



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

28 May 2025

Dear Councillor,

Cabinet

6:00pm on Thursday 5 June 2025

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

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

Yours sincerely,

T. Clegg
Chief Executive

To:

Councillors:

Johnson, T.	Leader of the Council
Williams, D.	Deputy Leader of the Council and Community Wellbeing Portfolio Leader
Preece, J.	Environment and Climate Change Portfolio Leader
Thornley, S.J.	Housing and Corporate Assets Portfolio Leader
Wilson, L.	Parks, Culture and Heritage Portfolio Leader
Freeman, M.	Regeneration and High Streets Portfolio Leader
Prestwood, J.	Resources and Transformation Portfolio Leader

Agenda

Part 1

1. Apologies

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

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

3. Minutes

To approve the Minutes of the meeting held on 24 April 2025 (enclosed).

4. Updates from Portfolio Leaders

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

5. Forward Plan

Forward Plan of Decisions for June to July 2025 (Item 5.1 - 5.2).

6. Value for Money Progress Report - Q4 / End of Year for 2024-25

Report of the Head of Transformation & Assurance (Item 6.1 - 6.27).

7. End of Year Performance Report 2024-25

Report of the Head of Transformation & Assurance (Item 7.1 - 7.38).

8. Updated Strategic Risk Register

Report of the Head of Transformation & Assurance (Item 8.1 - 8.26).

9. Updated Corporate Anti-Social Behaviour Policy

Report of the Head of Wellbeing (Item 9.1 - 9.16).

10. Cabinet Appointed Representatives on Outside Bodies 2025-26

Report of the Chief Executive (Item 10.1 - 10.5).

11. Revenues and Benefits Collection Report - Quarter 4 2024-25

Report of the Deputy Chief Executive-Resources (Item 11.1 - 11.9).

The appendices (Item 11.6 - 11.9) to the report are confidential due to the inclusion of:

- Information relating to any individual.
- Information which is likely to reveal the identity of an individual.
- Information relating to the financial or business affairs of any person.

Cannock Chase Council

Minutes of the Meeting of the

Cabinet

Held on Thursday 24 April 2025 at 6:00 p.m.

In the Council Chamber, Civic Centre, Cannock

Part 1

Present:

Councillors:

Johnson, T.	Leader of the Council
Preece, J.	Deputy Leader of the Council and Parks, Culture, & Heritage Portfolio Leader
Williams, D.	Community Wellbeing Portfolio Leader
Wilson, L.	Environment and Climate Change Portfolio Leader
Thornley, S.J.	Housing and Corporate Assets Portfolio Leader
Freeman, M.	Regeneration & High Streets Portfolio Leader
Prestwood, J.	Resources and Transformation Portfolio Leader

102. Apologies

None received.

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

None received.

104. Minutes

Resolved:

That the Minutes of the meeting held on 13 March 2025 be approved.

105. Updates from Portfolio Leaders

(i) Regeneration and High Streets

The Portfolio Leader updated in respect of the following:

- **Cannock Bowling Green**

“Along with the Chair of the Council, as a trustee of the Cannock Bowling Green Trust I attended the recent opening of the new lawn bowling season and took part in some games. The bowling green was one of only two in the country located in a town centre and had previously been visited by Prince Charles. The club would also be taking part in the town’s VE Day events on 10 May.”

(ii) **Leader of the Council**

The Leader updated in respect of the following:

- **Prince of Wales Theatre and Museum of Cannock Chase**

“I wanted to take this opportunity to mark the temporary closure of the Theatre and the Museum by thanking all the staff and volunteers for their hard work over the years and their professionalism in recent months.

It was hopeful that the Theatre could reopen after its temporary closure period and there was optimism about the future of the Museum.”

(iii) **Community Wellbeing**

The Portfolio Leader updated in respect of the following:

- **ANZAC Ceremony - Cannock Chase**

“Cannock Chase continues to host Britain’s largest and longest-running ANZAC ceremony, held annually at the Cannock Chase Commonwealth War Graves Commission Cemetery. The event is organised by the Royal British Legion and supported by the New Zealand High Commission, serving military personnel, dignitaries, and local residents.

The ceremony commemorates the brave soldiers of the New Zealand Rifle Brigade who were stationed at Brocton Camp during the First World War. Between 1,500 and 2,000 troops were based on the Chase. The cemetery holds 93 Commonwealth war graves, most of them New Zealanders, and over 280 German burials.

This year’s ANZAC Day Drumhead Service takes place on Sunday 27 April at 10:45am, at the War Cemetery in Brocton. All are welcome to attend.

As Armed Forces Champion, I will begin ANZAC day with a moment of quiet reflection at dawn. I will attend the official service on behalf of the Council to honour the sacrifices of these brave soldiers far from home.”

- **VE and VJ Day 2025**

“Preparations are well underway for the 80th anniversary of VE Day on Thursday 8 May 2025, with a full programme of events taking place across the District.

These commemorations are an opportunity for residents of all ages to honour the heroes who secured peace, and to celebrate the spirit and sacrifice of the ‘greatest generation’.

Highlights include:

- Saturday 26 April: Hednesford Lions will lead a spring clean of the Hednesford Memorial in preparation for the anniversary.
- Thursday 8 May-Cannock: Flag-raising at 9:00am outside the Civic Centre, followed by a service at 10:00am at the Cenotaph led by Reverend Steve Reynolds.
- Thursday 8 May-Hednesford: A community event from 1:30pm to 5:00pm in Anglesey Gardens, including entertainment, refreshments, and a service.
- Thursday 8 May-Norton Canes: A community event from 7:00pm to 9:40pm at Norton Canes Community Centre, with music, refreshments, and a beacon lighting at 9:30pm.

- Thursday 8 May-Rugeley: A commemorative evening at the Cenotaph beginning at 7:30pm with a period singer, Town Crier, church blessing, Last Post, silence and beacon lighting, followed by community gatherings at local pubs with traditional fish and chips.
- Saturday 10 May-Our Cannock: A family-friendly event from 12 noon to 5:00pm with popcorn, candy floss, a rifle shooting alley, face painting and more.
- Saturday 10 May-Heath Hayes: A park celebration from 12 noon to 5:00pm with music and free children's activities.
- Throughout May: Treasured Times will bring live entertainment to local care homes and independent living schemes.

More details were available on the dedicated VE and VJ Day events page on the Council's website and the official VE Day 80 national website.

As Armed Forces Champion, I plan to attend as many events as possible and encourage all Members and the public to do the same."

- **Heritage Venues - Prince of Wales Theatre and Museum of Cannock Chase Closures**

"A brief but important note on the closure of Cannock Chase Museum and Theatre.

This represents a significant loss to our local cultural infrastructure. Although the building falls outside my portfolio, I want to reassure Cabinet that I am working with colleagues across the Council to explore creative solutions for preserving and promoting local history.

As someone with two generations of mining heritage at Lea Hall Colliery, I know how deeply our residents value this shared history. I am committed to ensuring we find new ways to celebrate it - whether this is through mobile exhibits, pop-up archives or digital storytelling."

I echo the comments made by the Leader on the Theatre and Museum. I am looking forward to what comes next and how to retain the community history and arts in the District."

- **Tribute - Special Sergeant Kevin Lee**

"I want to recognise an extraordinary public servant - Special Sergeant Kevin Lee, affectionately known as the "Rugeley Sheriff".

Kevin is set to retire in January 2026 after 50 years of front-line service to the people of Staffordshire, a career that has spanned six decades and nine Chief Constables."

He joined Staffordshire Police in 1975 and served in Stafford, Cannock and Cheslyn Hay before becoming a cornerstone of community policing in Rugeley for over 30 years. When he officially retired in 2011, he returned the very next day as a Special Constable to continue supporting local policing.

I remember him visiting my school when I was a child. That presence, that consistency, has shaped generations of trust in our community.

Kevin will be missed. His retirement is well-earned and richly deserved. On behalf of the Council and the people of Rugeley - thank you, Kevin."

106. Forward Plan

Resolved:

That the Forward Plan of Decisions for the period April to June 2025 (Item 5.1 - 5.3) be noted.

107. Recommendations Referred from Scrutiny Committees

- (i) Consideration was given to the recommendations referred from the Economic Prosperity Scrutiny Committee held on 19 March 2025 in respect of its Town Centre Regeneration Review (Item 6.(i)).

The Regeneration and High Streets Portfolio Leader provided the following responses to the recommendations:

(A) Propose a strategic dialogue with Staffordshire County Council in terms of public transport.

"Whilst Members received a presentation from County Council Officers progressing the Local Transport Plan, this recommendation is more about having an ongoing dialogue about issues facing the district. So not just discussion as part of the consultation on a particular plan or strategy.

A way forward could be to arrange an initial meeting with the relevant Cabinet member at Staffordshire County Council and senior officers to determine the key issues and agree the best way of maintaining regular dialogue and for the District Council to feed into local priorities and key issues."

(B) Propose a dialogue with local bus providers regarding the potential for service improvements.

"This recommendation is linked (A) and separated out as it relates to reliability, condition of buses, and potential amendments to routes.

We did used to have regular meetings with Arriva but had had less communication with D&G Buses (Chaserider).

I am happy to approach the local bus company with the view of setting up liaison meetings, naturally this will involve their co-operation."

(C) Propose that the regular meetings between the Council and Town and Parish Councils be reinstated.

"This refers to the previously held Parish Forums which ceased when the previous Managing Director left.

I understand that the Chair of the Council has already spoken with the Chief Executive about looking to reinstate this which the Chief Executive has agreed to.

The Forums would cover a variety of issues, but I think the intention was for a particular focus on regeneration and funding opportunities."

(D) Proposed a town centre wide consultation and engagement strategy.

"I understand that this developed out of a conversation around the regeneration works but is actually a much wider piece of work. First steps would be to understand from the Communications team what and who this involve, as this would be an additional piece of work which is not currently resourced.

Irrespective of that, the regeneration project team are working with the Communications team to update the Communications plan for the Cannock town

centre regeneration project and the intention is to increase the level of engagement with the public over the next few months to explain what works are being done, why they are being done and give residents the opportunity to ask the Council questions and raise any concerns that they may have.”

(E) Consideration of how the town centre regeneration priority projects can be resourced from development to completion.

“This came out of a discussion about the complexity of regeneration projects and various discussions around pressures on capacity given the small teams involved. Specifically for the Economic Development and Regeneration team, it has been explained that we are reliant on external support (where the budget is sourced from the associated funding award), however many other teams across the Council are also critical to delivery of the projects and it is important that this resource is allocated from the project budget at the outset and identified in the business case for the project.”

(F) To acknowledge the additional resource implications that recommendations (D) and (E) above would place on the Economic Development Team, as they would be an addition to any projects already being delivered.

“As above, the additional resource implications are acknowledged.

However, this should really refer to the Economic Development and Regeneration team, Legal Services, Finance, Corporate Assets, Procurement, Planning and Communications. Regeneration projects are complex, resource intensive and require many areas of the Council to work together including officers and members.”

Resolved:

That the recommendations referred from the Economic Prosperity Scrutiny Committee as set out above be accepted, and the accompanying responses to each recommendation provided by the Regeneration and High Streets Portfolio Leader be noted.

- (ii)** Consideration was given to the recommendations referred from the Responsible Council Scrutiny Committee held on 1 April 2025 in respect of its Development of an Executive-Scrutiny Protocol Review (Item 6.(ii)).

The Leader of the Council provided the following response to the recommendations:

“The Council’s Constitution contains comprehensive rules, related to how scrutiny works at this Authority, this includes the terms of reference, the committee rules and how they should proceed.

This Protocol does not change any of the rules, however it is intended to be used alongside them, as a useful and practical guide for Members. The Protocol advises on the purpose of scrutiny and the behaviour of all Members involved in that process.

Quoting from the Protocol, effective overview and scrutiny should provide constructive “critical friend” challenge, amplify the voices and concerns of the public, be led by independent people who take responsibility for their role, drive improvement in public services and strategic decision-making.

I would ask that all councillors become familiar with this Protocol and use it to make scrutiny as effective as possible. It is well within the remit of any scrutiny chair to invite any portfolio holder to the meetings.

This Protocol doesn't given any extra powers to scrutiny committees, but what it is doing is actually encouraging them to use the existing powers they have already got and think a little bit more about what they can do."

Resolved:

That:

- (A) The minutes from the Development of an Executive-Scrutiny Protocol working group discussions held on 4 September and 9 December 2024 be noted.
- (B) It be noted that the proposed amendments to the Constitution regarding scrutiny arrangements were dealt with by full Council on 9 April 2025.
- (C) The draft 'Executive-Scrutiny Protocol' be adopted.
- (D) The Scrutiny Committees be encouraged to hold a pre-meeting before the first scheduled formal meeting of each municipal year to discuss potential work programme items ready for the formal meeting.

108. Housing Options Funding 2025/26

Consideration was given to the report of the Head of Wellbeing (Item 7.1 - 7.4).

Resolved:

That:

- (A) The report be noted.
- (B) Delegated authority be granted to the Head of Wellbeing, in consultation with the Community Wellbeing Portfolio Leader, to agree the detailed spending of the Homelessness and Rough Sleeper Funding for 2025/26.

Reason for Decisions

In December 2024, the Government announced the local authority allocations of Homelessness and Rough Sleeping funding for 2025/26.

To ensure smooth operation of the service and ensure no disruption, permission was requested to develop the spending programme, with delegated authority being given to the head of service in consultation with the Cabinet member to approve the final detailed spend, which was in line with grant purpose and the agreed Council budget.

109. Future Parks and Play Area Provision

Consideration was given to the report of the Head of Operations (Item 8.1 - 8.11).

Resolved:

That:

- (A) The Council's four-year play area improvement plan for the period 2025-2029 be approved.
- (B) The successful completion of the first tranche of seven play area and park improvement projects over the last three years be noted.
- (C) The principle of creating and maintaining seven main parks across the District be agreed, with the longer-term aspiration that all main parks should including toilet facilities.

- (D) It be acknowledged that the inclusion of toilets in the three main parks without them would increase future parks revenue budget requirements.
- (E) The undertaking of a public consultation around the proposed rationalisation of five play areas as detailed in report paragraphs 5.48 to 5.56 be approved, the results of which would come to Cabinet in a future report.

Reasons for Decisions

The Council completed its first four-year play area improvement programme ahead of schedule and required agreement in relation to the next play areas to be improved, subject to adequate funding.

The creation of a number of main parks across the District was seen as crucial to the Council in supplementing its smaller parks and play areas. They offered a focus for larger sporting and recreational events and activities, such as football training and community celebrations.

Any aspirational requirement for new buildings, such as toilet blocks on parks without them, would have an ongoing revenue requirement that must be considered. Additional revenue funding would have to be included into the Council's annual budget setting process as it was highly unlikely that it would be able to funded from within existing revenue budgets.

The Council's capital and revenue resource was not sufficient to improve and maintain all of its current play areas and parks. The Council had a small number of play areas that were in easy reach of a larger play area or main park. Any savings in resource requirement released through the proposed rationalisation of play areas would be used to support those remaining.

110. Retrospective Permission to Spend - Grounds Maintenance Machinery

Consideration was given to the report of the Head of Operations (Item 9.1 - 9.4.)

Resolved:

That retrospective permission to spend £112,650 from the Grounds Machinery / Equipment capital reserve be approved for the purchase of three number ride on flail mowers.

Reasons for Decision

The purchase of this specialist machinery was an operational necessity to reduce service disruption, excessive maintenance downtime, and to replace three number ride-on Toro mowers that were now beyond their economical repair lifecycle.

The specialist machinery would help to ensure that the Council's and Staffordshire County Council's grassland areas and highway verges could be maintained to the required standard.

111. Climate Change Strategy 2025-2030

Consideration was given to the report of the Head of Regulatory Services (Item 10.1 - 10.43).

The Environment and Climate Change Portfolio Leader noted that the following typographical amendments were required to the Strategy and Action Plan, and these would be done ready for the final versions of both documents to be published:

- The Introduction page of the Strategy (page 2 of the strategy document), in the final paragraph of Councillor Pearce's wording, the reference to "Stafford and Cannock" should be amended to read "Stafford and Cannock Chase".
- The header rows for the pledges (pages 22 to 24 of the strategy document) currently read: "Cannock" and "Stafford" - these should be changed to "Cannock Chase District" and "Stafford Borough".
- In pledge 7 'Energy Reduction' (page 24 of the strategy document) the final sentence of the paragraph for both Cannock and Stafford currently reads: "This will review will be an ongoing programme" - the first 'will' needs deleting.
- The Baseline Emissions page of the Action Plan (page 3 of the Action Plan), the third cell of the table header row currently reads "Cannock" - this should be changed to "Cannock Chase".

Resolved:

That:

- (A) The Climate Change Strategy 2025-2030, including the new Climate Action Board associated Climate Action Plan 2025 be approved and adopted, subject to inclusion of the above mentioned typographical amendments.
- (B) Delegated authority be granted to the Head of Regulatory Services, in consultation with the Environment and Climate Change Portfolio Leader, to make any changes, amendments, or updates to the Climate Change Strategy 2025-2030 and/or Climate Action Plan as necessary.
- (C) It be noted that regular performance and delivery updates would be provided to Cabinet on a minimum of either quarterly or six-monthly reporting cycle as determined by the Head of Regulatory Services, in consultation with the Environment and Climate Change Portfolio Leader.

Reasons for Decisions

The Council, alongside many other councils, declared a Climate Emergency in 2019. Since then, activities to mitigate and adapt for Climate Change had become part of the way the Council delivered services.

The Council's target to reach Net Zero Operations was still to be determined. Climate Action was a fundamental consideration when delivering Council services, but a pragmatic and realistic approach needed developing for doing this. The 2025-2030 Strategy looked to develop this approach, alongside Action Plans, that demonstrated exactly what activities were taking place to contribute to the reduction of the Council's operational carbon emissions.

The new Strategy, Action Plans, and Climate Action Board would allow the Council to track, review and ensure that it was moving toward its Net Zero targets in a meaningful way. In doing this, it was hoped the lead by example and support and encourage other organisations in the locality to do the same.

The Government's Climate Change Committee stated that only a third of emissions reductions required to achieve the UK's national 2050 Net Zero target were currently covered by credible plans. The new Strategy looked to put in place a simple way forward supported by a trackable Action Plan which comprehensively measured the work being delivered to reduce the production of carbon emissions in the District.

This would be achieved by focusing on a number of key areas within the Council's own service delivery which would be the most impactful. This would deliver changes to the way that the Council worked, facilitating the shift toward carbon neutrality, encouraging others in the District to do the same.

In addition, the Strategy set a clear intent to commit to work with businesses and communities in the District to engage, educate and facilitate them to deliver their own steps toward carbon neutrality.

112. Review of Tenancy Agreement 2025

Consideration was given the report of the Head of Housing and Corporate Assets (Item 11.1 - 11.99).

Resolved:

That:

- (A) The revised Tenancy Agreements for Secure and Introductory Tenants, as set out in report appendix 2, be approved.
- (B) The summary of the proposed changes to the Agreements, as set out in report appendix 3, be noted.
- (C) The content of the report, and the analysis of responses received about the revised Tenancy Agreement, as set out in report appendix 4, be noted.
- (D) The service of a formal notice of variation of tenancy upon all secure Council Tenants be approved.

Reason for Decisions

An understanding of the rights and responsibilities of both landlord and tenant was a keystone for providing high quality council homes and landlord services. Have a clear, unambiguous Tenancy Agreement was vital to this.

113. Housing Services Improvement Plan

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 12.1 - 12.95).

Resolved:

That:

- (A) The contents of the report and the context for producing a Housing Services Improvement Plan be noted.
- (B) The Housing Services Improvement Plan, as included at report appendix 1 be approved, for reporting alongside the quarterly Corporate Performance Report in 2025/26.

Reasons for Decisions

To enhance reporting and oversight of housing activities and proposed improvement actions.

To assist the Council in meeting the requirements of the Regulator of Social Housing's Consumer Standards.

114. 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 24 April 2025 at 6:00 p.m.

In the Council Chamber, Civic Centre, Cannock

Part 2

115. Request for Flexible Retirement

Consideration was given to the Not for Publication report of the Deputy Chief Executive-Resources & S151 Officer (Item 14.1 - 14.3).

Resolved:

That the payment of actuarial strain as set out in report paragraph 3.1 resulting from the flexible retirement of an employee be agreed to be funded from within existing budgets.

Reasons for Decision

A request for flexible retirement had been received from an employee with the Finance service.

The meeting closed at 7:06 p.m.

Leader

Forward Plan of Decisions to be taken by the Cabinet: June to July 2025

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.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item via email to 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	Representations Received
June 2025						
VfM Progress Report - Q4 / End of Year for 2024/25	Head of Transformation & Assurance / Resources and Transformation Portfolio Leader	05/06/25	No	No		N/A
End of Year Performance Report 2024/25	Head of Transformation & Assurance / Resources and Transformation Portfolio Leader	05/06/25	No	No		N/A
Updated Strategic Risk Register	Head of Transformation & Assurance / Resources and Transformation Portfolio Leader	05/06/25	No	No		N/A
Updated Corporate Anti-Social Behaviour Policy	Head of Wellbeing / Community Wellbeing Portfolio Leader	05/06/25	Yes	No		N/A
Cabinet Appointed Representatives on Outside Bodies 2025/26	Chief Executive / Leader of the Council	05/06/25	No	No		N/A
Revenues and Benefits Collection Report - Quarter 4 2024/25	Deputy Chief Executive-Resources / Resources and Transformation Portfolio Leader	05/06/25	No	Yes	Information relating to any individual and likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person (including the Council).	

Item No. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
July 2025 (03/07)						
Leisure Contract Procurement	Head of Wellbeing / Community Wellbeing Portfolio Leader	03/07/25	TBC	No		N/A
Tree Management	Head of Operations / Parks, Culture, and Heritage Portfolio Leader	03/07/25	No	No		N/A
Heath Hayes Park Master Plan	Head of Operations / Parks, Culture, and Heritage Portfolio Leader	03/07/25	No	No		N/A
Local Electric Vehicle Infrastructure Charging	Head of Operations / Environment & Climate Change Portfolio Leader	03/07/25	No	No		N/A
July 2025 (31/07)						
Vehicle Replacement	Head of Operations / Environment & Climate Change Portfolio Leader	31/07/25	Yes	No		N/A
Housing Services Annual Complaints Performance and Service Improvement Report and Self-Assessment	Head of Housing & Corporate Assets / Housing & Corporate Assets Portfolio Leader	31/07/25	No	No		N/A
UK Shared Prosperity Fund 2025/26	Head of Economic Development and Planning / Regeneration and High Streets Portfolio Leader	31/07/25	No	No		N/A

VFM Progress Report - Quarter 4 / End of Year for 2024/25

Committee:	Cabinet
Date of Meeting:	5 June 2025
Report of:	Head of Transformation and Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To advise Members on the progress in the delivery of the VFM Improvement Plan at the end of Quarter 4 2024-25.

2 Recommendations

- 2.1 To note the progress made in 2024/25 in the delivery of the VFM Improvement Plan set out at Appendix 1.
- 2.2 To note the proposals for refocusing the improvement plan for 2025/26 as set out in 5.8.

Reasons for Recommendations

- 2.3 The information allows Cabinet to ensure that all appropriate steps are being taken to address the findings of the External Auditors and improve the Council's governance arrangements.

3 Key Issues

- 3.1 The Council's External Auditor's Annual Report (AAR) for 2021/22 and 2022/23, highlighted several significant issues relating to the Council's financial, governance and asset arrangements and made recommendations for addressing these.
- 3.2 An improvement plan to address the issues was drawn up and approved by the Audit & Governance Committee (7 February 2024) and subsequently by Council (21 February 2024). The improvement plan was subsequently updated with two additional actions arising from the Annual Governance Review for 2023-24.
- 3.3 This report sets out the progress made up to the end of 2024/25. Of the 50 actions due to be completed, 68% have been completed or are on target.





4 Relationship to Corporate Priorities

- 4.1 Good governance and financial management specifically links to the Council's priority to be "a modern, forward thinking and responsible Council". It also underpins the delivery of the Council's other corporate priorities and operational services.

5 Report Detail

- 5.1 As part of the work of the External Auditors, they are required to undertake a review of the Council's arrangements for Value for Money and their finding are set out in the Annual Audit Report for 2021/22 and 2022/23.
- 5.2 The AAR for 2021/22 and 2022/23 identified several areas of concern relating to the Council's financial, governance and asset arrangements and made recommendations for addressing these. Three statutory recommendations have been made, and these are being progressed as a priority.
- 5.3 The External Auditors acknowledged that there has been a lack of capacity in key service areas to address these issues. The Council has sought to address this by agreeing additional funds as part of the budget process for the Finance and Transformation Teams. Additional resources have also been approved to address the HRA issues.
- 5.4 A VFM improvement plan has been produced to address the issues raised in the AAR. The timescales for implementation were revised in discussions with the Council's new External Auditors and approved by Cabinet in November 2024. A commentary on progress for each of the actions up to the end of Quarter 3 2024/25 is set out in Appendix 1. Overall progress is summarised in the table below:

Table 1: Summary of Progress - VFM Improvement Plan

Quarter					No longer applicable	Total Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule		
Q4 2023/24	16					16
Q1 2024/25	3			3		6
Q2 2024/25	2			1		3
Q3 2024/25	4	1	3	2	2	12
Q4 2024/25	4	4	5			13
TOTAL	29 (58%)	5 (10%)	8 (16%)	6 (12%)	2 (4%)	50

- 5.5 At the end of 2024/25 of the 50 actions due for delivery:
- 34 (68%) have been completed or are in progress;
 - 14 (28%) of actions are behind schedule; and
 - 2 (4%) are no longer applicable/outstanding.

- 5.6 Steady progress continues to be made in completing the actions set out in the improvement plan. The key achievement in quarter 4 is the publication of the statement of accounts for 2023/24. This means that all of the Council's outstanding accounts have been published in 2024/25, although they have not been audited. All of the actions for quarter 4 (2023/24) through to quarter 2 (2024/25) have now been completed in full. There has been some slippage in quarters 3 and 4 due to ongoing capacity issues within the Finance Team and for the Head of Transformation & Assurance. The proposals for Local Government Reorganisation are also going to have an impact on capacity and the delivery of a number of the actions set out in the improvement plan.
- 5.7 Housing have continued to make progress with their actions. A Housing Improvement Plan has been developed, and this was approved by Cabinet on 24 April 2025. Work on the stock condition survey is in progress but started later than was planned. It is estimated that this will now be completed by the end of June 2025.
- 5.8 In preparation for reporting on progress in 2025/26, it is proposed to remove all of the actions that have been completed up to the end of 2024/25 from the improvement plan to allow us to focus on the work that still needs to be done. It is also proposed to re-title the action plan as the Governance Improvement Plan as all of the actions are related to the Council's governance arrangements and indeed many of the External Auditor's recommendations emanated from our Annual Governance Statement. The updated Governance Improvement Plan will be approved as part of the Annual Governance Statement process for 2024/25, and this will allow us to add any actions arising from this year's Annual Governance Review.
- 5.9 Progress in delivering the actions set out in the improvement plan will continue to be overseen by:
- The Leadership Team; and
 - Audit & Governance Committee.
- The Audit & Governance Committee will escalate any concerns to Cabinet and the Cabinet will also receive periodic updates.
- 5.10 The actions relating to Housing will also be removed from the Improvement Plan as they have been included in the new Housing Improvement Plan. Progress in delivering the Housing Improvement Plan will be reported to Cabinet, the Housing Board and Health, Wellbeing, and the Community Scrutiny Committee for 2025/26 onwards.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

A failure to deliver good governance, which includes the delivery of the improvement plan, has been included in the Council's Strategic Risk Register.

6.5 Equalities and Diversity

None.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: VFM Improvement Plan - Summary of Progress.

8 Previous Consideration

None.

9 Background Papers

Report to Audit & Governance Committee 7 February 2024

Contact Officer: Judith Aupers

Telephone Number: 01543 464 411





Ward Interest: All Wards

Report Track: Cabinet: 05/06/25 and
Audit & Governance Committee 17/06/25

Key Decision: No

VFM Improvement Plan - Progress Report

Summary of Progress at 31 March 2025

Quarter					No longer applicable	Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule		
Q4 2023/24	16					16
Q1 2024/25	3			3		6
Q2 2024/25	2			1		3
Q3 2024/25	4	1	3	2	2	12
Q4 2024/25	4	4	5			13
Q1 2025/26						12
Q2 2025/26						11
Q3 2025/26						7
Q4 2025/26						4
TOTAL	29	5	8	6	2	50 at end of Q4

Commentary on Progress

Steady progress continues to be made, though there is some slippage due to ongoing capacity issues.

The key achievements in quarter 4 are the publication of the statement of accounts for 2023/24 and the updating of the procurement regulations.

Progress is being made on the stock condition survey, albeit behind schedule. An interim report has been received on the 45% of the stock assessed so far. It is anticipated that the survey will be completed in June 2025.

Two of the actions from Q3 have been changed from being on target to no longer applicable. These relate to the work on transformation. Although considerable work has been undertaken and the transformation strategy has been approved, further work is now under review due to the proposals for Local Government Reorganisation. It is considered that a more modest change programme is likely to be delivered and a report is to be prepared for Cabinet in quarter 1 setting out the revised plans for the future.



No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
	QUARTER 4 2023/24					
1.	Financial Sustainability (Statutory Recommendation 1)	Medium Term Financial Strategy for 2024/25 to 2026/27 drafted and approved by Cabinet. Due for approval at Council 21 February 2024. Modelling, assumptions and risk assessment included as part of the budget report. MTFS includes assessment of likely future government funding.	Deputy Chief Executive (Resources) & S151 Officer		Completed	★
3.	Financial Sustainability (Statutory Recommendation 1)	Bring treasury strategy and its reporting to members up to date	Deputy Chief Executive (Resources) & S151 Officer		Completed	★
4.	Financial Sustainability (Statutory Recommendation 1)	Produce draft financial statements in line with statutory requirements and working with external auditors to deliver audits effectively. (Decision to be made on outstanding audits as there is a consultation taking place as to how to clear the backlog of audits nationally at present)	Deputy Chief Executive (Resources) & S151 Officer	This is to be discussed with Azets as to approach	Agreed with GT/Azets not to audit the 21/22 and 22/23 accounts. This is in line with the national statutory dispensation which has been approved by Parliament. The Accounts for both years have been completed and reported to the Audit & Governance Committee (19 November 2024).	★
5 (a)	Financial Sustainability (Statutory Recommendation 1)	Draft accounts published up to 2023/24	Deputy Chief Executive (Resources) & S151 Officer	Quarter 4 - 2023/24	The draft accounts for 2021-22 and 2022-23 have been published.	★




No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
6.	HRA (Statutory Recommendations 2 & 3)	Appointment of additional senior resource (HRA Recovery Lead) to support the delivery of the HRA action plan and implement recovery actions (starting 26/2/24).	Deputy Chief Executive (Place)		Completed	★
7.	HRA (Statutory Recommendations 2 & 3)	Liaise with other HRA providers to determine best practice to aid our work and use this information to undertake appropriate benchmarking.	Head of Housing and Corporate Assets	Quarter 4 - 2023/24	Completed. Members of HouseMark and annual Benchmarking exercise undertaken. Visit to Wolverhampton Homes and discussions with Housing Plus & WHG across subject areas	★
8.	HRA 30 Year Business Plan (Statutory Recommendation 2)	Provision to be included in the capital programme for 2023/24 and 2024/25 to fund the stock condition survey.	Deputy Chief Executive (Resources) & S151 Officer Head of Housing and Corporate Assets	Completed	Approval as part of budget in February 2024	★
9.	HRA 30 Year Business Plan (Statutory Recommendation 2)	<ul style="list-style-type: none"> Review of Housing Register to ensure it is maintained up-to-date Larger scale review completed in October 2023; and Ongoing monthly review of application forms on the anniversary of the application form date. 	Head of Housing and Corporate Assets Tenancy Services Manager		Completed On-going monthly review letters sent out and applicants removed from the list that do not re-register	★






No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
10.	Corporate Savings & Transformation Programme (Key Recommendation 1)	Align the MTFS to the corporate priorities in the Council's Business Plan including the costed climate change actions	S151 Officer and Head of Transformation & Assurance		Completed as part of budget setting 2024/25	★
11.	Risk Management (Key Recommendation 2)	Review of risk management policy and framework - includes review of format of the SRR	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2023/24	Approved by Leadership Team. To be approved by Cabinet on 28 November 2024.	★
12.	Risk Management (Key Recommendation 2)	Review of guidelines on risk implications for committee reports	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2023/24	Approved by Leadership Team.	★
13.	Risk Management (Key Recommendation 2)	Review of risks in annual budget report to be consistent with corporate process	Deputy Chief Executive (Resources) & S151 Officer		Completed	★
14.	IT (Key Recommendation 3)	Implement outstanding recommendation from Cyber and Network Security Audit - staff to complete cyber training	Chief Technology Officer and Information Manager	Quarter 4 - 2023/24	Staff have completed cyber training	★
15.	IT (Key Recommendation 3)	Finalise the change management strategy.	Chief Technology Officer	Quarter 4 - 2023/24	Change Management Strategy has been approved by Leadership Team	★




No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
16.	IT (Key Recommendation 3)	Finalise Information Governance Framework	Head of Law & Governance	Quarter 4 - 2023/24	Completed - approved by Cabinet	★
18.	Other Related Actions	Review of Audit Reporting to Leadership Team and escalation protocols	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 2023/24	Completed - quarterly progress reports to be discussed at Leadership Team	★
QUARTER 1 2024/25						
19.	Financial Sustainability (Statutory Recommendation 1)	Restructure of the Finance Team and creation of additional capacity	Deputy Chief Executive (Resources) & S151 Officer	Quarter 1 - 2024/25	Restructure agreed.	★
22.	HRA 30 Year Business Plan (Statutory Recommendation 2)	A review of the stock condition survey work undertaken to date will be used to help inform investment and the programme of works.	Head of Housing and Corporate Assets Housing Property Services Manager	Quarter 1 - 2024/25	<ul style="list-style-type: none"> Rapleys initial survey report has been shared with Savills who have presented initial basis of HRA business plan May 2024. Stock Condition survey work by Rapleys commenced but started later than planned. Currently discussing the data outcomes as an adequate volume of data now received. Rapleys to provide final batch of data by end of Quarter 1 2025/26. 	✗

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
23.	HRA 30 Year Business Plan (Statutory Recommendation 2)	Procurement of contractor to deliver the stock condition survey. Award notice planned for February 2024 with contractor to start March.	Head of Housing and Corporate Assets Housing Property Services Manager	Quarter 1 - 2024/25	Final Version of contract agreed August 2024 and signed by Rapleys	★
23 (a)	HRA 30 Year Business Plan (Statutory Recommendation 2)	Delivery of the stock condition survey	Head of Housing and Corporate Assets Housing Property Services Manager	<ul style="list-style-type: none"> • 10% by end Q2 • 50% by end of Q3 • 100% by end of Q4 	<p>Rapley commenced survey work with batch 1 & 2 surveys totaling 878 homes</p> <p>Delayed start of October 24 when contracts were finally signed. Rapleys have achieved 45% at the end of Q4 and it is estimated that the survey will be completed in June (Q1 25/26).</p> <p>See action 70 for further details.</p>	✗
24.	HRA 30 Year Business Plan (Statutory Recommendation 2)	<p>Review and update of the Housing Allocations Policy.</p> <p>Consultation complete, Policy going to Cabinet in March 2024 with implementation in April 2024.</p>	<p>Head of Housing and Corporate Assets</p> <p>Tenancy Services Manager</p>	Quarter 1 - 2024/25	<p>Completed.</p> <p>Approved at Cabinet 28 March 2024.</p> <p>Implementation Phase commenced.</p>	★

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
25.	HRA Compliance (Statutory Recommendation 3)	Regular inspections of properties and blocks will continue to be undertaken and will be reported to Housing Board and Cabinet. This includes gas safety, electrical safety, asbestos, water hygiene and fire safety.	Head of Housing and Corporate Assets Housing Property Services Manager	Quarter 1 - 2024/25	Regular Inspections of properties and Blocks in HRA continue to be undertaken and recorded. KPIs included in quarterly corporate performance reports to Cabinet and Scrutiny Committee and will be reported to Housing Board from Q1 25/26. Work continues to obtain Compliance Documentation from Shop Leaseholders - 17 occupied units in 4 blocks. Recruitment process underway for additional compliance (Building Safety) staff resources. All new posts and vacancies expecting to be filled in Q1 2025-26. Additional Building Safety operative posts will carry out the internal inspections and remediate where possible.	
QUARTER 2 2024/25						
32.	Financial Sustainability (Statutory Recommendation 1)	Commence recruitment to new Finance team structure	Deputy Chief Executive (Resources) & S151 Officer and Deputy S151 Officer	Quarter 2 - 2024/25	Recruitment for 2 senior posts was unsuccessful. The team are now reviewing the future needs of the department and considering whether trying to recruit to these posts again would be the best course of action. Recruitment for 2 finance business partner posts has been successful; one has commenced their employment and the other starts on 14 April.	




No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
38.	HRA (Statutory Recommendations 2 & 3)	A review is to be undertaken of existing systems and processes in the HRA and General Fund to align them to ensure that we have a standardised approach to building safety inspections.	Head of Housing and Corporate Assets Housing Property Services Manager Corporate Assets Manager	Quarter 2 - 2024/25	Savills were commissioned to undertake a review of HRA compliance systems and processes. 4 new posts have been recruited to in the HRA to undertake the compliance checks. The TIO system has been installed in communal blocks. The Compliance checks within the Corporate Assets Team are complete and we haven't yet aligned the approaches across the two teams.	
51.	Other Related Actions (from AGS 2023-24)	Review of project management arrangements and project planning for the delivery of the town centre schemes.	Head of Economic Development & Planning	Quarter 2 - 2024/25	Additional interim consultancy resource has been appointed to support the programme management of the town centre regeneration project. Board meetings, steering groups and weekly project team meetings have been re-established; with regular review of project plans.	
	QUARTER 3 2024/25					
2.	Financial Sustainability (Statutory Recommendation 1)	Capital Strategy to be updated in accordance with the revised Prudential Code.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	The capital strategy was submitted to Council for approval in February 2025.	





No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
20.	Financial Sustainability (Statutory Recommendation 1)	Regular performance monitoring to be re-established with budget managers and Leadership Team.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	Period 6 monitoring for 2024-25 has been completed and has been reported in the budget setting report for 2025/26.	
21.	Financial Sustainability (Statutory Recommendation 1)	Reporting on the delivery of savings to be established and discussed at Strategic Leadership Team meetings. Where appropriate, project plans will be developed to support the delivery of significant/complex savings.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	The savings will be reported on as part of budget monitoring from 2025/26.	
27.	IT (Key Recommendation 3)	Update IT security policy and adopt a cyber security policy	Head of Transformation & Assurance and Chief Technology Officer	Quarter 3 - 2024/25	The policy has been reviewed and is to go to Leadership Team for approval in May 2025.	
28.	IT (Key Recommendation 3)	Provide refresher training to ensure compliance with process for 3 rd party data transfers and completion of privacy impact assessments	Chief Technology Officer and Information Manager	Quarter 3 - 2024/25	The Data Transfer Policy has been reviewed. The refresher training has been delivered.	
29.	IT (Key Recommendation 3)	Complete the IT strategy	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	Completed. Approved by Cabinet 28 November 2024	

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
31.	HR related issues (Improvement Recommendations 1 and 2)	Complete review of hybrid working. This will inform the development of the workforce strategy and the review of the Code of Conduct as well as support the development of an asset strategy.	Head of Transformation & Assurance and HR Manager	Quarter 3 - 2024/25	A report has been drafted and is still with the Head of Service for review. Progress on this has slipped again due to work on the Local Government Reorganisation submission taking precedence. The report will now be presented to Leadership Team in Q1 2025/26	
33.	Financial Sustainability (Statutory Recommendation 1)	Lesson learnt exercise to be undertaken of implementation of the finance system	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	Work on this has been deferred due to the ongoing capacity issues in the Finance Team and the need to prepare the budget. It has now been rescheduled for Q1.	
34.	Financial Sustainability (Statutory Recommendation 1)	Training of managers in budget management and use of the new finance system.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	The first session has been delivered to Leadership Team. The sessions with managers will be delivered during Q1 25/26.	
46.	Performance Management (Key Recommendation 5)	Establish corporate project resources to support transformation work (funding allocated in 2024/25 budget)	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 3 - 2024/25	The team structure was approved as part of the report to Cabinet on the Transformation Strategy (5 December 2024). However, this work is under review in light of the Local Government Reorganisation (LGR) proposals. A report will be prepared for Cabinet's consideration in Q1 2025/26.	N/A


No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
55.	Corporate Savings & Transformation Programme (Key Recommendation 1)	<p>Process to be established for developing savings options - this will comprise a service reduction programme and a service transformation/ efficiency programme.</p> <p>Initial steps for both:</p> <ul style="list-style-type: none"> • a discussion with the Cabinet after the May elections to review priorities and key projects. • engagement with Heads of Service and Service Managers to review current service levels for statutory and discretionary services (to include high level benchmarking) - this will be a precursor to bringing the services together and establish the baseline for service transformation (this will build on the initial work done on SLAs). • Range of options for service reduction and efficiency savings/ transformation. <p>Service Reduction:</p> <ul style="list-style-type: none"> • Savings options to be assessed for impact and deliverability and discussed with Cabinet. • Range of options to be refined and consultation exercise to be undertaken with public and partners where relevant. • Outcome of consultation to be used to inform savings options to be progressed as part of development of budget. 	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 3 - 2024/25	<p>A review of key priority projects has been undertaken, and this was approved by Cabinet on 24 October 2024.</p> <p>A transformation strategy and plan has been developed. This was approved by Cabinet on 28 November 2024. The report also sets out the proposals for creating a transformation team.</p> <p>As referred to above, the work on Transformation is under review in light of LGR.</p>	N/A

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
		Transformation: <ul style="list-style-type: none"> Transformation options to be assessed and added to transformation programme for prioritisation. Will need to consider any investment required to deliver savings/service improvements; resourcing to deliver the changes, etc Project Manager and Project support officer to be recruited to support delivery of transformation programme, funding allocated in budget 2024/25 to fund posts. Training of managers and key officers in transformation techniques. 				
82.	Corporate Savings & Transformation Programme (Key Recommendation 1)	Review current corporate plan and priorities to determine if an update is required and if so, engage with stakeholders as appropriate	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance		Interim review of corporate plan completed. Priorities remain unchanged but underpinning projects have been revised. Report to Cabinet 24 October 2024.	★
	QUARTER 4 2024/25					
5 (b)	Financial Sustainability (Statutory Recommendation 1)	Draft accounts published up to 2023/24	Deputy Chief Executive (Resources) & S151 Officer	Quarter 4 - 2024/25	The draft accounts were published on 16 January 2025.	★
17.	Procurement and Contract Management (Key Recommendation 7)	Update the contracts register and ensure it is compliant with transparency requirements	Head of Transformation & Assurance and Leadership Team	Quarter 4 - 2024/25	Work on this has slipped and will now commence in Q1.	▲

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
26.	Risk Management (Key Recommendation 2)	Training for Leadership Team, managers, team leaders/principal officers on risk management	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2024/25	Risk management training and workshops completed with Leadership Team and dates arranged for workshops with managers.	
30.	HR related issues (Improvement Recommendations 1 and 2)	Establish our culture, values and type of organisation we want to be. This work will inform the following actions	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 4 - 2024/25	Put on hold pending further discussion in light of Local Government Reorganisation. Considering a light touch approach.	
37.	HRA (Statutory Recommendations 2 & 3)	Set up the new Housing Board to enhance governance and oversight of delivery of the improvement plan. The Board will comprise: <ul style="list-style-type: none"> • The Deputy Chief Executive - Place; • Head of Housing & Corporate Assets; • Cabinet Member for Housing; • Shadow Cabinet Member for Housing; • Tenant representatives from across the District; and • independent person with housing expertise. 	Deputy Chief Executive (Place) Head of Housing and Corporate Assets	Quarter 4 - 2024/25	Board set up approved by Cabinet. An initiation meeting has been held, as well as a tour of the district, during Q4. Calendar of meetings for 2025/26 arranged.	

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
40.	HRA Compliance (Statutory Recommendation 3)	A review of compliance against the housing consumer standards (July 2023), has been undertaken and an action plan is to be developed from this which will improve tenant engagement. A residents engagement officer post has been established.	Head of Housing and Corporate Assets Strategic Housing Manager	Quarter 4 - 2024/25	Housing Services Improvement Plan (HSIP) contains the arising actions. The HSIP will be delivered across 2025/26 onwards. Resident Engagement post is currently being covered by a secondment, following previously appointed post holder leaving.	
43.	IT (Key Recommendation 3)	Develop assurance reporting for IT e.g. report on outcome of annual health check / penetration testing to Leadership Team and Audit Committee.	Head of Transformation & Assurance and Chief Technology Officer	Quarter 4 - 2024/25	Work has commenced on the IT Assurance report, and this will be reported to Leadership Team in May and the Audit Committee in June 2025.	
44.	IT (Key Recommendation 3)	Review of what we include in procurements re ICT controls and information governance	Head of Transformation & Assurance, Chief Technology Officer, Head of Law & Governance and Information Manager	Quarter 4 - 2024/25	Work is in progress and will be completed in Q1	
47.	Performance Management (Key Recommendation 5)	Review of all projects, the current governance arrangements and establish project reporting to Leadership Team	Deputy Chief Executive (Resources) and Deputy Chief Executive (Place)	Quarter 4 - 2024/25	Work on this has not yet commenced - review to be undertaken in Q1 to set the framework for 2025/26.	

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
48.	Procurement and Contract Management (Key Recommendation 7)	Review and update the Procurement Regulations	Deputy Chief Executive (Resources), Head of Transformation & Assurance and Head of Law & Governance	Quarter 4 - 2024/25	Completed. Revised Procurement Regulations approved by Council 11 February 2025.	★
49.	Procurement and Contract Management (Key Recommendation 7)	The key elements of the procurement strategy will be built into the procurement regulations rather than as a stand-alone document.	Head of Transformation & Assurance	Quarter 4 - 2024/25	Completed as part of the review of the Procurement Regulations.	★
70.	HRA 30 Year Business Plan (Statutory Recommendation 2)	Undertake a full stock condition survey. <ul style="list-style-type: none"> An approach to delivering the full stock condition survey has now been developed with the contractor on a phased basis. Performance and programme delivery to be monitored on monthly and quarterly basis and reported to Housing Board. 	Head of Housing and Corporate Assets Housing Property Services Manager	Quarter 4 - 2024/25	Stock Condition Survey project is progressing well but has been extended due to mobilisation delays. Project extended and to be complete by June 2025. Two batches of data have been provided by Rapleys with a final batch to be provided by June 2025. Planning for a new role of Data and Energy Officer to manage the data from the stock condition survey. An interim report has been provided by Rapleys setting out what the data looks like so far and the trends.	▲

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
72.	HRA 30 Year Business Plan (Statutory Recommendation 2)	<p>Development of a place-based housing strategy, working in conjunction with key partners.</p> <p>This will be part of a longer-term project to understand the needs of the area and our tenants.</p> <p>It will also link in with the Local Plan process.</p> <ul style="list-style-type: none"> Housing Needs Assessment completed. SHLAA and Brownfields register completed. Draft Local Plan has well informed evidence base (proposed submission Summer 2024). 	<p>Deputy Chief Executive (Place)</p> <p>Head of Wellbeing</p> <p>Head of Housing and Corporate Assets</p> <p>Head of Economic Development & Planning</p>	Quarter 4 - 2024/25	Strategy brief ready to go out to procurement, this was delayed as an opportunity to do the work in house was explored but unfortunately didn't come to fruition.	
QUARTER 1 2025/26						
35.	Financial Sustainability (Statutory Recommendation 1)	Review of Financial Regulations	Deputy Chief Executive (Resources) & S151 Officer	Quarter 1 - 2025/26		
41.	Risk Management (Key Recommendation 2)	Develop risk registers for each Directorate, the HRA and ICT	<p>Deputy Chief Executive (Resources),</p> <p>Deputy Chief Executive (Place),</p> <p>Head of Housing & Corporate Assets and</p> <p>Head of Transformation & Assurance</p>	Quarter 1 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
42.	Risk Management (Key Recommendation 2)	Establish escalation process between other risk registers and the SRR e.g. services, projects	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26		
50.	Procurement and Contract Management (Key Recommendation 7)	Provide training for managers on procurement and contract management	Head of Transformation & Assurance	Quarter 1 - 2025/26		
57.	Fraud (Key Recommendation 4)	Review Anti-Fraud & Bribery Policy	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26		
58.	Fraud (Key Recommendation 4)	Review of Confidential Reporting Policy	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26		
59.	Fraud (Key Recommendation 4)	Assess compliance against Cipfa 2014 Code for Fraud and develop an action plan as necessary	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26		
74.	Performance Management (Key Recommendation 5)	Develop and adopt a performance management framework to establish golden thread from Corporate Plan to service plans through to employee reviews. Framework to include protocols for ensuring data quality	Head of Transformation & Assurance	Quarter 1 - 2025/26		
75.	Performance Management (Key Recommendation 5)	Review our performance report style - delivery plans and KPIs. To consider the development of performance outcome measures	Head of Transformation & Assurance	Quarter 1 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
76.	Performance Management (Key Recommendation 5)	Performance reporting for waste and leisure: <ul style="list-style-type: none"> review of KPIs for monitoring and reporting on performance; establish internal validation process of contract performance; and review information reported to Cabinet / Scrutiny 	Head of Transformation & Assurance, Head of Operations and Head of Wellbeing	Quarter 1 - 2025/26		
77.	Other Related Actions	Review of Code of Governance.	Head of Transformation & Assurance	Quarter 1 - 2025/26		
79.	Fraud (Key Recommendation 4)	Review the information we report on fraud work (including data matching) to the Audit Committee.	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26		
	QUARTER 2 2025/26					
36.	Financial Sustainability (Statutory Recommendation 1)	Training for managers on Financial Regulations.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26		
39.	HRA 30 Year Business Plan (Statutory Recommendation 2)	Comprehensive external HRA review to be undertaken including Health & Safety (Compliance) and HRA Business Plan & Capital Investment.	Head of Housing and Corporate Assets	Quarter 2 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
45.	Performance Management (Key Recommendation 5)	Establish a Corporate Project Management Methodology. Provide templates, guidelines, and training for key officers (LT, Service Managers and key Principal Officers / Team Leaders).	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 2 - 2025/26		
53.	HRA 30 Year Business Plan (Statutory Recommendation 2)	Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26		
56.	Corporate Savings & Transformation Programme (Key Recommendation 1)	Consultation and engagement to be embedded into the planning for the delivery of key projects where appropriate to ensure schemes meet community needs eg regeneration projects, redevelopment of play areas	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 2 - 2025/26		
64.	HR related issues (Improvement Recommendations 1 and 2)	Develop a hybrid working policy and review other related policies and processes.	Head of Transformation & Assurance and HR Manager	Quarter 2 - 2025/26		
68.	Financial Sustainability (Statutory Recommendation 1)	Implementation of remaining module of the finance system, ongoing development and maximising use of system functionality	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
69.	Financial Sustainability (Statutory Recommendation 1)	Performance reporting for Cabinet and Scrutiny to be developed. This will be done alongside the review and development of performance and risk reporting.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26		
71.	HRA 30 Year Business Plan (Statutory Recommendation 2)	As stock condition data increases a rolling programme of improvements will be developed and reported on to the Housing Board.	Head of Housing and Corporate Assets Housing Property Services Manager	Quarter 2 - 2025/26		
73.	Fraud (Key Recommendation 4)	Assess fraud risks and include in risk registers as appropriate	Chief Internal Auditor & Risk Manager and Leadership Team	Quarter 2 - 2025/26		
78.	HRA 30 Year Business Plan (Statutory Recommendation 2)	Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment: <ul style="list-style-type: none"> • Business plan to be updated on a rolling basis as stock condition data increases. • Business plan review to be undertaken on a quarterly basis. • HRA recovery lead to develop and roll out training for housing staff on business plan and assumptions. • Develop HRA asset management strategy. 	Head of Housing and Corporate Assets HRA recovery lead Deputy Chief Executive (Resources) & S151 Officer Deputy Chief Executive (Place)	Quarter 2 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
	QUARTER 3 2025/26					
52.	Financial Sustainability (Statutory Recommendation 1)	Follow-on zero-based budgeting session with managers to continue work started as part of the 2024/25 budget setting process	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2025/26 for 2026/27 budget setting		
54.	HRA Compliance (Statutory Recommendation 3)	<p>A full review will be undertaken of all records and information held to data cleanse and identify gaps/ weaknesses in the data held.</p> <p>All records will be held electronically so that there is one version of the data record.</p> <p>An on-going reconciliation will be undertaken of the HRA asset register to the health and safety checks completed, compliance data and other inspections.</p> <p>Options for a new single asset register compliance system will be explored.</p>	<p>Head of Housing and Corporate Assets</p> <p>All Housing Service Managers</p>	Quarter 3 - 2025/26		
60.	HRA and Corporate Asset Management (Key Recommendation 6)	A Corporate asset management strategy is in place and an action plan will be developed.	<p>Head of Housing and Corporate Assets</p> <p>Corporate Assets Manager</p>	Quarter 3 - 2025/26		
62.	Procurement and Contract Management (Key Recommendation 7)	Work with managers and the County's Procurement Team to develop a procurement pipeline	<p>Head of Transformation & Assurance and Leadership Team</p>	Quarter 3 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
63.	Procurement and Contract Management (Key Recommendation 7)	Process to be established for publication of key data on the Council's website to meet transparency requirements re spend data, contracts register	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 3 - 2025/26		
65.	HR related issues (Improvement Recommendations 1 and 2)	Review and update the Employee Code of Conduct	Head of Transformation & Assurance and Head of Law & Governance	Quarter 3 - 2025/26		
67.	Other Related Actions (from AGS 2023-24)	Review of Scheme of Delegations as part of shared services transformation.	Monitoring Officer and Leadership Team	Quarter 3 - 2025/26		
	QUARTER 4 2025/26					
61.	HRA and Corporate Asset Management (Key Recommendation 6)	A full review will be undertaken of all records and information held to data cleanse and identify gaps/ weaknesses in the data held. All records will be held electronically so that there is one version of the data record. An on-going reconciliation will be undertaken of the corporate asset register to the health and safety checks completed, compliance data and other inspections.	Head of Housing and Corporate Assets Corporate Assets Manager	Quarter 4 - 2025/26		

No	Theme	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
66.	Other Related Actions	Establish an inventory of key policies and a programme of periodic reviews	Leadership Team	Quarter 4 - 2025/26		
80.	HR related issues (Improvement Recommendations 1 and 2)	Development of a workforce strategy that links to long term transformation / shared services	Head of Transformation & Assurance and HR Manager	Quarter 4 - 2025/26		
81.	Other Related Actions	Development of Assurance Model	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2025/26		

End of Year Performance Report 2024/25

Committee:	Cabinet
Date of Meeting:	5 June 2025
Report of:	Head of Transformation and Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans and Council's performance at the end of 2024/25.

2 Recommendations

- 2.1 To note the progress at the end of 2024/25 relating to the delivery of the Council's priorities as detailed at Appendices 1a-1d and the performance information set out at Appendix 2.

Reasons for Recommendations

- 2.2 The performance information allows Cabinet to monitor progress in delivery of the Council's corporate priorities and operational services.

3 Key Issues

- 3.1 The original Priority Delivery Plans (PDPs) for 2024/25, based on the Corporate Plan 2022-26, have been superseded. The revised delivery plans are designed to focus on key strategic and operational priorities.
- 3.2 Overall, 85% of the projects have been delivered or are on schedule to be completed. Progress in delivering the PDPs is summarised in 5.3 of the report and set out in detail in Appendices 1a to 1d.
- 3.3 With regard to the operational performance of the key services of the Council, 77% of targets have been met or exceeded. Further details can be found at 5.6 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The Priority Delivery Plans set out key strategic and operational projects which support the delivery of the Council's priorities.

5 Report Detail

Background





- 5.1 The Priority Delivery Plans (PDPs) set out in Appendices 1a to 1d to this report are the revised set of plans setting out how the Council will achieve progress against its strategic objectives; these plans establish the actions and timetable for delivery that are the basis of the Council's performance reporting framework.

- 5.2 In addition to the PDPs, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.

Priority Delivery Plans (PDPs)

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

Table 1: Summary of progress in delivery of key projects/actions as at end of 2024/25





Performance Rating	Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	No longer applicable	Total Number of Actions
Corporate Plan Priority					N/A	
Economic Prosperity	11		2			13
Health and Wellbeing	6	1				7
Community	10	1	1		1	13
Responsible Council	18	3	3		2	26
Total	45 (76%)	5 (9%)	6 (10%)		3 (5%)	59

- 5.4 At the end of 2024/25, of the 59 actions planned for delivery in the year:
- 50 (85%) have been completed or are on target to be completed;
 - 6 (10%) are slightly behind schedule; and
 - 3 (5%) are no longer applicable.
- 5.5 The key project successes during 2024/25 are:
- Commencement of demolition works in Cannock town centre and acquisition of properties for phase two;
 - Submission of Local Plan to Planning Inspectorate;
 - Successful integration of Health into the Community Safety Partnership;
 - The mobilisation of the kerbside waste collections contract included the rerouting of some 27,000 properties as part of efficiency savings in the contract;
 - Approval of the Climate Change Strategy and Action Plan; and
 - The closure and publication of 3 sets of accounts bringing the Council up-to-date.

Key Performance Indicators (KPIs)

- 5.6 In addition to the Delivery Plans, performance is also reported against the delivery of key operational services. Key Performance Indicators (KPIs) for these services are set out in Appendix 2 and are summarised in Table 2:

Table 2 - Summary of key performance indicators for 2024/25

Corporate Plan Priority					Total Number of KPIs
	Performance exceeds target	Performance on target	Performance < 5% below target	Performance > 5% below target	
Economy Prosperity	5		2		7
Health & Wellbeing					
Community	6	2	2	1	11
Community (Housing)	5	8	2	2	17
Responsible Council	5	5	2		12
Total	21 (45%)	15 (32%)	8 (17%)	3 (6%)	47

- 5.7 Of the 47 indicators due to be reported on:

- 36 (77%) show performance on or above target; and
- 11 (23%) show performance below target.

The reasons for underperformance are set out in Appendix 2.

- 5.8 The key performance success were:

- The target for processing non-major planning applications was exceeded by 27.4%;
- 99.96% of bins were collected first time;
- The target for securing accommodation for the homeless was exceeded by 9%;
- The target for DFGs for Council housing was exceeded by 42% and for private sector housing by 8%;
- Housing and council tax benefit claims were processed on average 35% quicker than last year;
- Council tax and business rates collection is back on track to pre-covid levels;
- The average call wait time for the Council's main switchboard is less than 1 minute.

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 Risk Management

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

6.5 Equalities and Diversity

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

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1a: Economic Prosperity PDP

Appendix 1b: Health and Wellbeing PDP

Appendix 1c: The Community PDP

Appendix 1d: Responsible Council PDP

Appendix 2: Key Performance Indicators

8 Previous Consideration

None.

9 Background Papers

Corporate Plan 2022-26 - Council 27 April 2022

4-Year Delivery Plans 2022-26 - Cabinet 15 September 2022

Contact Officer: Judith Aupers

Telephone Number: 01543 464 411

Ward Interest: All Wards

Report Track: Cabinet - 5 June 2025

Responsible Council Scrutiny Committee - 12 June 2025

Health & Wellbeing Scrutiny Committee - 16 June 2025





Economic Prosperity Scrutiny Committee - 18 June 2025

Key Decision: No

Priority Delivery Plan for 2024-25

Priority 1 - Economic Prosperity

Summary of Progress for the year 2024/25

Quarter					Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1&2	3		1		4
3	7		0		7
4	1		1		2
TOTAL	11 (85%)		2 (15%)		13

Summary of Successes for the Year 2024/25

- Cannock Town Centre Regeneration (LUF) - commencement of phase one demolition works and acquisition of properties for phase two
- UKSPF programme - completion of 2022-2025 programme and full utilisation of grant allocation.
- Submission of Local Plan to Planning Inspectorate





Summary of Slippage as at the end of 2024/25

- Delay in setting up Planning Obligations Working Group
- Exacom system - decision on whether to proceed with purchasing new system

Priority 1 - Economic Prosperity

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Delivery of major economic growth regeneration projects	Cannock Town Centre Regeneration - Phase One (Levelling up Fund)						
	<ul style="list-style-type: none"> Acquire commercial interests to facilitate the development of the Northern Gateway 		X			Surrender of lease linked to Units 1 to 3 Cannock Shopping Centre was completed in July 2024.	★
	<ul style="list-style-type: none"> Secure planning consents for demolition for phase 1 and Northern Gateway (reserve matters) 			X		Planning application reported to Committee 15 January 2025 and permission was granted.	★
	<ul style="list-style-type: none"> Commence demolition works to facilitate phase one of Town Centre regeneration scheme 			X		Contractors Connell Brothers started on site week commencing 6 January 2025 with removal of the glass canopy in Cannock Shopping Centre	★
	<ul style="list-style-type: none"> Commence highway works as part of the Northern Gateway scheme 				X	Multi agency project team set up and meeting regularly to co-ordinate the highways works and associated regulatory approvals, works set to commence Q1 2025/26.	▲
	Cannock Town Centre Regeneration - Phase Two (Levelling up Fund)						
	<ul style="list-style-type: none"> Decision on whether to proceed with phase two of scheme, subject to approval of the Project Adjustment Request from MHCLG 			X		Clarification from MHCLG was received 17 January 2025.	★





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	<ul style="list-style-type: none"> Linked to above, conclude negotiations to acquire commercial interests to create regeneration opportunity for the town centre 			X		Acquisitions were concluded during February and March 2025	★
	UK Shared Prosperity Fund						
	<ul style="list-style-type: none"> Implement and deliver the UKSPF projects in year 3 of the Council's approved Investment Plan, working towards full allocation of spend by 31 March 2025 and delivery of outputs - CCDC and SBC. 				X	Project delivery completed on time and full budget allowance spent.	★
Local Plan	<ul style="list-style-type: none"> Submit Local Plan to Examination Complete Local Plan Evidence Base <ul style="list-style-type: none"> Air Quality Viability Update Heritage Impacts Assessments 			X		Local Plan submitted to PINS 29 th November 2024. Air Quality update complete. Viability update complete Heritage Impact Assessments being finalised.	★
	<ul style="list-style-type: none"> Revised Local Development Scheme 		X			Approved at Cabinet 26 th September and Full Council 9 th October.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Planning Obligations - Review of Policy and Allocations	<ul style="list-style-type: none"> Charging schedules for Section 106 and Biodiversity Net Gain (BNG) monitoring fees <ul style="list-style-type: none"> Cabinet approval Implementation 		X			<p>BNG monitoring fees approved at Cabinet.</p> <p>S106 charging schedule approved March 2025</p> <p>Implementation approved from 1st April 2025.</p>	 
	<ul style="list-style-type: none"> Planning obligations Working Group <ul style="list-style-type: none"> Establish group and terms of reference Agree governance and schedule of meetings 		X			<p>Presentation provided to Leadership Team 15 April 2025.</p> <p>Working Group to be established. Terms of reference have been developed.</p> <p>Governance and meeting schedule to be developed for 25/26.</p>	
	<ul style="list-style-type: none"> Business case for Exacom system 			X		<p>Business Case prepared and outlined at 15 April 2025 Leadership Team meeting.</p>	

Priority Delivery Plan for 2024-25

Priority 2 - Health & Wellbeing

Summary of Progress for the year 2024/25

Quarter					Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1&2	3				3
3	2				2
4	1	1			2
TOTAL	6 (86%)	1 (14%)			7

Summary of Successes for the Year 2024/25

Successful integration of Health into the Community Safety Partnership

Summary of Slippage as at the end of 2024/25

N/A

Priority 2 - Health & Wellbeing





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Review of the Leisure, Culture and Heritage Contract	Commission strategic support to review the leisure, culture and heritage offer in Cannock Chase		X			Strategic support in place and review of current service completed.	★
	Commission technical support to carry out stock condition surveys of CCDC leisure, culture and heritage buildings		X			The stock condition surveys have been completed.	★
	Preparation of report setting out options			X		A report setting out the findings and conclusions of the review was presented to Cabinet on 28 November 2024. A final decision on the proposals will be taken at Council on 12 February 2025.	★
	Decision on Cannock Chase leisure, culture and heritage provision and scope of future commissioned service				X	The Council's budget was approved on 12 February 2025 which reflected the closure of the Prince of Wales Theatre and Museum of Cannock Chase at the end of April 2025. Since then, the Council have been working closely with community groups to establish whether each facility can be sustainable in future if run by community groups. The scope of a future commissioned leisure service will be developed in Q1 of 2025/26.	✓

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Design and Deliver Cannock Chase District's approach to Health	Complete delivery of health inequalities funded projects		X			All funded projects successfully completed.	★
	Evaluation of health inequalities funded projects to inform future activity.			X		Evaluation of health inequalities funded projects completed	★
	Extend the scope of the Cannock Community Safety Partnership to ensure health and wellbeing are fully integrated.				X	Health and Wellbeing are fully, and formally, integrated into the Partnership. Terms of reference have been updated, and the Partnership has been re-branded the 'Chase Community Partnership' to reflect the changes.	★

Priority Delivery Plan for 2024-25

Priority 3 - The Community

Summary of Progress for the year 2024/25

Quarter					N/A	Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	No longer Applicable	
1&2	1					1
3	5					5
4	4	1	1		1	7
TOTAL	10 (76%)	1 (8%)	1 (8%)		1 (8%)	13

Summary of Successes for the Year 2024/25

All waste PDPs have been completed on target during Q4 and on or ahead of schedule during 2024/25 (6of6). The scale of either of the waste projects, the procurement and successful mobilisation of the new kerbside waste collection contract, and the preparation and procurement around new mandatory food waste collections, should not be underestimated.

The mobilisation of the kerbside waste collections contract included the rerouting of some 27,000 properties as part of efficiency savings in the contract, consequently taking one refuse collection vehicle off the road. This move not only saved money but reduced the Council's overall future carbon equivalent emissions of its waste fleet.

The procurement of the food waste collection containers is being undertaken as part of a joint procurement exercise across Staffordshire, by Staffordshire's Waste Partnership, led by the partnership manager, to achieve economies of scale and best value.

Each of the Play Area / Parks Improvements PDPs have successfully been delivered on target during Q4, and on or ahead of schedule during 2024/25, taking into account one that became non-applicable, as it was considered as part of the report to Cabinet. These included the review and updating of the second 4-year phase of the play area improvement programme, the formal recognition of the Councils main parks, and the proposals to consult on the rationalisation of a small number of play areas that are local to other larger play areas or main parks.

The Cabinet report was completed and passed through Leadership Team during quarter 4, however, due to Cabinet scheduling it will be going to the next available Cabinet on 24th April 2025.

Summary of Slippage as at the end of 2024/25

The Housing Strategy has yet to go out to procurement, but will be progressed in Q1 of 2025/26.

Priority 3 - The Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Place based housing strategy	Prepare documents to commission Cannock Place Based Housing Strategy			X		Draft documents have been prepared in order to commission a housing strategy	★
	Start procurement of the Cannock Place Based Housing Strategy				X	Strategy brief ready to go out to procurement, this was delayed as an opportunity to do the work in house was explored but unfortunately didn't come to fruition.	▲
Waste & Recycling - Kerbside collection contract (2025-2032)	Complete procurement process and award contract		X			Procurement and award of 7+6-year kerbside waste and recycling collection contract completed during September 2024	★
	Complete preparation for mobilisation of new waste and recycling contract				X	Mobilisation of the new waste contract has been completed, including the re-routing of over 27,000 properties, as part of the contract's efficiency savings. New contract starting 31 st March 2025	★
Waste & Recycling - Introduction of mandatory food waste kerbside collections	Design of new service model and discussions with contractor			X		Cabinet briefing was given in Q4 on the proposed new service provision and operation. The service was included as part of the 2025-2032 Kerbside waste collection contract.	★





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
[* denotes action subject to confirmation of government funding settlement]	Consider and action revenue settlement offered by Government			X*		2025/26 revenue settlement was received during Q4, subject to further annual settlements.	★
	Cabinet approval for new service, start date, and permission to spend				X*	Completed - report around new service was given to Cabinet early in Q4 as per the above.	★
	Prepare to tender for the procurement of food waste caddies				X*	Tender documentation has been completed. Containers are being procured alongside the other Staffordshire Waste Partnership (SWP) Councils as part of a joint procurement exercise, led by the SWP Manager.	★
Tree Management	Review current services & establish requirements (including Tree Protection Orders)				X	Work is in progress on reviewing the current tree management arrangements. A report is being prepared on the Tree Management System and tree inspections that are required, and this will be going to Leadership Team in Q1 2025/26 and then on to Cabinets at both Councils.	✓
Play Area / Parks Improvements	Review and update current play area investment programme			X		Play area investment programme has been reviewed and updated. The updated play area improvement programme will be reported to Cabinet as per the below.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Create potential rationalisation lists			X		A small number of play areas have been identified that given their proximity to other parks may be suitable for rationalisation, subject to consultation (see below).	★
	Consult on potential rationalisation lists				X	No longer applicable - decision was made to include the permission to consult in the below Cabinet report.	N/A
	Report to Cabinet on recommended rationalisations				X	Report completed during Q4. Due to Cabinet scheduling it has had to be placed onto the Cabinet agenda for 24 th April 2025.	★

Priority Delivery Plan for 2024-25

Priority 4 - Responsible Council

Summary of Progress for the year 2024/25

Quarter					N/A	Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	No longer Applicable	
1&2	9	1				10
3	5	1	1		1	8
4	4	1	2		1	8
TOTAL	18 (69%)	3 (12%)	3 (12%)		2 (7%)	26

Summary of Successes for the Year 2024/25

Three sets of accounts have been successfully closed and published this year, bringing the Council up-to-date.

Transformation and digital strategies have been prepared and approved. However, the Government's proposals for Local Government Reorganisation (LGR) will have an impact on the delivery of these. Consideration is currently being given to what the Council can realistically achieve over the next 3 years alongside the need to prepare for abolition of the Council and the transfer of services to a new Council. A report is to be prepared for Cabinet setting out a revised approach to transformation and the preparatory work needed for LGR.






Approval of the Climate Change Strategy and Action Plan

Summary of Slippage as at the end of 2024/25

There has been some minor slippage in starting the installation of the new switches as part of the Council's IT infrastructure, this is in part due to competing work priorities. All preparatory work has been completed and the installation will start in early May.

Priority 4 - The Council

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Closure of the Accounts	Closure of the accounts 23/24.				X	Completed end of January 2025.	★
	Catch up on closure of previous years accounts.			X		The accounts for 2021/22 and 2022/23 have been completed.	★
Transformation Strategy & Plan	Approval of the Transformation Strategy and Plan.		X			The strategy has been approved by Cabinet (28 November 2024).	★
	Brief Senior Management Team on the strategy.		X			Completed.	★
	Complete scoping work to support development of the Transformation work programme.			X		Work has paused whilst we consider the implications of Local Government Reorganisation (LGR) on our proposed transformation work.	N/A
	Develop the Transformation work programme.				X	A report is to be prepared for Cabinet setting out a revised approach to Transformation in light of LGR.	N/A
Digital Strategy (inc replacement of IT Systems)	Finalise the digital technology strategy.		X			The strategy has been approved by Cabinet (28 November 2024).	★
	Procurement of switches for Infrastructure Upgrade.	X				Procurement completed.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Plan for installation of new switches.		X			Planning and preparation work is complete. This has taken slightly longer than anticipated, but this is partly due to other work taking precedence.	
	Installation of new switches.				X	Installation will commence in early May.	
	Identify IT systems in need of replacing over next 3 years.		X			Completed - systems have been identified	
	Assessment and prioritisation of systems to be replaced.		X			The list of systems to be replaced has been reviewed and priorities agreed for the next 3 years.	
	Technology Board to approve systems to be replaced.			X		A preliminary discussion has taken place with Leadership Team but the proposals need to be revisited as part of our consideration of the implications of Local Government Re-organisation. Report going to Leadership Team in April 25.	
	Project plans will be developed for each system once prioritisation has been agreed and the PDP will be updated accordingly.						

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Climate Change Strategy	Revised Climate Change Strategy developed and in place.			X		The Joint Climate Change Strategy 2025-2030 was approved by Cabinet on the 24/4/25	★
	Recruitment of staff to support delivery of strategy and monitor operational delivery.			X		A Climate Change Principal Officer and Climate Action Officer role are currently going through job evaluation - now the strategy is in place, we are looking to advertise these roles as soon as possible.	▲
	New Governance Structure in place to track operational delivery.			X		New Structure was agreed by Cabinet 24/4/25	★
Land Charges	Full review of Land Charges Service to include a review of current processes and IT systems.		X			Land Charges service review complete. Review of IT systems carried out and recommendations made for replacement system.	★
	Transformation of Land Charges scoped and timeline in place to drive this forward.			X		Project plan for transformation and new IT system requirements in place.	★
	Procure replacement IT System.				X	New system installed and operational. Full implementation will continue in 2025	★
	Working towards transformed service.				X	Work has commenced in relation to this and will continue as the new IT system is developed.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Strategic asset management including the review of key assets	Building Condition Surveys						
	Appoint Interim Building Surveyor		X			Completed	★
	Undertake Building Condition Surveys, including HRA Shops				X	Completed	★
	Corporate Assets ICT System						
	Research Systems available and draft specification		X			Alternative systems are being explored - 2 systems demos have been completed	✓
	Draft specification for new system				X	Action on hold - due to capacity issues and budget not secured	▲
	Insurance Reinstatement Valuations						
	Secure Budget			X		Budget approved 18.03.2025.	★
	Commission Service Provider to complete Valuations				X	Interim Surveyor is completing Valuations which are being signed off by the Principal Estates Surveyor	✓

CCDC Summary of Key Performance Indicators (KPIs) for 2024/25 - as at end of Quarter 4





Symbol	Description	Economic Prosperity	Health & Wellbeing	Community	Community (Housing)	Responsible Council	Total
★	Performance exceeds target	5		6	5	5	21
✓	Performance on target			2	8	5	15
▲	Performance < 5% below target	2		2	2	2	8
✗	Performance > 5% below target			1	2		3
N/A	Reported Annually / Not Applicable		1	4	7	1	13
	TOTAL	7	1	15	24	13	60

KPIs for Priority 1 - Economic Prosperity

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
★	Performance exceeds target	5	3	6	5
✓	Performance on target		1	1	
▲	Performance < 5% below target		1		2
✗	Performance > 5% below target	2	1		
N/A	Reported Annually / Not Applicable		1		
	TOTAL	7	7	7	7

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Planning									
Major Planning Applications determined within time	100%	60%	None determined	100%	100%	100%	100%	★	
Non-major Planning Applications determined within time	94.8%	70%	95%	97.7%	98.3%	98.5%	97.4%	★	
Major Planning Applications overturned at appeals as percentage of no. applications determined	N/a	< 10%	0%	0%	0%	0%	0%	★	
Non-major Planning Applications overturned at appeals as percentage of no. applications determined	N/a	< 10%	0%	0%	0%	0%	0%	★	
Building Control									
Applications registered and acknowledged within 3 days of valid receipt	98%	95%	93%	89%	93%	95%	92%	▲	Performance was affected by staff absences.
Full plans applications with initial full assessment within 15 days of valid receipt	90%	80%	64%	88%	71%	81%	77%	▲	Performance was affected by vacancies
Customers satisfied or very satisfied with the service	85%	90%	100%	80%	100%	100%	95%	★	

KPIs for Priority 2 - Health and Wellbeing

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target				
	Performance on target				
	Performance < 5% below target				
	Performance > 5% below target				
N/A	Reported Annually / Not Applicable			1	1
	TOTAL	0	0	1	1

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Leisure									
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities, including comparison to previous years as well as narrative on the wider wellbeing work and events they facilitate.		N/A						N/A	The Annual Report is being finalised and will be reported separately to the relevant Cabinet Member and Scrutiny Committee.

KPIs for Priority 3 - The Community





Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
★	Performance exceeds target	3	4	5	6
✓	Performance on target	2	0	1	2
▲	Performance < 5% below target	3	3	2	2
✗	Performance > 5% below target	2	2	1	1
N/A	Reported Annually / Not Applicable	5	6	6	4
	TOTAL	15	15	15	15

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Operations - Waste & Recycling									
% collections completed first time	NEW	99.90%	99.98%	99.97%	99.97%	99.95%	99.96%	★	Target figure achieved (period 12 pending)
Number of missed bin collections (including assisted) / 100,000	NEW	<40 per 100,000	19 per 100,000	23 per 100,000	25 per 100,000	36 per 100,00	26 per 100,000	★	Period 12 yet to be reported which will affect Q4 average. Period 12 will include missed bins through new contract mobilisation. Figures not expected to exceed target.
% Household waste sent for re-use, recycling and composting	40.45%	45%	42.70%	36.77%	33.52%	30.64%	36.10%	✗	Reduction in the recycling rate. Predicted due to introduction of chargeable garden waste and changing behaviours due to imminent simpler recycling introduction.
Amount of residual waste collected per household (Kgs)	482.58 kg	<480 kg or 120 kgs / qtr. (equivalent)	115.79 kg	129.23 kg	121.18 kg	126.51 kg	492.71 kg	▲	Slight increase in kgs of collected residual waste. Expected as a reaction to the introduction of chargeable garden waste collections.



Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Environmental Health									
% of food businesses inspected	100%	100%	30%	59%	88%	100%	100%	✓	
% of food businesses inspected which are broadly compliant (rating of 3 or better)	97.5%	N/A	97%	97%	98%	98%	98%	N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	NEW	95%	88%	90%	94%	91%	91%	▲	Year-end shows average over the year
% Environmental Protection Act permitted processes inspected in line with risk rating	NEW	100%					100%	✓	All inspections completed
% Taxi / PHV fleet inspected	NEW	90%	25%	41%	57%	100%	100%	★	
% Taxi / PHV fleet compliant	NEW	90%	97%	93.5%	94%	83%	92%	N/A	Year-end averaged over 12 months; measure not a target
Housing Assistance									
No of DFGs completed		80	26	14	19	27	86	★	Target exceeded, a high demand for grant funded adaptations remains with a pipeline of applications in progress for 25/26.






Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Strategic Housing & Homelessness									
% households had a positive outcome and secured accommodation for 6 + months		41%					50%	★	A new case management system has been implemented to enable quarterly performance reporting going forward.
Community Safety & Partnerships									
Number of residents/cases dealt with by the CAB	New	N/A	814	792	782	887	3,275	N/A	Measure / contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	New	Measure only	£1,342,740	£941,705	£1,047,952	£1,343,117	£4,675,514	N/A	Measure / contextual information only
Community Safety Partnership Hub referrals and case closures within 3 months	New	90% closed within 3 months	27 referrals 96% closed	26 referrals 92% closed	31 referrals 100% closed	23 referrals 100% closed	107 referrals 97% closed	★	High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.



KPIs for Priority 3 - The Community (Housing)

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	1	3	8	5
	Performance on target	11	12	9	8
	Performance < 5% below target	2	1	0	2
	Performance > 5% below target	3	1	0	2
N/A	Reported Annually / Not Applicable	7	7	7	7
	TOTAL	24	24	24	24





[illegible]

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Proportion of homes that do not meet the Decent Homes Standard at year end.	0.28%	0%					N/A	N/A	This information will only be available when the stock condition survey is complete and the results have been analysed. QTR 3 2025/26
Tenancy Management									
Housing Applications Processed within 28 days	57%	95%	84%	43%	95%	100%	80%		During Q2 there was significant levels of staff sickness. Temporary staff were recruited but it took time to catch up with a backlog. Additional staff were recruited and the target was met in Q3 and Q4. However, the low performance in Q2 has impacted the annual average
% of Mutual Exchange applications determined (approved or refused) within 42 days	65%	100%	89%	-	100%	100%	96%		An improvement was made on 23/24, however the target was unfortunately not met. Q2 data is not available due to being unable to extract it from an external source.
% of dwellings that are vacant and available for let (at period end).	0.58%	N/A	0.99%	0.60%	0.64%	0.70%	0.70%	N/A	

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Average re-let time for Voids	42.50	50	62.24	63.39	53.06	35.65	53.59		Although the year end target hasn't been achieved, performance has been steadily improving since QTR1 and in QTR4 the performance was well below target.
No. of tenants benefiting from disabled facilities work (major and minor)	170	100	58	80	51	52	241		
No of tenants awaiting disabled facilities work (registered and work approved (major and minor))	90	62	71	62	83	41	41		
Rent collected as proportion of rent due.	100.20%	100%	99.31%	99.96%	99.76%	100.67%	100.67%		
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA	5.78%	6%	1.71%	4.10%	6.86%	10.24%	10.24%		
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year.	9.94	N/A	0.99	5.17	2.99	3.59	12.77	N/A	Measure only
Number of ASB cases which involve hate incidents.	0.79	N/A	0.00	0.60	0.60	0.00	1.20	N/A	Measure only

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Housing Complaints									
Stage one complaints received per 1,000 homes during the reporting year.	7.15	N/A	2.59	2.19	1.99	2.19	8.98	N/A	Measure only
Proportion of Stage one complaints responded to within 10 days	83.33%	95%	92.31%	90.91%	88.89%	100%	93%		Only 3 out of 45 missed the 10 day deadline, two of which were by just 1 day.
Stage two complaints received per 1,000 homes during the reporting year.	1.39	N/A	0.80	0.20	0.20	0.20	1.40	N/A	Measure only
Proportion of Stage two complaints responded to within 20 days	100%	100%	100%	100%	100%	100%	100%		
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)	1	N/A	1	1	1	2	5	N/A	Measure only. Three of these have subsequently been determined as not to be investigated by the Ombudsman, due to the lack of evidence of fault. The other two are still being considered whether to investigate.

KPIs for Priority 4 - Responsible Council

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	5	3	5	5
	Performance on target	2	2		5
	Performance < 5% below target		2	2	2
	Performance > 5% below target				
N/A	Reported Annually / Not Applicable	6	6	6	1
	TOTAL	13	13	13	13

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Local Taxation and Benefits									
Days taken to process new HB/CT Claims.	27.0	20 days	25.1	18.5	13.2	13.5	17.4	★	Significant improvement on the previous year and target achieved.
Days taken to process new HB/CT change of circumstances.	6.2	9 days	7.3	3.0	2.9	3.1	4.3	★	Significant improvement on the previous year and target exceeded.
% of Council Tax collected annually.	96.8%	98% by year end	28.0%	54.6	81.6%	97%	97%	▲	Whilst slightly below target, this represents the best performance since before the covid pandemic and is therefore pleasing.
% National non-domestic rates (NNDR) collected.	97.3%	98% by year end	26.7%	54.9	80.1%	98.3%	98.3%	★	A whole 1% higher than last year and again the best collection rate since the pandemic.
Transformation & Assurance									
% of calls answered.	88.8%	94%	94%	95.9%	93.6%	94.4%	94.5%	★	The target has been achieved despite the significant increase in the number of calls in Q4 due to the annual renewal of garden waste subscriptions.
Average call wait time.	1.55 min	2 min	1.15	00.49	01.00	01.05	0.9	★	

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Number of calls answered.	New	N/A	20,971	20,716	20,233	24,546	86,466	N/A	This is not a measure but gives context to the performance in call handling.
Law & Governance									
FOI requests within time i.e. 20 working days.	88.8%	85%	85%	87%	84.1%	82.3%	84.6%		Recent vacancy affected central FOI team capacity. Times are also affected by number and complexity of requests.
Corporate Assets									
% of buildings with a valid annual landlord Gas Safety Record.	New	100%					100%		Not previously reported on - Annual Target
% of buildings with a valid Electrical Certificate (within 5 years).	New	100%					100%		Not previously reported on - Annual Target
% of passenger lifts that have a valid 6 monthly thorough examination record.	New	100%					100%		Not previously reported on - Annual Target
% of buildings that have a current Legionella risk assessment.	New	100%					100%		Not previously reported on - Annual Target
% of buildings that have a current Fire risk assessment.	New	100%					100%		Not previously reported on - Annual Target

Updated Strategic Risk Register

Committee:	Cabinet
Date of Meeting:	5 June 2025
Report of:	Head of Transformation & Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1st April 2025 and to provide an update to Cabinet on the implementation of the new Risk Management Framework

2 Recommendations

- 2.1 That Cabinet approves the new Strategic Risk Register.

Reasons for Recommendations

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

3 Key Issues

- 3.1 The Council has adopted a new Risk Management Framework from 1st April 2025. This has led to a fundamental review of the Strategic Risk Register which is enclosed.
- 3.2 All strategic risks and associated action plans have been reviewed and the Council's risk profile is summarised in the table below:

Risk Status	Number of Risks at 30th September 2024	Number of Risks at 1st April 2025
Red (High)	3	7
Orange (Medium)	6	5
Yellow (Moderate)	N/A	0
Green (Low)	0	0
Blue (Negligible)	N/A	0
TOTAL	9	12

4 Relationship to Corporate Priorities

- 4.1 Risk Management as a process supports the Council's Responsible Council priority.

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

5 Report Detail

- 5.1 The Accounts & Audit Regulations 2015 state that:
- "A relevant body must ensure that it has a sound system of internal control which:-
- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
 - (b) ensures that the financial and operational management of the authority is effective; and
 - (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

- 5.3 Central to the risk management process is the identification, prioritisation, and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Priorities and Objectives.
- 5.4 A new risk management framework was approved for implementation by Cabinet on 28th November 2024 and this has been used to do a fundamental review of the Council's Strategic Risks. This has resulted in a fully revised risk register being produced for 1st April 2025 and a summary is attached as **Appendix 1**.
- 5.5 The risk summary illustrates the risks / opportunities using the "traffic light" method i.e.

RED	High risk, score 12 and above (action plan required to reduce risk and/or regular monitoring)
Orange	Medium risk, score 6 to 9 (action plan required to reduce risk)
Yellow	Moderate risk, score of 3 to 4 (risk within risk appetite, no action plan required but watching brief to ensure controls are effective and operating)
GREEN	Low risk, score below 3 (risk tolerable, no action plan required)
Blue	Negligible Risk, score of 1 (risk tolerable, no action plan required)

- 5.6 With the support of an external trainer Leadership Team have received training on the new framework and held a number of risk workshops to identify and capture the highest-level risks that the Council is exposed to. This has led to an increase in the number of residual Red Risks due to capturing a wider range of risk areas in the risk register.
- 5.7 Risk were first assessed for their Inherent Risk to the Council. This is the risk exposure without any controls in place assessed against the Impact if the risk occurred and the Likelihood of it occurring. The Strategic Risk Register was updated to include all identified Inherent Red Risks.
- 5.8 These workshops have led to the identification of 12 risks which have an inherent risk score over 12 making them Red Risks. In the workshops Leadership Team then reviewed the Residual Risk scores for these risks by taking into account the current controls in place and their effectiveness.
- 5.9 The full Strategic Risk Register is being presented to Cabinet for information alongside the residual risks scores showing the current position of the risk. There are 7 Red Risks and 5 Orange risks. The full risk register is attached at **Appendix 2**.
- 5.10 Cabinet approved a corporate risk appetite statement which set out that it would accept risks which have a Residual Risk Score of Yellow (4 or below). It is accepted that due to factors outside the control of the Council or for other agreed operational reasons it may not be possible to manage all risks to this level. Where the Risk Owner does not believe it is possible to manage the risk to a Yellow on the matrix they will set an appropriate Target Score for the risk and provide an explanation as to why the Council's risk appetite cannot be achieved.
- 5.11 It is not possible to compare the new risk register with the previous one due to the changes in risk definitions used. However it is possible to see some consistency of topics in the key risk areas from the previous register. These include Council Finances, Capacity, Projects and Housing/Asset risks. There are also newer areas that have been identified including the recognition that Local Government Reorganisation is an area of potential risk.
- 5.12 Each April the full risk register will be presented to Cabinet. Cabinet will also receive a quarterly update on the progress of managing the risk which have a residual risk that is Red to allow them to focus on the highest risk areas and to ensure that management are working towards addressing the actions to reduce the risk score further if possible. Where risks are Orange or below Leadership Team will monitor the position of the risks quarterly to ensure that the controls are still effective and operating as intended, if the risk score worsens and becomes a Red Risk again it will be escalated for inclusion in the Cabinet report for monitoring.
- 5.13 As this is a new process and a new risk register it is anticipated that the content and detail in the risk register will develop over time. As Managers get more comfortable with the process they will identify more information to include in the reports and develop more actions to help to manage the risks.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

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

6.5 Equalities and Diversity

None

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1 – Summary of Strategic Risks – 1st April 2025

Appendix 2 – Strategic Risk Register Key Information – 1st April 2025

8 Previous Consideration

None.

9 Background Papers

File of papers held by the Chief Internal Auditor & Risk Manager.

Contact Officer: Stephen Baddeley

Telephone Number: 01543 464 415

Report Track: Cabinet: 05/06/25
Audit & Governance Committee 17/06/25

Key Decision: No

Cannock Chase Council
Summary of Strategic Risk Register as at 1st April 2025

Risk Ref	Risk Owner	Risk Name	Inherent Impact	Inherent Likelihood	Inherent Risk Score	Residual Impact	Residual Likelihood	Residual Risk Score
2025-01	Deputy Chief Executive (Resources)	Financial Stability	4	4	16	4	3	12
2025-03	Chief Executive	Local Government reorganisation	4	4	16	4	3	12
2025-09	Head of Operations	Safe Management of Trees	4	4	16	4	3	12
2025-15	Head of Economic Development & Planning	Delivery of Town Centre Regeneration Project	4	4	16	4	3	12
2025-02	Head of Housing & Corporate Assets	Health and safety arrangements for properties	4	3	12	4	3	12
2025-05	Head of Wellbeing	Sustainable leisure provision	4	3	12	4	3	12
2025-06	Chief Executive	Corporate capacity	4	3	12	4	3	12
2025-04	Head of Transformation & Assurance	IT Resilience	4	4	16	4	2	8
2025-07	Head of Housing & Corporate Assets	Failure to meet required housing standards	4	4	16	4	2	8
2025-10	Deputy Chief Executive (Resources)	Failure to deliver good governance	4	4	16	4	2	8
2025-12	Chief Executive	Health and safety arrangements for people	4	3	12	4	2	8
2025-14	Head of Housing & Corporate Assets	HRA Financing	4	3	12	4	2	8

Cannock Chase Council
Strategic Risk Register as at 1st April 2025

Risk Ref	2025-01
Risk Owner	Deputy Chief Executive (Resources)
Risk Name	Financial Stability
Risk Description	Internal - Poor budget planning, over commitment of financial resources or significant use of reserves to fund schemes leading to a financial shortfall, reduced financial resilience or overspends that undermine the Council's ability to deliver services or corporate priorities. External - central government policy changes which impact the Council's financial position.
Consequences	s114 notice / Government intervention Damage to reputation with stakeholders May affect ability to bid for funding Poor PR
Corporate Objective CCDC	Responsible Council
Main Risk Category	Financial

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

Inherently uncertain environment regarding financial settlements from the government and limited ability to build reserves mean that it is not currently possible to reduce the risk score to 4.

Controls	Assurances
Medium term financial plan in place	Council approval and s151 Officer
Working Balances maintained, with tentative proposals to maintain over the medium term	S151 Officer and Deputy
Review of the capital programme is complete	S151 Officer and Deputy
Evaluation of consultations on changes to government funding regimes	S151 Officer
Financial regulations in place to be followed	Internal Audit periodic checks and Finance Team
Membership of appropriate bodies to gain insights into government funding direction	S151 Officer

Controls	Assurances
Business cases required for drawdown of reserves to ensure VFM and appropriate use of monies	S151 Officer and Deputy / Leadership Team
Internal and audit review of accounts/processes and procedures	Internal Audit Reports

Actions

Actions Planned	Person Responsible	Timescale
Training to be delivered for Budget Managers	Deputy Chief Executive (Resources)	May/June 2025
Quarterly budget monitoring	s151 Officer	Q1 2025/26

Risk Ref	2025-02
Risk Owner	Head of Housing & Corporate Assets
Risk Name	Health and safety arrangements for properties
Risk Description	Operational property procedures including CDM compliance, maintenance and management of properties is not sufficient to adequately ensure they are safe for tenants, employees, leaseholders or visitors leading to death or serious injury.
Consequences	Death or serious and minor injury and prosecution by HSE and private legal action. Reputational damage. Deterioration in condition of buildings Depreciation of buildings
Corporate Objective CCDC	Responsible Council
Main Risk Category	Health & Safety

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

The are situations outside of the control which will lead to accidents and a large housing and property portfolio means that a risk score of 4 is unlikely as accidents and incidents will still happen.

Controls	Assurances
Compliance data is held for all properties	Monthly data validation by mangers
TIO system for recording regular compliance checks on all Housing blocks	Monitoring of spreadsheets by management
Policies approved by Leadership Team and published online, regularly reviewed.	Internal Audit Reviews Housing Board - monitoring Improvement Plan External Audit - VFM Reviews
Updated policies and procedures for compliance areas.	
Periodic training for staff . Training database records.	
Compliance Checks carried out by appropriately qualified staff	

Actions Housing

Actions Planned	Person Responsible	Timescale
Monthly data validation to be carried out	Assistant Manager (Compliance)	Ongoing
Further policies and procedures to be developed.	Housing Maintenance Manager and HPS Manager	Ongoing
Following results of Stock Condition Survey address identified Category 1 hazards	HPS Manager	Ongoing
NEC Housing Information System to be further developed to ensure data is collected (additional elements/fields to be built).	NEC Consultant / HMIT	Q3 2025/26
Increase third party assurance of inspections and data collection.	HPS Manager	Q4 2025/26
Damp and Mould, Disrepair, HHSRS system data collection to follow (element/fields to be built) further to requirements arising from Awaabs Law.	Housing Maintenance Manager	Q1 2026/27
Spreadsheet information put into NEC, following above element/field system build.	Assistant Manager (Compliance)	Q2 2026/27

Actions Corporate Property

Actions Planned	Person Responsible	Timescale
Monthly validation of corporate assets data (not procuring system so remaining in spreadsheet form)	Interim Asset Manager	Ongoing
Statutory Compliance for all Council owned Buildings	Interim Asset Manager	Q4 2025/26
Lease & Asset Reviews	Interim Asset Manager	Q4 2025/26

Risk Ref	2025-03
Risk Owner	Chief Executive
Risk Name	Local Government reorganisation
Risk Description	The Council has to divert resources to the management of the Council's response plans for Local Government reorganisation which threatens the ability to maintain the quality of services at a time when capacity is already stretched.
Consequences	Core Services and major projects fail to be delivered
Corporate Objective CCDC	Responsible Council
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

As planning for LGR is still in its infancy, it is too soon to be confident that we can mitigate this risk fully and reduce it to a 4. At present it is considered we can reduce the likelihood to a 2 giving a target score of 8. As planning and work progresses, actions and the target score will be reviewed. Progress with this risk is also linked to the risk regarding capacity (ref 2025-06).

Controls	Assurances
LGR lead officers identified	Cabinet
	Scrutiny Committee
	Leadership Team

Actions

Actions Planned	Person Responsible	Timescale
Work Plan to be prepared setting out the actions ready for service/function transfers	Head of Transformation & Assurance	tbc
Work plan for LGR Submission	Deputy Chief Executive (Resources)	tbc
Assessment of resources needed to deliver the respective work plans	DCE Resources and Head of Transformation & Assurance	tbc
LGR work to be assessed and prioritised alongside key projects and operational service delivery	Leadership Team	tbc

Actions Planned	Person Responsible	Timescale
Additional resources/support to be commissioned to support specific pieces of work	DCE Resources and Head of Transformation & Assurance	tbc
Working collaboratively with other Staffordshire Councils	Chief Executive and LGR Leads	tbc
Communications and Engagement Strategy to be prepared	Communications Manager	tbc

NB - the timescales for the above actions have yet to be confirmed as the project is still in its infancy. It is anticipated that we will have a clearer understanding by the end of June and timescales will be assigned in the first progress update report.

Risk Ref	2025-04
Risk Owner	Head of Transformation and Assurance
Risk Name	IT Resilience Risk
Risk Description	Risk of unplanned disruptions to the IT infrastructure, network and systems which prevent accessibility and service delivery.. This includes but is not limited to cyber-attacks, equipment failure, natural disasters, and human error.
Consequences	<ul style="list-style-type: none"> • Data, Systems and Applications inaccessible potentially for several months • Inability to deliver Council services including a reduction of services to the public • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss causing a breach of Data Protection Act (DPA) and GDPR. Possible fine from the ICO. • Financial Loss
Corporate Objective CCDC	Responsible Council
Main Risk Category	IT/Technology

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
Target Score		8
Comment on Target Score: All reasonable/affordable steps will be taken to manage this risk. However, it is only considered feasible to reduce the likelihood to a 2 giving a residual score of 8, due to the evolving nature of cyber-attacks.		

Controls	Assurances
IT Policies and Procedures including the IT Security Policy	External compliance checks - PSN Certification, Cyber Essentials Plus Certification (annual IT Health Check and penetration testing conducted by GCHQ approved consultants). Internal compliance checks by Technology Team and Internal Audit
Access controls to network e.g. complex password configuration and Multi Factor Authentication	Enforced for all users and third parties.

Controls	Assurances
Vulnerability Monitoring - proactive monitoring of our entire network 24/7 to alert us to any signs of threat	
Firewall and Anti-Virus System	
Protective Domain Name Service (PDNS) - prevents access to domains known to be malicious	
Standards Group - regulate any exceptions to the standard software / hardware in use.	
Third Party Agreement - used to manage access to systems by suppliers/contractors.	
Privileged Access Controls - role based access controls (RBAC) are in place for all staff and IT administrators.	
User education and awareness training	
Incident management - response and disaster recovery procedures in place	
IT risk register - assessment, management and monitoring of IT risks	

Actions

Actions Planned	Person Responsible	Timescale
Replacement of network infrastructure hardware	Infrastructure Manager	Q3 2025
Data files will continue to be moved to the cloud (SharePoint) during 2025/26	Technology Service Manager	Ongoing
Decommission of on-premise exchange	Infrastructure Manager	Q2 2025

Risk Ref	2025-05
Risk Owner	Head of Wellbeing
Risk Name	Sustainable leisure provision
Risk Description	Not being able to secure affordable and sustainable leisure provision now and in the future.
Consequences	This could result in the closure of leisure facilities and wellbeing services to the public, directly impacting on the health and wellbeing of residents in the district. It would cause reputational damage to the Council and would negatively impact on staff employed in this sector.
Corporate Objective CCDC	Health & Wellbeing
Main Risk Category	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	3	12
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

The impact will remain significant if a sustainable offer can't be secured. The likelihood can never be reduced to a 1 due to external factors which may impact on the affordability of a leisure provision.

Controls	Assurances
Fortnightly partnership meetings with senior representatives of both organisations	Management Oversight
Performance management of the current leisure contract	Annual Report from Contractor Scrutiny Committee
Dedicated Leisure Officer appointed	Regular meetings with the provider

Actions

Actions Planned	Person Responsible	Timescale
Procurement of a new Leisure Contract	Head of Wellbeing / DCE(Resources)	To be able to operate by 01 April 2026
Secure board level commitment from existing provider to fully support the procurement process	Head of Wellbeing / DCE(Resources)	Apr-25

Risk Ref	2025-06
Risk Owner	Chief Executive
Risk Name	Corporate capacity is insufficient to maintain provision of core services and deliver major projects
Risk Description	The inability to recruit and retain staff particularly in statutory and other core areas threatens service delivery across the Council. This risk is exacerbated by other factors such as the number of high priority projects, large procurement exercises, demand for new software, competing priorities and Local Government Reorganisation.
Consequences	Projects are delayed or not implemented Operational services are delivered to a lower standard, backlogs arise or service not delivered at all Complaints / damage to reputation Wellbeing of staff who are under pressure to deliver
Corporate Objective CCDC	Responsible Council
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

Due to the limited market in key professions such as Finance, Legal, Planning etc and the uncertainty created by Local Government Reorganisation, it is considered that the likelihood can only be reduced to a 2, giving a target score of 8.

Controls	Assurances
Corporate Plan sets out priorities and key projects	Performance reporting
Use of agency staff and contractors to cover posts which are difficult to recruit to	
Market supplements to enhance salary to attract candidates	
Management of absences	Oversight by HR

Actions

Actions Planned	Person Responsible	Timescale
Assessment of capacity, pinch points and reductions in workload consequentially	Leadership Team	Qtr 1 2025/26
Management of expectations / discussion with Cabinet	Chief Executive / Leadership Team	Qtr 2 2025/26 and ongoing

Risk Ref	2025-07
Risk Owner	Head of Housing & Corporate Assets
Risk Name	Failure to meet required housing standards and not being prepared for inspection.
Risk Description	The current provision of Housing in the District fails to meet the required standards impacting on the health and quality of life of residents leading to a loss of reputation for the Council and meaning that the Council would fail an inspection by the Regulator of Social Housing (RSH).
Consequences	Reputation damage. RSH intervention. Death, serious and minor injury. Not demonstrating VFM with rent income.
Corporate Objective CCDC	Responsible Council/ The Community
Main Risk Category	Service Standards and Management of Performance

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
Target Score		4
Comment on Target Score:		

Controls	Assurances
Savills review and annual self-assessments against standards carried out.	Housing Board Cabinet Scrutiny Committee
Pro-active discussions with the Regulator of Social Housing on issues arising.	Savills assessment against standards Mock Inspection by Housing Quality Network
Housing Improvement Plan.	RSH Inspection
Service standards in place.	
Housing Ombudsman Complaint Handling Code self-assessment carried out annually and performance report submitted.	Housing Ombudsman Annual Report
Tenancy Agreement	

Actions

Actions Planned	Person Responsible	Timescale
Self-assessment against RSH consumer standards	Housing Services Manager	Q3 2025/26
Action Plan following consumer standards self-assessment (feeds into Housing Improvement Plan)	Housing Services Manager	Q4 2025/26
Housing Ombudsman Complaint Handling Code self-assessment and annual performance report.	Housing Services Manager	Q3 2025/26
Implement learning from complaints	Housing Services Manager	Ongoing
Delivery of the over-arching and ongoing Housing Improvement Plan.	Housing & Corporate Assets	Q4 2025/26 (some actions go into 2026/27 and beyond)
Housemark benchmarking, comparison with peers and learning.	Housing Services Manager	Ongoing
Tenant Profiling exercise	Housing Services Manager	Q4 2025/26
Project approval to be sought for upgrade to ICT system in relation to Repairs.	Housing Maintenance Manager	Q1 2025/26

Risk Ref	2025-09
Risk Owner	Head of Operations
Risk Name	Safe Management of Trees
Risk Description	Risk of a tree or part of a tree falling on an individual/s causing death or serious injury. Risk of a tree or part of a tree falling onto a building causing server damage to a property or the death or serious injury of an individual/s.
Consequences	<ul style="list-style-type: none"> • Death/Serious Injury • Damage to property • HSE Investigation/Prosecution • Corporate Manslaughter • Insurance Claims
Corporate Objective CCDC	The Community
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

Given the number of trees and the unpredictability of the weather and increase in the number of severe weather events, it is considered the residual impact sits at a 2, which will make the overall residual risk score an 8, as it is unlikely that the impact score can be reduced below a 4. Therefore, given the circumstances of the risk, while higher than preferred, an overall residual risk score of an 8 is considered as a realistic and acceptable score.

Controls	Assurances
Trained Manager, Tree Officers, and Arboriculturists.	IA Reviews.
Tree Surveys	Management Information
Policies and Procedures for Tree Management	
Trees maintained using recognised tree risk management process	
CCDC - Urban Forestry Strategy	
Allocation of semi-dedicated management resource.	
Knowledge of tree locations	
Historic / recent tree inspections	
Rudimental tree database / systems in place	

Actions

Actions Planned	Person Responsible	Timescale
Agree and secure long-term funding and resourcing	DCE(Resources) / Operations	Q1 2025/26
Implement new joint tree management ICT GIS based system	Natural Environment Manager	Q3/Q4 2025/26
Outsource next round of tree inspections for all trees to create new baseline data (78,000 trees)	Natural Environment Manager	Q4 2025/26
Review tree policy and procedures	Natural Environment Manager	Q3 2025/26
Implement new full risk-based tree management procedure	Natural Environment Manager	Q3 2025/26
Implement risk-based programme of tree works around inspection results	Natural Environment Manager	Q3 2025/26
Implement procedure for on-going risk-based inspections of trees	Natural Environment Manager	Q4 2025/26
Deliver and monitor tree risk-based works and ongoing inspections	Natural Environment Manager	Q1 2026/27

Risk Ref	2025-10
Risk Owner	Deputy Chief Executive (Resources)
Risk Name	Failure to deliver good governance
Risk Description	The Council does not have in place or comply with Governance Best Practice processes leading to negative Annual Governance Statement, External Audit or other regulator comment, and/or Statutory Intervention. E.g. Statutory Officer Advice is not complied with, Members and Employees fail to follow Codes of Conduct and the Constitution
Consequences	Government intervention Negative PR/reputation damage
Corporate Objective CCDC	Responsible Council
Main Risk Category	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
Target Score		4
Comment on Target Score:		

Controls	Assurances
Code of Governance	Audit Committee
Annual Governance Review / Statement	Scrutiny Committees
Policy & Procedures eg Financial Regulations, Procurement Regulations, HR policies	Statutory Officers / Responsibilities
	Chief Internal Auditor's Annual Report and Opinion

Actions

Actions Planned	Person Responsible	Timescale
Review of Code of Governance	Head of Transformation & Assurance	Quarter 1 2025/26
Regular Statutory Officer meetings - golden triangle	Chief Exec / s151 Officer / Monitoring Officer / Chief Internal Auditor	Quarter 1 2025/26 onwards

Actions Planned	Person Responsible	Timescale
Reminders and training for Leadership Team and Service Managers on key policies, processes and good governance	Deputy Chief Executive (Resources) / Head of Transformation & Assurance / Head of Law & Governance	Quarter 2 2025/26
Delivery of Governance Improvement Plan	Deputy Chief Executive (Resources) / Head of Transformation & Assurance / Head of Law & Governance	Quarter 3 2025/26

Risk Ref	2025-12
Risk Owner	Head of Transformation & Assurance
Risk Name	Inability to demonstrate and implement adequate health and safety arrangements for people
Risk Description	Operational procedures and working practices are not sufficient to adequately ensure the safety of tenants, employees, leaseholders or visitors leading to death or serious injury.
Consequences	HSE Investigation Prosecution, Injury to employees, Personal Injury Claims, Corporate Manslaughter,
Corporate Objective CCDC	Responsible Council
Main Risk Category	Health & Safety

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	3	12
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
Target Score		4
Comment on Target Score:		

Controls	Assurances
H&S Policies	H&S Officer
H&S Training	H&S Audits
H&S Risk Assessments, COSHH, PPE etc	Accident Reports/Stats
CDM Training	
IOSH Managing Safety for Service Managers	

Actions

Actions Planned	Person Responsible	Timescale
HAVS & Noise procedures reviewed and updated	Head of Operations / Health & Safety Team	30/04/2026
Monitoring to be introduced for CCDC Grounds Maintenance & Housing	Head of Operations / Health & Safety Team	30/04/2026
HAVS testing of equipment	Head of Operations / Health & Safety Team	30/04/2026

Actions Planned	Person Responsible	Timescale
H&S Assessment Refresher training to be delivered to all staff	Chief Internal Auditor & Risk Manager / Health & Safety Team	30/09/2025
H&S Risk Assessment Procedures reviewed and harmonised across both Councils	Chief Internal Auditor & Risk Manager / Health & Safety Team	30/09/2025
IOSH Managing Safety Refresher Training to be considered for managers	Chief Internal Auditor & Risk Manager / Health & Safety Team	30/09/2025
IOSH Safety for Directors to be considered for Leadership Team	Chief Internal Auditor & Risk Manager / Health & Safety Team	30/09/2025

Risk Ref	2025-14
Risk Owner	Head of Housing & Corporate Assets
Risk Name	HRA Financial Sustainability
Risk Description	That the income collected and resources available to the Housing Revenue Account are insufficient to meet the ongoing and future needs of the HRA.
Consequences	The HRA is unable to maintain its stock, deliver services or meet its wider obligations
Corporate Objective CCDC	Responsible Council/The Community
Main Risk Category	Reputation, Customer/ Public Perception, Financial

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	3	12
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
Target Score		4
Comment on Target Score: A robust business plan which can be followed and maintained in the medium term, should lead to a significant reduction in risk levels. This is a self contained fund with clear inflows and outflows of resources which can be planned with a high degree of certainty.		

Controls	Assurances
Working Balances maintained, with tentative proposals to maintain over the medium term	S151/Head of Housing
30-year business plan in place	Head of Housing
Robust income collection process and monitoring	Head of Housing

Actions

Actions Planned	Person Responsible	Timescale
Completion of HRA related actions in the VFM Improvement plan (now the Housing Improvement Plan)	Head of Housing	As per the improvement plan
Complete stock condition survey currently in progress	Head of Housing	Q1 2025/26
Regularly reviewed stock condition survey (20% per annum on rolling basis)	Head of Housing	Q3 2026/27
Review and update 30 Year Business Plan	Head of Housing	Q3 2025/26

Risk Ref	2025-15
Risk Owner	Head of Economic Development & Planning
Risk Name	Delivery of Town Centre Regeneration Project
Risk Description	<p>There is a risk that the high profile large regeneration projects may not deliver as anticipated, to time or to budget, leading to reputational risks to the Council and creating financial risks that impact on the Council's financial position and could impact on service delivery and hinder the Council's wider ambition to secure economic prosperity for the District.</p> <p>There is a risk that either the Council may not be able to deliver the demolition phase of the project or secure a development partner to re-develop the cleared sites.</p>
Consequences	<ul style="list-style-type: none"> • Major reputational risk for the Council in terms of not delivering the schemes that local residents expect; potential that Council may be unsuccessful with future funding bids • Reduced growth and economic prosperity for local residents • Decline of town centres / impact on major redevelopment proposals • Council exposed to unplanned financial risks and pressure on revenue resources which impacts on delivery of core services • Clawback of funding for non-delivery • Increased pressure on already stretched services/functions of the council which have capacity issues. • Cleared sites could sit empty for indeterminate period if developer interest doesn't materialise
Corporate Objective CCDC	Economic Prosperity
Main Risk Category	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
	Target Score	8

Comment on Target Score:

Inherent nature of the risk profile of the regeneration schemes makes it difficult to reach a score of 4. External influences may affect the ability to get a long term provider.

Controls	Assurances
Monitoring / finance returns being prepared and submitted to MHCLG in line with timescales in agreed memorandum of understanding	Project Sponsor Statutory Officer Meetings
Key decisions taken by Cabinet in relation to the project with relevant delegations and budget approvals in place	Statutory Officer Meetings Project Sponsor
Business cases to support key acquisition with quantification of costs and risks	Review by Statutory Officers Project Sponsor
Procurement using approved frameworks to select and appoint key contractors	SCC Procurement team Internal Audit Reviews Project Sponsor
Detailed risk registers and project plans to Operational Group	Project Board Project Sponsor Internal Audit reviews. External Audit overview Statutory Office Meetings
Governance arrangements to ensure oversight of programme delivery, spend and risks; with Programme Boards, Steering groups and project delivery meetings taking place on a regular basis	Project Board Project Sponsor Internal Audit reviews. External Audit overview. Statutory Officer Meetings External Audit
Ensure that the Council is effectively managing contractors and consultants	Project Sponsor Statutory Officer Meetings
Ensure that the Council has sufficient Programme / project management arrangements and capacity to deliver the projects	Statutory Officer Meetings Project Sponsor
Ensure that the Council's Health & Safety / CDM requirements are met, and demolition / construction works are managed safely and in line with regulations	Review by Statutory Officers Project Sponsor

Actions

Actions Planned	Person Responsible	Timescale
Monthly Risk Registers and Dashboards to Leadership Team and Project Board	Head of Economic Development & Planning	June 2025
Communications to stakeholders, partners and the public - development of Comms Strategy and Plan	Head of Economic Development & Planning, Communications Manager	June 2025
Finalise town centre investment prospectus to set out the Council's vision for the cleared site and undertake soft market testing/early market engagement	Head of Economic Development & Planning	May - September 2025
Agree approach to securing development delivery	Head of Economic Development & Planning	October / November 2025
Formal procurement process to appoint development partner(s)	Head of Economic Development & Planning	Quarter 1 - 2026

Updated Corporate Anti-Social Behaviour (ASB) Policy

Committee:	Cabinet
Date of Meeting:	5 June 2025
Report of:	Head of Wellbeing
Portfolio Leader:	Community Wellbeing

1 Purpose of Report

- 1.1 To seek Cabinet approval for the updated Corporate Anti-Social Behaviour (ASB) Policy, following its progression through a review process at a Scrutiny Committee Working Group and the Health, Wellbeing and The Community Scrutiny Committee.

2 Recommendations

- 2.1 That Cabinet approve the updated Corporate Anti-Social Behaviour Policy, as included at Appendix 1.

Reasons for Recommendations

- 2.2 Cannock Chase Council has a statutory duty under the Crime and Disorder Act 1998 to work with authorities to prevent and reduce crime, disorder, and re-offending.
- 2.3 Cannock Chase Council also has a statutory duty to investigate reports and complaints of ASB under the Anti-Social Behaviour, Crime and Policing Act 2014.

3 Key Issues

- 3.1 In addition to our statutory responsibilities, if left unchallenged, ASB can have a significant negative impact upon the lives of our communities - including those who live, work, visit and invest in our district. It can also be a precursor to more serious crime. It is our belief that no-one should have to suffer ASB.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- **Priority 2: Health and Wellbeing** - by helping to ensure the most vulnerable people in our district are safeguarded.
 - **Priority 3: The Community** - by assisting in ensuring our neighbourhoods are safe.

5 Report Detail

- 5.1 On the 2 July 2024, the Health, Wellbeing and The Community Scrutiny Committee discussed the work programme for the forthcoming year. The Committee agreed that one area for review would be the Corporate ASB Policy

for Cannock Chase Council. It was agreed to form a Working Group to discuss and progress this piece.

5.2 The 'Review of the ASB Policy Working Group' was then established and included the following Councillors who all wished to contribute to the scrutiny review:

- Councillor F. Prestwood (Chair)
- Councillor A. Dunnett
- Councillor S. Cartwright
- Councillor G. Samuels
- Councillor V. Jones
- Councillor R. Craddock
- Councillor H. Page

5.3 Prior to initial discussions, it was noted that the current policy did not expire until November 2025, however national policy had moved on, and enforcement responsibilities within the policy were no longer accurate. It was also felt that the current policy lacked the level of clarity required.

5.4 Officers and members worked collaboratively to craft and shape a new policy, which sets out Cannock Chase Council's commitment to tackling ASB and improving the quality of life for residents and visitors by:

- Placing victims and witnesses at the core of our procedures.
- Ensuring that all reports of ASB are treated seriously and dealt with professionally.
- Making effective and appropriate use of the tools and powers available to us, to allow ASB to be addressed firmly, fairly, and proportionately.
- Co-ordinating joint working with partner agencies to deliver the most effective service.
- Raising awareness of what constitutes ASB and empowering our communities, and.
- Publicising and promoting support and diversionary services.

5.5 The new proposed policy:

- Supports Cannock Chase Council's Corporate Plan, in particular the priority to "ensure Cannock Chase is a place that residents are proud to call home."
- Clarifies definitions and subcategories of ASB.
- Provides enhanced clarity and assurance to professionals and members of the public regarding roles, responsibilities, reporting routes, timescales, enforcement options and escalation pathways.
- Is robust and has been independently verified as complying with best practice.
- Shall be monitored for effectiveness.

- Shall be promoted digitally, primarily, but we would ensure that call takers, reception staff and all key stakeholders were aware of the revised policy - in order to signpost customers effectively. There will also be hard copies of the policy available on request.
- Shall be reviewed annually and updated immediately in cases of legislature or national policy changes.

5.6 The new proposed policy was approved at the Health, Wellbeing and The Community Scrutiny Committee on 31 March 2025.

6 Implications

6.1 Financial

Cases progressing to court would attract legal costs, but the Council would seek to retrieve these upon prosecution.

6.2 Legal

We will continue to consult with Legal Services regarding advice around cases, and appropriate and proportionate escalation methods.

Where escalation to court is necessary, consideration will need to be given to the capacity within the Legal Services team, and whether the work will need to be outsourced or can be carried out in-house.

6.3 Human Resources

None.

6.4 Risk Management

The policy ensures the Council are complying with their statutory duties surrounding crime and disorder.

6.5 Equalities and Diversity

The policy's effect on the community, and of all equality strands, has been considered.

Any vulnerabilities identified will be actioned using existing mechanisms within the Community Safety Partnership.

6.6 Health

The impact of ASB on individuals and communities is well documented and is known to impact upon both physical and mental health. By seeking to address these issues via a robust policy, it is hoped that these negative effects shall be minimised.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Draft Corporate ASB Policy.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer: Oliver Greatbatch

Telephone Number: 01543 464 477

Ward Interest: All

Report Track: Cabinet: 05/06/25

Key Decision: Yes



DRAFT

Corporate Anti-social Behaviour Policy

2025 - 2028

Review Schedule

This policy will be reviewed annually.

Policy Approval Date	TBC
Policy Last Reviewed	TBC
Next Review Date	TBC

Contents

Policy Statement and Commitment	<u>1</u>
Definitions and Explanations of Anti-social Behaviour	<u>1</u>
Our Responsibilities	<u>2</u>
1 Reporting Anti-social Behaviour	<u>3</u>
2 The Process	<u>3</u>
3 Action we can take - Tools and Powers	<u>4</u>
4 Case Review	<u>7</u>
Supporting Policies and Procedures	<u>8</u>
Safeguarding Our Staff	<u>8</u>
Complaints	<u>8</u>
Appendix A - ASB Complaint Process	<u>9</u>

Policy Statement and Commitment

This Policy sets out Cannock Chase District Council's commitment to reducing anti-social behaviour (ASB) and supports Cannock Chase District Council's Corporate Plan, in particular the priority to "ensure Cannock Chase is a place that residents are proud to call home."

ASB can devastate the lives of individuals and communities - including those who live, work, visit and invest in our District. It can also be a precursor to more serious crime. No-one should have to suffer ASB, and to support our commitment to reducing ASB we will:

- Place victims and witnesses at the core of our procedures.
- Ensure that all reports of ASB are treated seriously and dealt with professionally.
- Make effective and appropriate use of the tools and powers available to us, allowing ASB to be addressed firmly, fairly, and proportionately.
- Co-ordinate joint working with partner agencies to deliver the most effective service.
- Raise awareness of what constitutes ASB and empower our communities, and.
- Publicise and promote available support and diversionary services.

This is a Corporate ASB Policy, under the remit of the Community Safety Team. For specific Service Area procedures, we will refer to the relevant departmental policies.

Definitions and Explanations of Anti-social Behaviour

The legal definition of ASB is provided within several Acts:

- [Crime and Disorder Act 1998](#)
- [Anti-social Behaviour Act 2003](#)
- [Police Reform and Social Responsibility Act 2011](#)
- [Anti-social Behaviour, Crime and Policing Act 2014](#)

In general, ASB is considered to include behaviour capable of causing nuisance, annoyance, or disturbance to any person; or an act that causes, or is likely to cause harassment, alarm, or distress to one or more persons, not of the same household.

There are three main types of ASB. These are:

- Personal
- Nuisance
- Environmental

Personal ASB

These are usually incidences that deliberately target an individual or group of people, rather than the community. For example:

- Intimidation or harassment
- Violence or threats of violence
- Abusive or insulting behaviour

Nuisance ASB

These are usually incidences that affect the community, rather than an individual victim. For example:

- Drug or substance misuse
- Vehicle nuisance (reckless driving, damage, abandonment)
- Noise nuisance

Environmental ASB

These are incidences when individuals or groups impact their wider surroundings. It includes environmental damage and the misuse of public spaces or buildings. For example:

- Accumulations of waste
- Littering
- Fly-tipping

The topics and behaviours listed may fall into more than one category.

What isn't ASB?

Some examples of behaviours which aren't considered anti-social are listed below. Please note that this is not an exhaustive list:

- People playing in parks and gardens (with no associated anti-social behaviour)
- Reasonable domestic noise
- Disagreements between members of the same household
- Inconsiderate parking. Please refer to information on the County Council website for additional information - [Parking and Enforcement - Staffordshire County Council](#)
- Disputes over property and boundaries
- Private use of CCTV and Smart Doorbells

Our Responsibilities

Under the Crime and Disorder Act 1998, Cannock Chase District Council as a Local Authority, has a statutory responsibility to work in partnership with other Responsible Authorities¹ to reduce crime, disorder, substance misuse and re-offending in their localities.

We also have a statutory duty to consider and investigate ASB, courtesy of the Anti-social Behaviour, Crime and Policing Act 2014 and, where appropriate, have a range of powers to tackle it. We shall liaise with, and signpost to other agencies, such as the police or housing associations, where relevant.

We are also required to conduct an ASB Case Review where a victim requests one, and where their case meets the locally determined threshold. Further information regarding this process is listed under the 'Case Review' section of this Policy.

¹ Responsible Authorities are defined as the Local Authority, County Council, Police Service, Fire and Rescue, Probation Service and the Integrated Care Board.

1 Reporting Anti-social Behaviour

There are several ways in which you can report ASB to Cannock Chase District Council.

Online:

[Anti-Social Behaviour | Cannock Chase District Council](#)

Email:

partnership@cannockchasedc.gov.uk

Telephone:

01543 462621

Reports of ASB can be made by those directly affected or by a third party, for example, a local Councillor, Member of Parliament, or social worker, for example. If a report is made via a third party, we will always seek the consent of the individual concerned to communicate and share information with the third party.

It should also be noted that Registered Social landlords also have powers that they can utilise. If you feel you are a victim of ASB and live in a property that is managed by a social landlord, it is recommended that issues are reported to them in the first instance.

The police also have the same, and in some cases, additional powers as the Council under the Anti-social Behaviour, Crime and Policing Act 2014. ASB can be reported to the police via the following methods:

- By telephone on 101
- Online at [Report antisocial behaviour | Staffordshire Police](#)
- If anyone is seriously injured, or if there is an immediate danger or risk to public safety, a call must be made to 999.

2 The Process

When a report of ASB is made, we will endeavour to discuss the alleged issues with the reporter, any other persons directly impacted, the alleged perpetrator (if safe and appropriate to do so), and any other relevant partner agencies. This will help us gain an understanding of what is occurring and the persistence of the behaviour.

Consent for this will be sought from the individual concerned, but information can legally be shared without consent if it is in relation to the prevention and detection of crime and disorder, or if there is an overriding safeguarding concern.

We adopt a harm centred approach and will also consider the impact that the ASB is having on individuals, families, and the community. This enables us to better understand the harm that may be being caused.

Each ASB case is individual. As a result, we cannot provide fixed timescales following the 'Report assessment' stage.

Report received - Acknowledgement within 2 business days.

Initial triage - Where it is determined that cases are more appropriately dealt with by other Council departments (for example, Environmental Health or Housing), we shall forward onwards, and update the individual concerned. This will be actioned within 2 business days.

Report assessment - An officer will assess if the report reaches the criteria for investigation. If so, a case will be logged, a risk assessment will be completed, and incident logs will be provided. This shall be actioned within 3 business days, but any urgent advice or Safeguarding issues will be actioned immediately.

Ongoing case management - Following receipt of incident logs, a decision will be made regarding how to manage the case (Note that if incident logs are not returned within 21 days, the case will be closed). Officers will usually conduct a wider investigation with partner agencies such as Staffordshire Police, or via multi-agency meetings. During most investigations, contact will be made with the alleged perpetrator to allow them a fair opportunity to respond to the allegations. The Officer will explain the consequences of carrying out ASB and summarise the next steps in the investigation.

Throughout the process, we will:

- Record all complaints received.
- Remain in regular contact and offer advice/support - this can include referring and signposting to appropriate agencies and is not limited to the reporter.
- Agree an action plan of proposed, proportionate steps, detailing what is expected from all parties at each stage.

Appendix A details the process in flowchart form.

3 Action we can take - Tools and Powers

The Officer will assess each case individually, and the actions taken will be proportionate to the circumstances of the case. Tools and powers are usually implemented incrementally.

Many complaints can be resolved through early intervention, and these will be considered with the reporter. Legal action will only usually be approved where early intervention methods have not been successful, or where there is a serious risk of harm.

Most anti-social behaviour investigations take place within civil law, meaning a civil standard of proof is applicable. The Council needs only to be able to demonstrate that the incident(s) is more likely than not to have happened. When civil legal action has been taken and a Court Order has been disobeyed i.e., breach of an Injunction, Closure Order, or prosecution for breach of a Community Protection Notice; the criminal standard of proof applies. This means that the Council will need to demonstrate that the incident(s) happened “beyond reasonable doubt.”

No Action

In some cases, no action will be taken. These reasons may include:

- Establishing that the incident did not happen
- Not having sufficient evidence to prove the matter to the relevant standard of proof
- Assessing that the issues reported are not what the Council considers antisocial
- Being unable to investigate fully due to non-cooperation of the reporter/witness
- The ASB has stopped and the likelihood of further ASB is low

The Council recognises that individuals have different tolerance thresholds, so we would expect both parties to work together to discuss any minor issues or disagreements before a complaint is made - if it is safe to do so.

Letters and or Word of Advice

Occasionally a letter or phone call with an alleged perpetrator of low level ASB is all that may be required to resolve some issues. The perpetrator will be informed of the nature of the complaint about them; along with potential consequences should their behaviour continue or escalate. In many cases, awareness of the impact of their behaviour on victims, and the threat of more formal enforcement tools, can be a sufficient incentive for an individual to change their behaviour

Informal interventions should be considered first in most cases, particularly when dealing with young people, as they can stop bad behaviour before it escalates. This should be determined by professionals on a case-by-case basis.

Acceptable Behaviour Contracts

These are voluntary written agreements which are signed by an individual committing anti-social behaviour. The agreement can be with agencies such as the Council, housing provider, education, and police - and can include both restrictions and positive requirements. They are most regularly issued to young people over the age of 10, with parent/guardian involvement.

These agreements are not legally binding; however, they are useful in highlighting children's behaviour to their parents and letting them know the consequences if they continue to act in an anti-social manner. Multiple breaches can be used to illustrate that non-legal tools have been unable to tackle the problem and that escalation to enforcement may be required.

The contract normally lasts for six months but it is recommended that it is reviewed at approximately three months to ensure it is still fit for purpose and does not require amending.

Mediation

Mediation can play a key role in anti-social behaviour issues and can be seen as a medium between self-resolution, and more formal tools and powers. Mediation can be offered to parties involved in an ASB case, where it is deemed appropriate and accepted by both parties.

Community Protection Warning / Community Protection Notices

The Community Protection Notice (CPN) is designed to stop a person aged 16 or over, business or organisation committing anti-social behaviour which spoils the community's quality of life.

The anti-social behaviour has to:

- have a detrimental effect on the quality of life of those in the locality.
- be of a persistent or continuing nature; and
- be unreasonable.

A Community Protection Warning (CPW) must be served before a CPN can be issued.

Both positive requirements and prohibitions can be included in both the CPW and the CPN and could include reasonable timescales for certain actions to be carried out, or for behaviours to cease.

Breach of a CPN is a criminal offence. The punishment for a breach is a Fixed Penalty Notice (FPN) of £100 which discharges all liability for the offence. If the FPN remains unpaid after 14 days we will seek to prosecute, whereby the maximum penalty is a fine of up to £2,500 for individuals, or £20,000 for businesses.

The FPN is a discretionary stage of the process, and any further or subsequent breaches of a CPN will progress directly to prosecution. The Council will also pursue all costs relating to the case.

Public Spaces Protection Orders (PSPOs)

PSPOs are aimed at ensuring public spaces can be enjoyed free from anti-social behaviour. They are intended to provide a means of preventing individuals, or groups, committing anti-social behaviour in a public space where the behaviour:

- is having, or is likely to have, a detrimental effect on the quality of life for those in the locality.
- is persistent or continuing in nature.
- is unreasonable, and.
- justifies the restrictions being imposed.

Councils can use PSPOs to prohibit specified activities within a defined public area. PSPOs differ from other tools introduced under the Act as they focus on the identified problem behaviour in a specific location, as opposed to targeting specific individuals.

A breach of a PSPO can result in a Fixed Penalty Notice of £100 which discharges all liability, or a fine on prosecution of up to £1,000.

Further information on Cannock Chase Council's PSPOs can be found at: [Public Spaces Protection Orders | Cannock Chase District Council](#)

Closure Powers

This power can be used by the police and authorised officers from Cannock Chase Council, where there are high levels of nuisance, disorder, or illegal activity - either currently ongoing, or expected imminently. A closure notice prohibits access to the premises for up to 48 hours. A Closure Order can then be requested through the court for the property to be closed for up to 3 months.

This power will only be considered where other tools i.e. CPN's have failed to stop behaviour, or where the behaviour is so significant that the only way to stop it would be to close the premises.

It is a criminal offence to breach the conditions imposed by a closure notice or order, with up to three months imprisonment for a Notice and six months/unlimited fine for an Order.

Criminal Behaviour Orders

Criminal Behaviour Orders (CBO) give agencies the power to deal with persistent ASB from individuals, who are also engaged in criminal activity.

A (CBO) can be issued by a court and is available on conviction for any criminal offence. The order is aimed at tackling the most serious and persistent offenders. The CBO can deal with a wide range of anti-social behaviours following the individual's conviction for a criminal offence, for example, threatening violence against others in the community, and persistently being drunk and aggressive in public.

Civil Injunctions

Civil Injunctions are a court order which can be issued to stop individuals engaging in ASB. It can be used to prevent someone from doing something, but positive requirements can also be added to encourage the perpetrator to change their behaviour. These are generally used when the level of harm is significant, and other tools have been utilised without effect.

Injunctions can be used for anyone from the age of 10 years old. For juveniles, the Youth Offending Team must be consulted.

A power of arrest can be attached to an injunction, but this is normally reserved for instances where the offender has been violent, threatened violence, or where there is a reasonable chance that violence could occur.

Breach of an injunction can result in an unlimited fine, or imprisonment for up to 2 years. For young people under 18 the court can issue a supervision order or detention of up to 3 months.

4 Case Review

The ASB Case Review, formerly known as the Community Trigger, is a process which allows for victims of ongoing, persistent ASB to request a multi-agency review of their case. Any person has the right to activate a multi-agency review if they feel their complaint(s) regarding ASB has not been dealt with appropriately.

The Review is designed to ensure the Council, and our partners, are responding appropriately to cases of persistent ASB, especially where the victim is vulnerable or at greater risk.

This is not a complaints escalation procedure, its purpose is to identify if any further actions can be taken amongst agencies to address the ASB, with an Action Plan being formulated.

In Staffordshire, the agreed threshold for activating a Case Review is:

- Three separate incidents have been reported in the last 6 months to the police, council, or social landlord.
- The ASB was reported within 30 days of it taking place, and.
- The ASB is continuing.

Staffordshire Police are the single point of contact for a Case Review and a victim of ASB, or someone acting on their behalf, can ask to activate the review in one of the following ways:

- By telephoning Staffordshire Police on 101 and request that you wish to apply for a Case Review
- By using the Live Message service on Staffordshire Police's website - [Home | Staffordshire Police](#)
- By completing an online Case Review application here - [Request an ASB Case Review | Staffordshire Police](#)
- By visiting the front desk of Cannock Police Station
- By writing to the Central Disclosure Unit, Staffordshire Police HQ, Weston Road, Stafford, ST18 0YY

The Anti-social Behaviour, Crime and Policing Act 2014 places a duty on the relevant bodies to respond to the victim at points in the Case Review process. These include:

- The decision as to whether or not the threshold is met.
- The outcome of the Review, and.
- Any recommendations or actions agreed, as an outcome of the Review.

More information on the Case Review, including the full policy, can be found here - [ASB case review | Staffordshire Police](#)

Supporting Policies and Procedures

This Policy links to a number of other existing policies and procedures that may impact upon the reduction of ASB in Cannock Chase District. This includes:

- Allocations Policy
- Housing Services Anti-social Behaviour Policy
- Community Safety Delivery Plan
- Environmental Health Enforcement Policy
- Safeguarding Policy

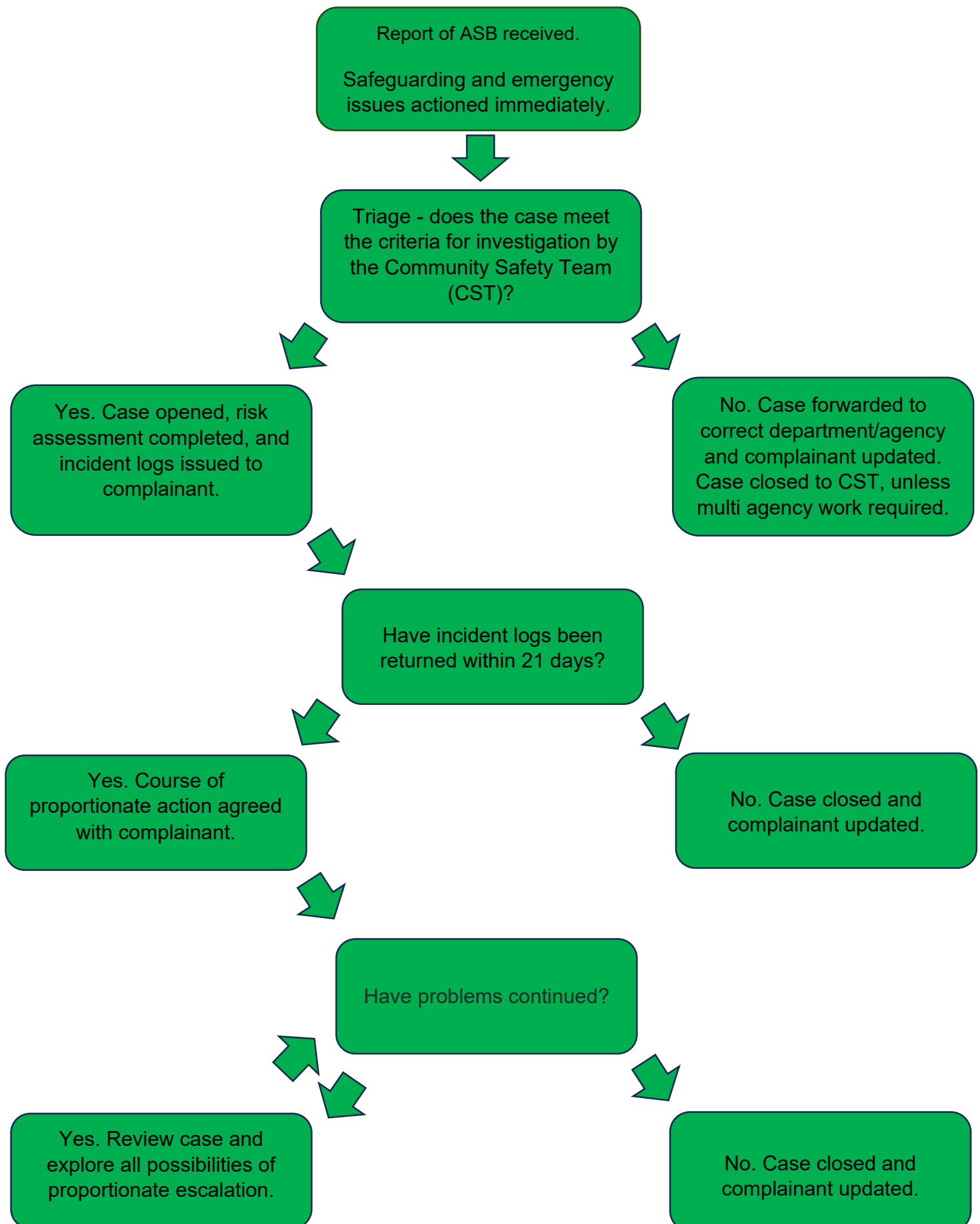
Safeguarding Our Staff

Cannock Chase Council will not tolerate, under any circumstance, any threats, violence or abusive behaviour towards our staff or contractors. We will act against any person who shows acts of aggression towards any person carrying out their work in respect of this ASB Policy or any other service. We may involve the police if it is decided that this course of action is appropriate, and we may also stop investigating the case.

Complaints

The Council is committed to handling complaints of ASB in a professional manner. If anyone is not happy with the way we have managed their case, we would welcome feedback so that we can review and improve our service.

Full information of the Complaints Procedure can be found here - [Customer Feedback - Help us to get it right | Cannock Chase District Council](#)

Appendix A - ASB Complaint Process

Cabinet Representatives on Outside Bodies 2025-26

Committee:	Cabinet
Date of Meeting:	5 June 2025
Report of:	Chief Executive
Portfolio:	Leader of the Council

1 Purpose of Report

- 1.1 To consider the appointment of representatives to outside bodies for 2025-26 as set out in the schedule of nominations as attached at Appendix 1.
- 1.2 To confirm the Chief Executive's authority, in consultation with the Leader of the Council to make appointments to any other outside bodies throughout the municipal year and amend existing appointments as necessary.

2 Recommendations

- 2.1 Cabinet determines the appointment of representatives to outside bodies for 2025-26, as set out in Appendix 1 of the report.
- 2.2 The Chief Executive, in consultation with the Leader of the Council, be authorised to make appointments to additional outside bodies and amendments to any existing outside bodies, as necessary, throughout the municipal year, that would otherwise be determined by Cabinet.

Reasons for Recommendations

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

3 Key Issues

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

4 Relationship to Corporate Priorities

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

5 Report Detail

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

6 Implications

6.1 Financial

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

6.2 Legal

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

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

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

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

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equalities and Diversity

None.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Schedule of proposed outside bodies appointments by Cabinet for 2025-26.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer:	Matt Berry
Telephone Number:	01543 464 589
Report Track:	Cabinet: 05/06/25
Key Decision:	No

Cannock Chase Council
Cabinet Appointed Representatives to Outside Bodies for 2025-26

Notes:

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

Name of Body	Current Appointed Representatives	Proposed Representatives
Cannock Chase National Landscape Joint Management Committee	Parks, Culture, and Heritage Portfolio Leader (Cllr. John Preece) Substitute: Cllr. Maureen Freeman	Parks, Culture, and Heritage Portfolio Leader Substitute: TBC (must be a Cabinet member)
Local Government Association General Assembly	Leader of the Council (Cllr. Tony Johnson) Substitute: Community Wellbeing Portfolio Leader (Cllr. David Williams)	Leader of the Council Substitute: TBC
Local Strategic Partnership (Chase Community Partnership) 5 seats to be filled	<ul style="list-style-type: none"> • Leader of the Council (Cllr. Tony Johnson) • Community Wellbeing Portfolio Leader (Cllr. David Williams) • Housing and Corporate Assets Portfolio Leader (Cllr. Sue Thornley) • Parks, Culture & Heritage Portfolio Leader (Cllr. John Preece) • Leader of the Opposition (Cllr. Olivia Lyons) 	<ul style="list-style-type: none"> • Leader of the Council • Community Wellbeing Portfolio Leader • Housing and Corporate Assets Portfolio Leader • Parks, Culture & Heritage Portfolio Leader • Leader of the Opposition
Norton Canes Community Partnership	Community Wellbeing Portfolio Leader (Cllr. David Williams)	Community Wellbeing Portfolio Leader
PATROL (Parking and Traffic Regulations Outside London) Joint Committee	Environment & Climate Change Portfolio Leader (Cllr. Lisa Wilson)	Environment & Climate Change Portfolio Leader
Poplars Landfill Site Liaison Committee	Environment & Climate Change Portfolio Leader (Cllr. Lisa Wilson)	Environment & Climate Change Portfolio Leader

Name of Body	Current Appointed Representatives	Proposed Representatives
Staffordshire Destination Management Partnership	Regeneration and High Streets Portfolio Leader (Cllr. Maureen Freeman) (or Head of Economic Development & Planning as nominee - Dean Piper)	Regeneration and High Streets Portfolio Leader (or Head of Economic Development & Planning as nominee - Dean Piper)
Staffordshire Police, Fire, and Crime Panel	Community Wellbeing Portfolio Leader (Cllr. David Williams) Substitute: Leader of the Council (Cllr. Tony Johnson)	Community Wellbeing Portfolio Leader Substitute: TBC
Staffordshire Sustainability Board	Environment & Climate Change Portfolio Leader (Cllr. Lisa Wilson) Substitute: Cllr. Mandy Dunnett	Environment & Climate Change Portfolio Leader Substitute: TBC
Staffordshire Playing Fields Association	Parks, Culture & Heritage Portfolio Leader (Cllr. John Preece)	Parks, Culture & Heritage Portfolio Leader
West Midlands Employers	Leader of the Council (Cllr. Tony Johnson)	Leader of the Council

Revenues and Benefits Collection Report - Quarter 4

Committee:	Cabinet
Date of Meeting:	5 June 2025
Report of:	Deputy Chief Executive-Resources
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To inform Cabinet of the performance of the Revenues and Benefits Service as regards:
 - The collection of Council Tax during the 2024-2025 financial year.
 - The collection of Business Rates during the 2024-2025 financial year.
 - The recovery of overpaid Housing Benefit during the 2024-2025 financial year.
- 1.2 To seek approval to the write off of the arrears listed in the **confidential appendices**.

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

- 2.1 In accordance with the provisions of Schedule 12A of the Local Government Act 1972 (as amended), the report is considered 'not for publication' under the following categories of exemption:
 - Exempt Paragraph 1 – Information relating to any individual.
 - Exempt Paragraph 2 – Information which is likely to reveal the identity of an individual.
 - Exempt Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the Council).

3 Recommendations

- 3.1 That the information regarding collections be noted.
- 3.2 That the arrears listed in the **confidential appendices** be written off.

Reasons for Recommendations

- 3.3 Efficient collection of the Council's revenues is of major importance to the funding of Council services and those provided by our preceptors.
- 3.4 Whilst our collection rates are traditionally good, regrettably not all of the monies owed to the Council can be collected and this report contains a recommendation to write off bad debts which cannot be recovered.

4 Key Issues

- 4.1 Council Tax due for the 2024/2025-year amounts to £66.7M of which some **97.0%** was collected by the 31 March.
- 4.2 Business Rates due for the current year amounts to £38.6M of which some **98.3%** was collected by the end of March.

5 Relationship to Corporate Priorities

- 5.1 Not applicable.

6 Report Detail

6.1 Council Tax

- 6.1.1 Council Tax is collected on behalf of the District Council, Parish Councils, and our Major Preceptors (Staffordshire County Council and Commissioner for Police, Crime, Fire and Rescue). The effect of the Collection fund arrangements means that Cannock Chase Council retains around 11% of the council tax collected.
- 6.1.2 Council Tax due for the current year amounts to £66.7M and we have collected 97.0% within the year. This is the best rate of collection achieved since the pre-pandemic year 2019/20 in which 97.1% was collected.
- 6.1.3 Whilst trying to maintain this rate in the coming year, the team will also increase its efforts to recover older years' arrears owed to the Council.
- 6.1.4 In accordance with the Council's approved policies, all reasonable and lawful attempts are made to recover all amounts due. In the first instance this involves the issue of bills, reminders, and final notices, followed by Summonses in the Magistrates Court where the warning notices are not effective. At all stages of this process, debtors are encouraged to engage in voluntary arrangements to repay their arrears, to prevent the need for formal action.

Where necessary and when Liability Orders are granted by Magistrates, the Council uses its powers to make deductions from earnings and benefits of debtors, where it can, and instructs Enforcement Agents where such deductions are not possible or appropriate.

In the most severe cases and for debts exceeding £5,000, the Council will consider personal bankruptcy action against individuals.

- 6.1.5 The recovery powers available to the Council are considerable but not completely infallible. Some of the limitations which lead to debts being written off are described below.
- 6.1.6 Statutory safeguards such as Debt Relief Orders, Individual's Voluntary Arrangements exist to protect debtors suffering hardship, to attempt to the expensive, stressful, and sometimes ineffective process of personal bankruptcy. Where a debt is included in such an instrument, or when a debtor is bankrupt, our ordinary recovery powers cannot be used.

- 6.1.7 For any of our powers to be effective we need to know the whereabouts of a debtor, and this is not always the case. Where debtors abscond, we will use all reasonable endeavours to trace them and are often successful in doing so. Unfortunately, on occasions this is not so, and we must submit a debt for write off.

Our trace procedures include:

- Checking our internal Council systems and following any information which may help us to trace the debtor.
- Use of credit reference agency data.
- Trace and collect facilities offered by our Enforcement Agencies
- Visits to the last known address by the Council's Property Inspector and use of external tracing agents.

Unfortunately, legislation does not currently permit access to DWP or HMRC records to trace Council Tax debtors or their employers, though a Cabinet Office project is currently reviewing this.

Data protection legislation allows us to receive information as to a debtor's whereabouts, but we cannot disclose information to other creditors. Reciprocal arrangements with utility companies and similar are not therefore workable.

- 6.1.8 1 Council Tax debt with a value of £10,200.00 is listed in the **confidential appendix 1** to this report.

6.2 Business Rates

- 6.2.1 Business rates income forms a part of the Council's core funding, with around 29% of receipts being retained by this Council. The remainder is collected on behalf of Central Government and our major preceptors.
- 6.2.2 Business Rates due for the current year amounts to £38.6M of which some **98.3%** was collected by the 31 March. This is also the best performance since the pre-pandemic year of 2019/20 when 98.7% was achieved.
- 6.2.3 Repeating this performance in the coming year will be challenging as many retail, hospitality and leisure establishments are facing increased bills as the government relief to these premises has reduced from 75% last year to 40% this year. The team will also be increasing our efforts to recover older debts, which may impact on some businesses' ability to pay their current charges.
- 6.2.4 The recovery powers available to us are again contained in the Council's approved policies and are used in full. Those powers and our procedures are similar to the council tax powers described above, with the exception that deduction from individuals' benefits and earnings are not permissible, even if the debtor is an individual.
- 6.2.5 Where rates are owed by an individual, similar safeguards exist for the debtors and trace facilities are used by the Council for absconding debtors, as described above.

- 6.2.6 Additionally, in the case of business rates, as has been reported to Cabinet previously, our collection efforts are sometimes frustrated by weaknesses in legislation. Rates are due from the occupiers rather than the owners of property and where the occupier is a company, we can only recover from that company. Some proprietors will strip a company of its assets or dissolve the company before we have had an opportunity to implement our recovery procedures. A new company is then formed in a similar style, to trade from the same premises.

Central Government has previously undertaken to review the loopholes that exist in rating and company legislation, though no changes have yet been received. Your officers continue to actively monitor these issues.

- 6.2.7 2 Irrecoverable business rates debt of £49,458.46 are listed in the **confidential appendix 2** to this report

6.3 Housing Benefit Overpayments

- 6.3.1 The Council manages the Housing Benefit scheme on behalf of the Department for Work and Pensions, who fund the cost of benefits paid to claimants.
- 6.3.2 Sometimes a claimant will be paid too much Housing Benefit, for example when the Council does not become aware of a change of circumstances until after the claimant has been paid the benefit. This is called an Overpayment of Housing Benefit. The Council is expected to recover these overpayments from the claimant in all but a few limited circumstances. DWP will fund only 40% of benefit which is overpaid as a result of claimant error or fraud.
- 6.3.3 Where an overpayment occurs as a result of a local authority error, DWP will provide 100% funding provided our error rate remains below a threshold of 0.48% of benefit paid, as it has routinely done for many years.
- 6.3.4 Recovery of overpaid Housing Benefit continues to progress well, with some £345K being collected in the financial year. This income is received into the General Fund, in addition to the Government subsidy and is not shared with preceptors.
- 6.3.5 1 irrecoverable Benefit Overpayment debt of £12,653.86 is included in the **confidential appendix 3** to this report.

7 Implications

7.1 Financial

Under the Business Rates Retention Scheme, business rates write offs will no longer be offset against the National Non-Domestic Rating Pool. Write offs will now form part of the costs of collection of business rates.

Council Tax write offs are losses to the Collection Fund and, as such, form part of the cost of collection incurred by this Council. There are no Council Tax write-offs on this report.

The amounts being recommended are well below the value of the bad debt provision, which the Council includes within its accounts in expectation that some amounts owed will not be paid and cannot be recovered.

The cost of collecting the debts has been considered as part of the decision to put them forward for write off. If further information does come forward about the whereabouts of any of the individual debtors, the Council will pursue recovery action.

Cabinet is asked to write off the debts as they are considered to be irrecoverable for the reasons given in the appendices. The debts remain legally due to the Council and should the circumstances causing the write off in any particular case, subsequently change, recovery action may be recommenced.

7.2 Legal

Cabinet are asked to write off the debts as they are considered to be irrecoverable for the reasons given in the appendices. The debts remain legally due to the Council and should the circumstances causing the write off in any particular case, subsequently change, recovery action may be recommenced.

7.3 Human Resources

None.

7.4 Risk Management

The risk issues contained in this report are not strategic and therefore should not be included in the Strategic Risk Register.

7.5 Equalities and Diversity

None.

7.6 Health

None.

7.7 Climate Change

None.

8 Appendices

Confidential Appendix 1: Council Tax write offs over £10,000

Confidential Appendix 2: Business Rate write offs over £10,000

Confidential Appendix 3: Housing Benefit Overpayment write offs over £10,000

9 Background Papers

None.

10 Previous Consideration

None.

Contact Officer:	Rob Wolfe
Telephone Number:	01543 464 397
Report Track:	Cabinet: 05/06/25
Key Decision:	No