the last strategy in 2010/11. 'Loss of rented accommodation' followed by 'Violent Breakdown in Relationship involving partner' are the two most common reasons for homelessness in the past four years.

Objective 3: Action Plan

- Provide effective housing advice to those threatened with homelessness to sustain their existing accommodation if at all possible.

Resource: CLG / Officer time

Officer: Housing Options team

- Continue to build relationships with local landlords via the Landlords Forum and offer a range of packages and incentives to enable households to move into or remain in the private rented sector.
Resource: CLG & Homelessness Prevention Funds / Officer time
Officer: Housing Options Team Leader
- Develop a 'Difficult' to Let Policy and introduce a scheme for hard to let flats to accommodate single people in the District aged under 35.
Resource: Council accommodation / Officer time / Registered Provider
Officer: Housing Strategy and Service Improvement Team Leader
- Implement the requirements of the Homelessness Reduction Act.
Resource: CLG / Officer time
Officer: Housing Options team
- Proactively work with other local authorities to pursue government bids for funding.
Resource: Officer time
Officer: Housing Options Team Leader
- Establish joint working protocols with hospitals/prisons etc. to ensure an effective and efficient referral process.
Resource: Officer time
Officer: Housing Options Team Leader
- Ensure that Discretionary Housing Payment use is maximised to prevent homelessness.
Resource: DHP / Officer time
Officer: Housing Options / Housing Benefits
- Ensure the Council's Allocations Policy is regularly reviewed to make the best use of the Council's housing stock and housing those in greatest housing need:
Resource: Officer time
Officer: Strategic Housing and Tenancy Services Manager
- Continue to develop Tenancy Sustainment Services for prospective new Council tenants and homelessness applicants to ensure tenancies are maintained in the long-term.
Resource: CLG / Officer time
Officer: Strategic Housing and Tenancy Services Manager

- That an Action Plan is implemented to maximise the use of the New Burdens and Flexible Homelessness Support Grant funding for Homelessness Services and Prevention Support Work.
Resource: CLG / Officer time
Officer: Housing Options Team Leader
- Continue to deliver the Severe Weather Accommodation Protocol (SWEP) to provide temporary accommodation to rough sleepers during periods of severe weather.
Resource: Homelessness Prevention Funds
Officer: Housing Options Team Leader
- Manage delivery of a Rough Sleeper Outreach Service to bridge the gap in provision before a Homelessness and Rough Sleeping Pathway and Housing First accommodation project is implemented.
Resource: MHCLG Cold Weather Fund & Homelessness Prevention Funds / Officer time / Support Provider
Officer: Housing Strategy Officer / Housing Options Team Leader
- In partnership with Lichfield District Council, develop the Homelessness and Rough Sleeping Pathway and Housing First accommodation project in the two districts.
Resource: New Burdens & Flexible Homelessness Grant Funding and MHCLG Rough Sleeper Initiative Fund / Officer time / Support Provider
Officer: Strategic Housing and Tenancy Services Manager / Housing Options Team Leader

9. Contact

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আপনি অনুরোধ জানালে এই কাগজপত্রগুলোর বাংলা অনুবাদের ব্যবস্থা করা যেতে পারে।

如有要求的話我們可將此文件翻譯成中文

વિનંતી કરવાથી તમને આ દસ્તાવેજ તમારી માતૃભાષામાં મળી શકે છે.

ਜੇ ਤੁਸੀਂ ਚਾਹੋ ਤਾਂ ਇਹ ਪਰਚਾ ਤੁਹਾਡੀ ਬੋਲੀ ਵਿੱਚ ਮਿਲ ਸਕਦਾ ਹੈ

یہ دستاویز آپ کی زبان میں، گزارش پر دستیاب کی جاسکتی ہے۔

Ten document jest dostępny na żądanie w twoim języku

This document can be provided in braille, on audio cassette tape/disk, **Large print** and in other languages on request to Cannock Chase Council on 01543 462621.

Report of:	Head of Housing & Partnerships
Contact Officer:	Rhiannon Holland
Telephone No:	01543 464526
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet: 13/11/19

CABINET
13 NOVEMBER 2019
27 FLORENCE STREET, HEDNESFORD

1 Purpose of Report

- 1.1 To seek Cabinet authority for a disposal of the freehold interest in 27 Florence Street, Hednesford.

2 Recommendation(s)

- 2.1 That Cabinet authorises an open market disposal of the freehold interest in 27 Florence Street, Hednesford on terms and conditions to be agreed by the Head of Economic Prosperity.
- 2.2 That Cabinet delegates authority to the Head of Economic Prosperity 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 Recommendations

Key Issues

- 3.1 27 Florence Street is a two bedroom mid terrace property that is owned by the Council and managed as part of its housing stock. The property became vacant in mid August 2019.
- 3.2 An inspection of the property under the standard housing voids process revealed that the cost of bringing the property up to Decent Homes Standard, and ensuring that it also meets the standards required under the Homes (Fitness for Human Habitation) Act 2018, will be in the region of £31,730. This work will need to be undertaken before the Council can re-let the property.

Reasons for Recommendations

- 3.3 Disposal of the freehold interest in the property will avoid the need for the Council to spend money upgrading it as it can be sold in its existing condition.

The Council would receive a capital receipt that will be determined by market demand.

- 3.4 It is therefore recommended that 27 Florence Street, Hednesford is declared surplus to Council requirements and offered for sale on the open market.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Promoting Prosperity – Increasing housing choice

5 Report Detail

- 5.1 27 Florence Street is a two bedroom mid terrace property that was acquired by Cannock UDC (along with neighbouring property 25 Florence Street) from the British Railways Board in 1967. No. 25 Florence Street was sold under RTB provisions in 1999 but no. 27 is still owned by the Council and managed as part of its housing stock. The property became vacant in mid August 2019. The Council does not own any adjoining property.
- 5.2 In accordance with the Council's standard voids process the property has been inspected by the Housing Voids Team. The inspection revealed that the cost of bringing the property up to Decent Homes Standard, and ensuring that it also meets the standards required under the Homes (Fitness for Human Habitation) Act 2018, is in the region of £31,730. The necessary work includes a new roof plus new timbers; renewal of the concrete living room floor; replacement of the existing staircase; new internal stud walls; replacement bathroom; drainage works and a complete rewire of the property. This work will need to be undertaken before the Council can re-let the property.
- 5.3 The annual rental value of the property is in the region of £3,900 (previously let at £75.17/week). If the required works were undertaken it would be almost eight years before the Council had recovered the cost of them.
- 5.4 Disposal of the freehold interest in the property will avoid the need for the Council to spend money upgrading it as it can be sold in its existing condition. The Council would receive a capital receipt that will be determined by market demand. The likely capital receipt achievable will reflect the property's current condition.
- 5.5 It is therefore recommended that 27 Florence Street, Hednesford is declared surplus to Council requirements and offered for sale on the open market.

6 Implications

6.1 Financial

As referred to in para 3.2, the cost of renovating the property to meet the decent homes standard to re-let is estimated at £31,730, which based on rental value would take almost eight years to repay.

Any sale proceeds will be a Capital Receipt for the HRA which will be available to fund future Approved Schemes within the HRA Capital Programme.

Any costs associated with the disposal will need to be contained within existing HRA approved budgets.

6.2 Legal

27 Florence Street, Hednesford is held by the Council subject to Part II of the Housing Act 1985. The "General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985 – 2013", allows the Council to dispose of 27 Florence Street, Hednesford, without obtaining the consent of the Secretary of State, provided that it is sold for a price equal to its open market value.

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

None

Previous Consideration

None.

Background Papers

None.