



Please ask for: Matt Berry
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1 October 2025

Dear Councillor,

Cabinet

6:00pm on Thursday 9 October 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:

Thornley, S.	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
Samuels, G.	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 4 September 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 October to December 2025 (Item 5.1 - 5.3).

6. Housing Board Minutes

To note the Minutes of the Housing Board held on 13 August 2025 (Item 6.1 - 6.7).

7. 2024-25 Housing Services Annual Report to Tenants

Report of the Head of Housing and Corporate Assets (Item 7.1 - 7.16).

8. Responding to Statutory Consultations on the Staffordshire and Stoke-on-Trent Local Nature Recovery Strategy

Joint Report of the Head of Economic Development & Planning and the Head of Operations (Item 8.1 - 8.7).

9. Capital Investment to Chase and Rugeley Leisure Centres and Cannock Park Golf Course

Report of the Head of Wellbeing (Item 9.1 - 9.5).

Cannock Chase Council

Minutes of the Meeting of the

Cabinet

Held on Thursday 4 September 2025 at 6:00 p.m.

In the Esperance Room, Civic Centre, Cannock

Part 1

Present:

Councillors:

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 & High Streets Portfolio Leader
Prestwood, J.	Resources and Transformation Portfolio Leader

Also in attendance for the report of Head of Wellbeing - Community Asset Transfer of Prince of Wales Theatre were the following members of Shadow Cabinet:

Councillors:

Lyons, O.	Leader of the Opposition
Haden, P.	Deputy Leader of the Opposition and Housing and Corporate Assets Shadow Portfolio Leader
Fitzgerald, A.	Parks, Culture and Heritage Shadow Portfolio Leader
Jones, V.	Community Wellbeing Shadow Portfolio Leader
Sutherland, M.	Resources & Transformation Shadow Portfolio Leader
Thompson, S.	Regeneration & High Streets Shadow Portfolio Leader
Johnson, J.	Environment and Climate Change Shadow Portfolio Leader

The Deputy Leader advised that the meeting was being recorded in accordance with Section 40 of the Council's Constitution, specifically the Protocol for Recording, Filming and Social Media at Meetings.

33. Apologies

Apologies for absence were noted for Councillor T. Johnson. In the Leader's absence the meeting was chaired by Councillor D. Williams (Deputy Leader).

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

None received.

35. Minutes

Resolved:

That the Minutes of the meeting held on 31 July 2025 be approved.

36. Updates from Portfolio Leaders

(i) Community Wellbeing

The Portfolio Leader updated in respect of the following on behalf of the Leader:

“Cannock town centre regeneration works progressing well with substantial progress in demolishing the former Multi-Storey car park.

There is significant interest from potential developers/operators regarding the re-development of the town centre and Cabinet will be receiving a paper on this in the next few months to set out the proposed way forward.

Significant investment coming into the district which is creating jobs and confidence:

- McArthurGlen Phase 2.
- A new M&S store (Orbital Retail Park, Cannock).
- The new All Through School in Rugeley opened to its first year 7 intake this week which is fantastic news for Brereton & Ravenhill, Rugeley and the District.
- The build out of the former Aelfgar site (Farriers Fold) continues at a pace with the development really taking shape.

The Cabinet will be considering a new Vision and Framework for Rugeley Town Centre in November, and this will set out some exciting proposals for the town centre and lead into the production of a detailed masterplan and delivery strategy which we intend to consult local residents on to get their views and input”.

Community Wellbeing update

“Leisure procurement is progressing well. The process opened on the 4 August. There has been good interest from bidders. The Council are now in a period where we are responding to queries and clarifying information, and the bidders are visiting the facilities as they prepare their bids.

We look forward to receiving the bids when they are submitted on the deadline of 15 October”.

(ii) Environment and Climate Change

The Portfolio Leader updated in respect of the following:

“Cannock Chase Council have begun a consultation of removing its Air Quality Management Area (AQMA) on the A5 between Churchbridge and the Turf Island in Norton Canes. This is the last AQMA in Cannock Chase, introduced in 2014 the area has since seen a steady decline in potential harmful Nitrogen Dioxide – the reason for the introduction of the AQMA. The consultation ends on 19 September and if removed demonstrates the commitment Cannock Chase Council has shown to improving the air quality of our district”.

(iii) **Housing and Corporate Assets**

The Portfolio Leader updated in respect of the following:

“The sale of Stile Cop Lodge was progressing well. A reply was still awaited from Staffordshire County Council regarding the maintenance of the road around the former Aelfgar site. The Housing Regulations meeting held last week went well”.

(iv) **Regeneration and High Streets**

The Portfolio Leader updated in respect of the following:

“On the 21 August I attended the Grants 4 Growth Workshop held at the Council Offices. The event was well attended and was arranged by the Economic Development Team who did an excellent presentation. Thanks to the Economic Development Team who visited businesses following the event to offer them further assistance”.

37. Forward Plan

Resolved:

That the Forward Plan of Decisions for the period September to November 2025 (Item 5.1 - 5.2) be noted.

38. Community Asset Transfer of Prince of Wales Theatre

Prior to consideration of the report the Deputy Leader explained that Shadow Cabinet had exercised their right to attend the meeting to speak in respect of the report. Each member would have up to 5 minutes each to speak. There would be no opportunity for questions. However, there would be an opportunity for questions when the matter was considered at the Responsible Council Scrutiny Committee on Monday 8 September.

Each Shadow Cabinet member then made their respective comments in relation to the report outlining their support for the bid by Cannock Chase Theatre Trust (CCTT) and for the Community Asset Transfer to proceed. As part of her representations the Leader of the Opposition specifically asked for it to be placed on public record that “her view as a Councillor, having read all the available reports, is that the process is far from transparent or reasonable and that Cabinet made their decision months ago leaving the Trust without any chance”.

Following the representations made by each Shadow Cabinet member, the Deputy Leader responded to some of the comments and clarified that the evaluation carried out by the consultants had concluded that the CCTT bid was not financially viable and the Trust would not be able to run a sustainable theatre without a subsidy from the Council.

Some debate then ensued, and the Head of Law and Governance advised that it was a Cabinet meeting, and it was not appropriate for Shadow Cabinet members, or members of the public to engage in a debate. The Deputy Leader was advised to direct Cabinet to address the material facts in the report and come to a decision.

Consideration was then given to the report of the Head of Wellbeing (Item 6.1 - 6.202).

The Environment and Climate Change Portfolio Leader asked that the following two additions to the report be considered by Cabinet :

1. "That Cabinet notes the planning application CH/25/0189 and its proposed demolition of the Forum Shopping Centre. Cabinet also notes that the theatre building is included in the footprint of the application and acknowledges the perception that the Theatre is part of the demolition plans. Cabinet would like to clarify that this is not the case, and the theatre building has to be included within the footprint because of the effects the demolition process may have on the connecting structures.

Cabinet therefore would like to confirm that the Theatre will not be demolished as part of the planning application CH/25/0189.

2. That Cannock Chase Council will continue to speak and work with any interested organisations or groups with respect to the future of the Prince of Wales Theatre. Cabinet accepts that there must be a realistic timeframe for ongoing dialogue, and the issue cannot be discussed in perpetuity, therefore would recommend the issue is discussed at the relevant Scrutiny Committee."

The Environment and Climate Change Portfolio Leader confirmed that he was happy for his statements to be minuted but did not wish to amend the recommendation.

Resolved:

That:

- (A) The outcome of the evaluation completed by the Council's appointed consultants on the submission received from the Cannock Chase Theatre Trust be noted.
- (B) In light of the recommendations contained within the evaluation report, it be determined to not proceed with a Community Asset Transfer of the Prince of Wales Theatre.

Reason for Decisions

The evaluation report carried out by consultants had concluded that Cannock Chase Theatre Trust had not met the required thresholds in both the financial and quality method statements and therefore had recommended not to proceed with a Community Asset Transfer of the Prince of Wales Theatre.

At this point the meeting adjourned for a 10-minute comfort break. Following this the meeting re-convened.

39. Quarter 1 Performance Report 2025/26

Consideration was given to the report of the Head of Transformation and Assurance (Item 7.1 - 7.27).

Resolved:

That the progress at the end of the first quarter for 2025/26 related to the delivery of the Council's priorities as detailed in report appendices 1a-1d and the performance information as set out in report appendix 2, be noted.

Reason for Decision

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

40. Housing Services - Quarter 1 Performance Report 2025/26

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 8.1 - 8.21).

Resolved:

That the progress at the end of the first quarter for 2025/26 related to the delivery of the Housing Services Improvement Plan as detailed in report appendix 1 and the performance information as set out in report appendix 2, be noted.

Reason for Decision

The performance information allowed Cabinet to monitor progress in delivery of the Housing Services' priorities and operational services.

41. Updated Strategic Risk Register

Consideration was given to the report of the Head of Transformation and Assurance (Item 9.1 - 9.22).

Resolved:

That:

(A) The Strategic Risk Register, as set out in report appendix 2, be approved.

(B) The progress made in the identification and management of the strategic risks be noted.

Reason for Decisions:

Cabinet was required to approve the Strategic Risk Register.

42. Governance Improvement Plan - Progress Report for Quarter 1 2025/26

Consideration was given to the report of the Head of Transformation and Assurance (Item 10.1 - 10.13).

Resolved:

That the progress made in the delivery of the Governance Improvement Plan, as set out in report appendix 1, be noted.

Reason for Decision

The information allowed Cabinet to ensure that all appropriate steps were being taken to improve the Council's governance arrangements.

The meeting closed at 7:28pm.

Leader

Forward Plan of Decisions to be taken by the Cabinet: October to December 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
October 2025						
2024-25 Housing Services Annual Report to Tenants	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio Leader	09/10/25	No	No	N/A	N/A
Responding to Statutory Consultations on the Staffordshire and Stoke-on- Trent Local Nature Recovery Strategy	Head of Economic Development & Planning / Head of Operations / Environment & Climate Change Portfolio Leader / Regeneration and High Streets Portfolio Leader	09/10/25	No	No	N/A	N/A
Capital Investment to Chase and Rugeley Leisure Centres and Cannock Park Golf Course	Head of Wellbeing / Community Wellbeing Portfolio Leader	09/10/25	No	No	N/A	N/A
November 2025						
Outturn 2025/26	Deputy Chief Executive-Resources & S151 Officer / Leader of the Council / Resources and Transformation Portfolio Leader	06/11/25	No	No	N/A	N/A

Item No. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
Former Tenant Arrears Policy 2025	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio Leader	06/11/25	No	No	N/A	N/A
Planning Enforcement Policy	Head of Economic Development and Planning / Regeneration and High Streets Portfolio Leader	06/11/25	No	No	N/A	N/A
Concessions Policy	Head of Wellbeing / Community Wellbeing Portfolio Leader	06/11/25	No	No	N/A	N/A
Vehicle Replacement	Head of Operations / Environment & Climate Change Portfolio Leader	06/11/25	Yes	No	N/A	N/A
Tree Management-Stage 2 - Resourcing	Head of Operations / Environment & Climate Change Portfolio Leader	06/11/25	No	No	N/A	N/A
Health and Safety Monitoring	Head of Operations / Environment & Climate Change Portfolio Leader	06/11/25	No	No	N/A	N/A
December 2025						
Quarter 2 Performance Report 2025/26	Head of Transformation and Assurance / Resources and Transformation Portfolio Leader	04/12/25	No	No	N/A	N/A
Housing Services Q2 Performance Report 2025/26	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio Leader	04/12/25	No	No	N/A	N/A

Item No. 5.3

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
Updated Strategic Risk Register	Head of Transformation and Assurance / Resources and Transformation Portfolio Leader	04/12/25	No	No	N/A	N/A
Governance Improvement Plan Update - Q2 2025/26	Head of Transformation and Assurance / Resources and Transformation Portfolio Leader	04/12/25	No	No	N/A	N/A
Appointment of Leisure Contractor	Head of Wellbeing / Community Wellbeing Portfolio Leader	04/12/25	Yes	No	N/A	N/A
Cannock Town Centre Regeneration	Head of Economic Development and Planning / Regeneration and High Streets Portfolio Leader	04/12/25	No	No	N/A	N/A

Cannock Chase Council
Minutes of the Housing Board
Held on Wednesday 13 August 2025 at 10:00am
In the Esperance Room, Civic Centre, Cannock

Present:

Board Members:

Councillors:

T. Johnson Leader of the Council and Chair of the Housing Board
S.J. Thornley Housing and Corporate Assets Portfolio Leader

Tenant and Leasehold Members:

B. Murphy Council tenant of 12 years, retired

Independent Members:

L. Cunnett Homes Manager, Tamworth Borough Council
S. Johnson Director of Governance and Legal, Walsall Housing Group
A. Kenny Former Executive Director of Property, Housing Plus

Also Present:

Officers:

G. Stott Deputy Chief Executive-Place
N Samrai Head of Housing and Corporate Assets
R. Frumenzi Housing Maintenance Manager
C. Hawkins Housing Property Services Manager
L. Tandy Housing Services Manager
H. Campbell Tenancy Services Manager
J. Morgan Assistant Housing Services Manager
M. Berry Democratic Services Team Leader

10. Apologies

Apologies were noted for:

- Councillor P. Haden, Housing and Corporate Assets Shadow Portfolio Leader.
- N. Howells, Tenant and Leasehold Member.
- G. Pace, Tenant and Leasehold Member.
- T. Clegg, Chief Executive.

11. Previous Minutes and Action Tracker

The minutes of the previous meeting held on 14 May 2025 were agreed and the action tracker noted.

12. Key Performance Indicators - Quarter 1 2025/26

The Head of Housing and Corporate Assets advised that at the last Board meeting it had been agreed to circulate the performance information to Board members beforehand to allow time to review the information before the meeting and come prepared with questions.

In respect of the covering report for the performance information, an Independent Member noted surprise that no information was included in the climate change implications, given that properties could face issues such as overheating, damp and mould, flood risk etc. In response, the Head of Housing and Corporate Assets advised that this was the first time the report had been produced in this format and was trying to be consistent with the corporate performance report. The Housing Property Services Manager further advised that from the stock condition survey, no issues had been identified in respect of overheating, but some properties were at risk of flooding which tended to be more highways related due to blocked drains/gulleys.

(Clarification: The Climate Change implications section on the Cabinet reports is specifically in relation to the report contents, so strictly speaking it was a performance report so there were no direct implications from the content. More specific reports, for example on policies or for permission to spend would include more detailed climate change implications)

The Chair noted that information could potentially be included in the implications section, but climate change was definitely on the Council's radar.

The Head of Housing and Corporate Assets referred to an email received from Councillor Samuels yesterday about funding for the provision of seven sustainable drainage pods to be installed in areas of the District prone to flooding. The County Council had an ambition to roll out a further 150 pods across Staffordshire.

The Deputy Chief Executive-Place advised that the Council's new Climate Change Strategy had just been released so there would be a more dedicated focus corporately on such issues. From a housing stock perspective as much funding as possible was being secured to support decarbonisation projects etc.

The Head of Housing and Corporate Assets congratulated the Tenancy Management team for achieving above target on rent collection rates and the Housing Repairs team for being above target for completion of non-emergency repairs.

An Independent Member noted it would be useful to receive an update on progress with quarter 2 actions as to whether they were likely to slip or be completed. The Deputy Chief Executive-Place advised that the information reported in the corporate-level report would not change but quarterly updates for all actions could be reported separately to the Board.

The Head of Housing and Corporate Assets reported that the average re-let time for void properties was significantly above target with actions being put in place to reduce the time taken as it was a disappointing position to be in.

The Chair then referred to questions submitted by Tenant Member, Natasha Howells, for response at the meeting:

1. How are the maintenance team planning to decrease the void turn around time?

The Housing Maintenance Manager advised that:

- The Housing Maintenance team had been trying to do more upgrade works on voids and so short-term void works had not been picked up, thus meaning the average re-let time had not come down and work planning impacted. The proposed new IT system would support the wider work of the service to improve efficiency, service delivery and functionality.

- The Service now had electrical works accreditation which meant that such works could be delivered via the in-house team rather than external contractors, from which performance improvement should hopefully be seen in the coming months.
- Additionally, the Service had a dedicated team focused on quick-hit voids and another for larger scale voids works. Weekly meetings were held with the operatives to get them more involved in the planning process and taking ownership of the work.
- Incidents had been experienced in the first quarter regarding asbestos surveys not coming back as needed and having to be redone, which had added 8.5 days to the re-let process. As a result, a meeting was held with the relevant team and a new process adopted.
- The team had been restructured to ensure sufficient staff were in place for repairs, voids, and damp and mould works to make the Service more robust.

In response to a Tenant Member as to the timescales for implementation of the IT system, the Housing Maintenance Manager advised that work was ongoing, and the business analyst would help with the new system build. The Deputy Chief Executive-Place further advised that a progress update could be provided at the next Board meeting.

In response to a comment from an Independent Member concerning the pre-termination stage of the voids process, the Housing Maintenance Manager advised that the Repairs team undertook this stage of the process and visits had improved via weekly meetings.

In response to a query from an Independent Member as to whether there was any appetite to complete works whilst a property was still tenanted, the Housing Maintenance Manager advised he was aware this issue had been raised before. The Tenancy Services Manager further advised that the process of completing works whilst a tenant was in the property had been tried, but there were issues around timescales to complete the works leading to complaints and disrepair claims being submitted. As such, there would be concern at looking at doing works beyond low-priority repairs.

In response to a further query from the Independent Member as to what works were contracted out, the Housing Maintenance Manager advised that major works were contracted out, these primarily being kitchen and bathroom upgrades and heating works.

The Head of Housing and Corporate Assets advised it was not expected that the voids performance would be turned around by the end of quarter 2 as there were currently six long-term voids to be dealt with, three of which required disabled adaptations. Additionally, one property in Rugeley potentially required underpinning as it had structural defects, with consideration being given to transferring this property to the general fund for use as temporary accommodation.

2. Is it possible when the property is on notice could we not then go and do a visit and establish what needs doing and get the work booked in then?

The Housing Maintenance Manager advised it would be hard to establish the full scope of required works at that point, but known issues could be dealt with.

3. I know the report says a lot of void properties need a re-wire, how long does this take on average?

The Housing Maintenance Manager advised this probably took five days, with a possibility of three days, but this would affect the overall re-let time owing to removal of wallpapers and carpets and replastering of walls etc.

4. Do we have a figure on how much rental income is lost during void time?

The Housing Maintenance Manager advised that the figure was £1,141 per property for quarter 1, based on around 50 properties at quarter end.

5. Would it be better to have more staff and then in turn reducing void time for rental income and customer satisfaction?

The Housing Maintenance Manager advised that conversations had been held about refocusing the team but in the longer term it was expected the available establishment would be sufficient to deliver repairs and voids works if the new IT system did what was required of it.

6. The other issue is that when people are offered a property then they cannot be given a date or even estimate of when the property will be ready - why?

The Housing Maintenance Manager advised that a lot of this came down to the planning element and the number of voids in place at any one time. The aim was to have a consistently low figure to plan works better and set realistic dates.

7. Non-emergency repairs take up to 20 days and sometimes longer, do we know what sort of issues this is for and average new reports per day?

The Housing Maintenance Manager advised that issues covered areas such as bricklaying, plumbing, carpentry and electrical works, with most of the trades booked up to late-September to late-November. The new IT system would help with managing these issues as repairs could be better pre-planned.

8. Are there plans for any extra staff in the maintenance team?

The Housing Maintenance Manager advised it was considered the team had enough staff for the longer-term but there was scope to improve the performance of the team and once done, see whether there were any gaps in service provision or otherwise.

9. I believe that some years ago maintenance staff were paid on piece rate. May I ask why this was stopped and if productivity has decreased since?

The Housing Maintenance Manager advised this would have changed a long time ago before any of the current management team were in place. A decision was made sector wide many years ago to move to salary-based roles.

The majority of the above questions were deemed more operational and not suited to detailed discussion by the Housing Board, as it took up a lot of time. In future, any similar type questions will be addressed very briefly and further detailed written answers can be provided in SharePoint.

In response to a query from an Independent Member as to whether the Council's Fencing Policy required the Council to replace fencing for its tenants, the Housing Maintenance Manager advised this was currently the case, but the policy was being reviewed by the relevant scrutiny committee.

The Head of Housing and Corporate Assets advised that the number of tenants waiting for disabled facilities works was going in the right direction following a large influx of requests having been received last year.

13. Housing Services Improvement Plan

The Head of Housing and Corporate Assets drew the Board's attention to the projects in the plan marked with an amber progress rating:

- *Reporting of regular inspections of blocks:* this would be picked up as part of the building safety presentation later in the agenda.
- *On-going reconciliation of the HRA asset register:* the Council's s151 Officer had given agreement to the appointment of an interim business analyst to support this work, this would be done through agency recruitment.
- *Review existing contract with grounds maintenance team:* £280,000 per year was spent for the Council's Grounds Maintenance team to provide a service to the HRA and the team had had considerable staffing issues. Following a change in management structure owing to shared services the team had visited the Council's estates. Significant investment had been made in Norton Canes requiring an additional spend of £30,000 on top of the £280,000.

In response to a query from an Independent Member as to whether the Council engaged with residents when doing such works, the Head of Housing and Corporate Assets advised this had been the case in Norton Canes and would be covered as part of the new specification with the Grounds Maintenance team.

The Head of Housing and Corporate Assets further advised that the Council did not levy a service charge on residents for this work, with costs being covered from rent payments. Savills had advised that the Council was under collecting by £1m per year, which equated to a significant sum over a 30-year HRA Business Plan period.

- *Review of cleaning contract of communal areas in flatted accommodation:* this was being picked up by the Assistant Tenancy Services Manager and either the existing contract would be renewed or a new one procured.

14. Building Safety (Presentation)

The Housing Property Services Manager delivered a presentation on housing building safety that covered:

- Housing Building Safety Team
- Gas Servicing
- Electrical Testing
- Lifting Equipment
- Asbestos
- Water Hygiene
- Fire Safety

In response to a query from a Tenant Member as to what percentage of referrals the team received for gas upgrades, the Housing Property Services Manager advised the figure would be very low as a 15-year cycle was in place for heating upgrades.

In response to a query from an Independent Member concerning inspections of lifting equipment, the Housing Property Services Manager advised these were done as part of works to ensure the load requirements were ok and it was a requirement of the insurance policy.

An Independent Member requested that for future updates the following information be provided:

- External validation information from CORGI in respect of gas servicing.
- What the remaining 154 actions were for fire safety, what their ratings were and the results of fire door checks.

- Quarter 4 data to include the requirements of Awaab's Law.

(Clarification - Q4 was referred to but possibly in relation to the calendar year, data should be available for Q3 (financial year) as Awaab's Law applicable from October. Added to Tracker to provide for Q3)

In response to a query from an Independent Member as to whether the fire safety actions would be completed by the end of quarter 2, the Housing Property Services Manager advised they would not, but a programme was in place for how they would be achieved and when by.

In response to a query from an Independent Member as to whether the two Building Safety Operatives were housing related only, the Housing Property Services Manager confirmed this was the case as previously the related works had been undertaken by a single caretaker. Liaison had been happening with the Repairs team to see what support could be provided from these posts. Having the two roles was necessary to ensure sufficient service cover but there was a need to ensure they had enough work to do - both were trade qualified so were helping out with Housing Maintenance when required.

15. Stock Condition Survey Update (Presentation)

The Housing Property Services Manager delivered a presentation on the outcome of the stock condition survey that covered:

- Purpose and method (69% of surveys completed, expected to be higher figure, 31% not able to access).
- 30-year plan
- Elemental Breakdown
- Energy performance (sample)
- Housing Hazards
- Next Steps

In response to a comment raised by an Independent Member that the regulator was not keen on rolling surveys and plans being based on part-finished work, the Housing Property Services Manager advised that an interim report on the survey had been done for just under 50% completion and the data in the presentation had not changed as expected with the additional 29% included.

(Clarification: 29% was referred to as additional to the interim, but figure is actually 19%, 50% +19% = 69% completed)

In response to a query from the same Independent Member as to why no assumptions had been made for inflation in the 30-year plan, the Deputy Chief Executive-Place advised that this would be double checked but had been accounted for in internal modelling. The Housing Property Services Manager further advised that it would be accounted for in the final version of the plan.

In response to a query from an Independent Member as to whether the 18% of total plan expenditure for roof coverings was based on age profile or the business plan, the Housing Property Services Manager advised it was the life-cycle of the roof.

In response to a further query from the Independent Member as to whether for the 31% of properties not surveyed the information could be cloned based on the 69% completed, the Housing Property Services Manager advised it could, but it was intended for surveys to be completed on a cyclical basis anyway. There was also a need to understand why surveyors could not access those 31% of properties and to understand why tenants were not allowing access.

In response to a query from a Tenant Member as to the Council's ambitions for the energy ratings of its housing stock, the Housing Property Services Manager advised that the current target was for all properties to be C rated and above by 2030. New build properties were A and B rated which helped to pull up the average. Legally, properties could not be re-let if the rating was below E, but it was expected this would change to a D rating.

In response to a further query from the Tenant Member as to whether any problems were foreseen with completing the remaining 31% of surveys, the Housing Property Services Manager advised it would come down to access, but a harder line would be taken and legal support used if need be.

16. Annual Report to Tenants-Draft Content

In response to a query from an Independent Member as to whether empty garage sites would be let or sold off, the Head of Housing and Corporate Assets advised this work was on the to do list for the medium term. . It was known that some could be sold as surplus land and others redeveloped as had been done with a selection of sites previously.

In response to a further query from the Independent Member as to the number of kitchen replacements, bathroom upgrades etc. the 2025/26 HRA capital programme related to, the Head of Housing and Corporate Assets advised this data could be collated and reported to the Board separately.

17. Board Questions

In response to a comment from an Independent Member that not recording as complaints circumstances where tenants had disagreed with a policy decision taken by the Council may be a breach of the Housing Ombudsman Code, the Head of Housing and Corporate Assets advised this but would checked and reported back, but feedback received from the Ombudsman was that the Council's self-assessment returns had been highlighted as an area of good practice.

(Clarification: the Housing Ombudsman cited the Performance and Service Improvement Report as being good practice, not the self-assessment)

The Tenant Member referred to two questions he had submitted separately regarding the stock condition survey and thanked the Housing Property Services Manager for the prompt responses received.

18. Forward Agenda

The proposed agenda items for meetings 3 and 4 were noted.

19. Any Other Business

In response to a query from a Tenant Member as to whether an update could be provided about the tenant engagement panel, the Assistant Housing Services Manager advised the first meeting had been held at which it was agreed to look at the housing pages on the Council's website to get used to the process. The second meeting of the panel was scheduled for next week.

20. Date of Next Meeting

Wednesday 5th November 2025, 10am, Esperance Room, CCDC.

The meeting closed at 12:06pm.

2024-25 Housing Services Annual Report to Tenants

Committee:	Cabinet
Date of Meeting:	9 October 2025
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

- 1.1 To approve the contents of the 2024-25 Housing Services Annual Report to Tenants as required by the regulatory framework for social housing in England, and its publication on the Council's website.

2 Recommendations

- 2.1 That the 2024-25 Housing Services Annual Report (attached as Appendix 1) is agreed for publication on the Council's website and circulated to tenants.
- 2.2 That if required the Head of Housing and Corporate Assets, following consultation with the Housing Portfolio Leader, is authorised to make amendments to the 2024-25 Housing Services Annual Report prior to publication.

Reasons for Recommendations

- 2.3 The Annual Report must be made available to all tenants, and a copy of the final document will be placed on the Council's website, with hard copies circulated to tenants and leaseholders in conjunction with the next edition of the Tenants' Newsletter.

3 Key Issues

- 3.1 The Council is required to publish the 2024-25 Annual Housing Report as set out in the Regulatory Standards by the Regulator of Social Housing.
- 3.2 The Annual Report is attached as Appendix 1. It will be published on the Council's website and delivered to tenants.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
 - (i) Adhering to the Regulator's requirements to produce an Annual Report will assist Housing Services in helping to achieve the Council's 'Responsible Council' priority by delivering Council services that are customer centred and accessible - providing customers information on our performance for the year - and to be accountable for our performance and actions.

5 Report Detail

5.1 Registered providers of social housing in England must meet regulatory standards set by the Regulator of Social Housing. The standards are classified as either economic or consumer. The economic standards do not apply to local authorities. The current four consumer standards that the Council are required to meet are:

- Neighbourhood and Community Standard
- Safety and Quality Standard
- Tenancy Standard
- Transparency, Influence and Accountability (including Tenant Satisfaction Measures)

5.2 The Transparency, Influence and Accountability Standard requires the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance. Registered providers must provide tenants with accessible information about how they are performing in delivering landlord services and what actions they will take to improve performance where required, how they have taken tenants' views into account to improve landlord services, information, and communication, and how income is being spent.

5.3 The Standard also requires the Council to annually publish their performance against the tenant satisfaction measures.

This was previously done on the website at the dedicated webpage: www.cannockchasedc.gov.uk/residents/housing/tenant-and-resident-engagement/tenant-satisfaction-measures-and-performance.

However, we need to ensure that the information is accessible and received by all tenants, therefore is included in the Annual Report, attached as Appendix 1.

5.4 The Annual Report must be circulated to all tenants. As a result, a copy will be placed on the Council's website and hard copies will be delivered to tenants in conjunction with the next Newsletter edition, which is anticipated to go out before the end of December 2025. The cost of these actions can be accommodated within agreed budgets.

5.5 It is therefore recommended that the 2024 - 25 Housing Services Annual Report (attached as Appendix 1) is agreed for publication on the Council's website and circulated to tenants.

6 Implications

6.1 Financial

There are no financial implications arising directly from this report. All costs associated with compiling the Annual Report have already been met from existing budgets.

Any costs arising from recommendations contained within the draft Annual Report can be met from within existing budgets.

Delivery of the Annual Report to tenants can also be met from within existing budgets.

6.2 Legal

There are no direct legal implications arising from this report save the Council's statutory duty to issue an annual report in accordance with the regulatory framework.

6.3 Human Resources

None

6.4 Risk Management

The Regulatory framework requires the Council to publish an Annual Report. Failure to do so will be a breach of the framework.

6.5 Equalities and Diversity

Copies of the Annual Report will be provided in a variety of formats including audio and large print on request.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: 2024-25 Housing Services Annual Report to Tenants.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer: James Morgan

Telephone Number: 01543 464 381

Ward Interest: None

Report Track: Cabinet: 09/10/25

Key Decision: No

Annual Report for Tenants

2024 | 25



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Introduction

Welcome to our Annual Tenants Report for the financial year 2024/25.

This report serves as a comprehensive overview of our performance over the past year, providing you with essential information on how we have managed our responsibilities as your housing provider.

At the heart of our service is a commitment to meeting the Social Housing Regulator’s Consumer Standards. A big part of that is transparency and accountability. By sharing detailed insights into our performance, we aim to keep you well-informed about the progress we’ve made, the challenges we’ve faced, and the steps we’re taking to improve your living experience.

This report details how we invest in homes, repair and improve them and respond to the issues and complaints that you raise. It will tell you how the rent that we collect is used to maintain and raise the quality of council homes in the District.

The initiatives and changes reflected in this report are a direct response to the conversations we’ve had with you, ensuring that we are meeting your needs effectively and sustainably.

As we review the past year, we also look forward to building on these foundations in the year ahead. Our focus remains on delivering high-quality, reliable services while fostering a strong, collaborative relationship with our tenants - to ensure we listen to the tenant voice and deliver the services you want and need.

We hope you find this report informative and that it gives you a greater insight into the work that we do for the benefit of all our tenants and leaseholders.

“We believe that your feedback is invaluable, we have listened to your concerns and suggestions over the past year.”



Cllr Sue Thornley
Portfolio Holder for Housing



Nirmal Samrai
Head of Housing and Corporate Assets



Priorities

Quality Homes

We will continue to improve the quality of the Council's housing stock for the benefit of our tenants by ensuring that we continue to meet and exceed the Decent Homes standard. A stock condition survey was started during late 2024/25 to inform the position and determine exactly where we need to improve homes.



Support and Engagement

We will make the best use of our stock, provide tenancy sustainment support, promote the provision of suitable accommodation, and provide information and advice to prevent and reduce homelessness. We will improve our engagement with tenants, leaseholders and other customers by delivering the Resident Involvement Strategy for 2024/27.



New Homes

We will continue working towards delivering further new council homes over the coming years using the Housing Investment Fund. Work started on the site of the former Aelfgar school in Rugeley during Spring 2025 and will deliver 58 homes comprising of 29 Council homes for rent and 29 for outright sale by Summer 2026/27.



Key facts*

We rent a total of **5013** properties, including **94** independent living (sheltered) properties.



We lease **299** flats across the District on leasehold terms;



We sold **19** properties through Right To Buy in 2024/25;



We spent approximately **£9m** on planned maintenance works and responsive repairs & maintenance to the existing housing stock in 2024/25 to ensure your properties are well maintained.



81% of respondents to our monthly repairs satisfaction survey said that were satisfied with the repair services we provided.

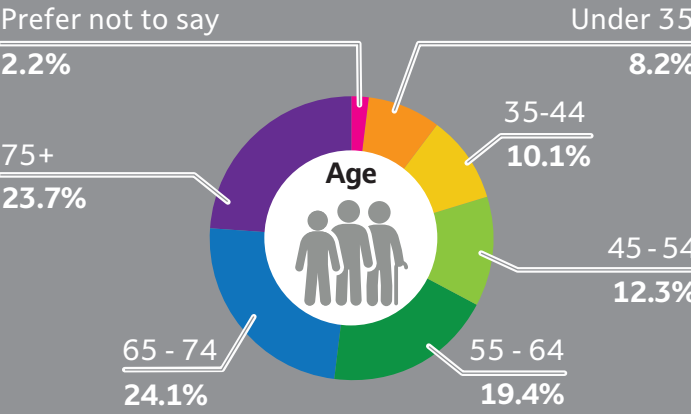
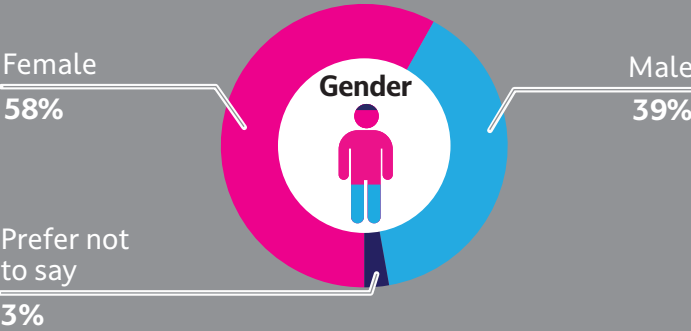


*as at 31 March 2025

Understanding and responding to your needs

Tenant Profile

From TSM Survey 2024-25, based on lead respondent/main tenant



During 2024/25, we received **35,602** calls through the Contact Centre on housing related matters, **6,691** calls were received directly by housing staff (Tenancy Services staff only) and **1,012** visits were made to the Council offices.



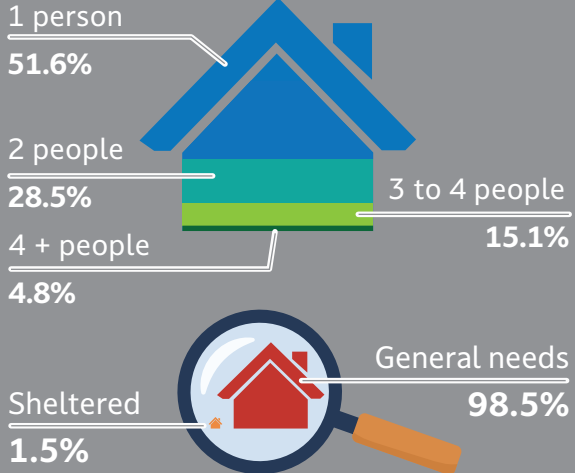
We also manage **793** garages, of which **390** were occupied.



Tenants have on average held their tenancies for **13 years 5 months** (the same as last year). The longest tenancy held is an incredible **62 years!**



Household make-up



The Council has **5014** properties for rent*

- 2021** one bed properties
- 1420** two bed properties
- 1461** three bed properties
- 60** four bed properties
- 1** five bed property
- 56** sheltered bedsits



There were **918** households on the Housing Register**

- 357** require **1** bedroom accommodation
- 367** require **2** bedroom accommodation
- 146** require **3** bedroom accommodation
- 46** households require **4+** bedroom accommodation



* as at 31 March 2025

** Includes two households with unspecified size accommodation needs.

Complaints and Feedback

Total complaints/service requests received	294
Stage 1	45
Stage 2	7
MP enquiries	62
Councillor enquiries	25
Service Requests	155

5 cases were considered by the Housing Ombudsman, however none of these were taken on as they were not within the Ombudsman's jurisdiction.

Between 2023/24 and 2024/25, the number of Stage 1 complaints increased by **25%** (from **36** to **45**). The number of Stage 2 complaints received remained the same - **7**. Informal Complaints were up **50%** since last year, from **103** to **155**. MP Enquiries, however, saw a decrease of **45%** from **112** to **62**.



Stage 1 Complaints by Service Area

Repairs and Maintenance	13
Housing Property Services	13
Allocations (Including joint Housing Options)	10
Neighbourhoods	9

Response times

93% of Stage 1 complaints were responded to within **10** working days*.

100% of Stage 2 complaints were responded to within **20** working days*.

* including agreed extensions

Complaints escalated to Stage 2

Allocations (Including joint Housing Options)	1
Repairs and Maintenance	2
Housing Property Services	2
Neighbourhoods	2

Complaints upheld

35 Stage 1 complaints were upheld (fully or partially) **78%**

4 Stage 2 complaints were upheld (fully or partially) **57%**

More information about our complaints procedure is available at:
www.cannockchasedc.gov.uk/housingcomplaints&compliments

Compliments

As well as complaints, we also record compliments from tenants. Over the past year, we have received **92** compliments.



I have recently moved in and would like to thank everyone I have dealt with at the Council. They have all been so wonderful and I am extremely impressed with the service.
Mrs M

I would like to praise the workman for the prompt service I received today. He was extremely polite and I am very happy with the work.
Mr P

I wanted to let you know how much I appreciate all the help and support from one of your Tenancy Sustainment Officers. She helped me move and frankly I could not have managed without her help.
Mr H

I would like to give some feedback on a recent repair I had for my heating. I had an engineer from Sure Maintenance come out, and the service I received was outstanding. He really did go above and beyond and nothing was too much trouble for him.
Mrs S

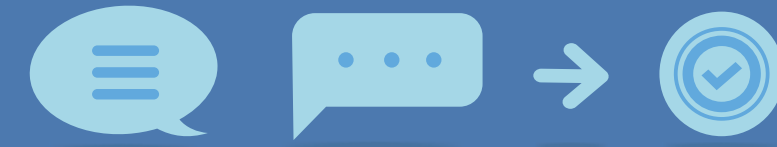
All repairs I have had done have been brilliant. Friendly staff and when reported on the phone, I spoke to friendly operators.
Mrs H

I would like to pass my gratitude to the Damp and Mould Supervisor and everyone else involved for how quickly they have managed to get the job done. The operative who attended (Jonathan) was extremely well mannered and conscientious. He worked on this job as if it was his own, and the work is of a very high standard.
Mrs P

Very happy with the Council and their employees on my transition into new property.
Mr M

All staff have gone above and beyond and respected my home.
Mrs G

What we learned from the complaints received and what we did



You said...

"The property had not been cleaned to my satisfaction prior to moving in."
Mr M, Cannock

We did...

The standard of cleaning was raised with the external contractor who is responsible for the cleaning of our void properties before they are re-let.

What this means for tenants

The contractor has now deployed a different member of staff to carry out the cleaning of our empty properties. This staff member has previous experience of void cleans.

You said...

"I have issues with parking on my estate and have noticed some of your garages are empty."
Mrs F, Rawnsley

We did...

Contacted the tenant to discuss the possibility of renting one of the garages to alleviate her parking difficulties. We informed the tenant of the availability of garages within the District and how to apply for one.

What this means for tenants

We have garage tenancies available, please email garages@cannockchasedc.gov.uk or visit www.cannockchasedc.gov.uk/applygarage.

You said...

"Reminder text messages for next-day repairs appointments are sent after 5pm, making it difficult for tenants to change or cancel their appointment."
Ms B, Rawnsley

We did...

We requested the system provider to alter the time automated text messages were sent out at, bringing this forward to earlier in the day. As this was a suggestion from a tenant that improved service delivery we offered the tenant a £25 shopping voucher for their 'Bright Idea'.

What this means for tenants

Text message reminders are now sent out at 8am, rather than 5pm. This means that any tenants wishing to cancel or re-arrange an appointment now have the whole day to contact us and we can re-arrange jobs accordingly, filling more repair slots and getting repairs completed quicker for tenants.

You said...

"I have problems with mould and condensation in my bathroom."
Ms H, Hazelslade

We did...

Carried out a damp and mould assessment of the property and the affected walls were washed down with a fungicidal solution to remove any mould spores. A further visit was made to apply the topcoat bio-check emulsion to the previously treated areas. The Damp and Mould Supervisor is monitoring the conditions at the property and action and advise as necessary.

What this means for tenants

A Damp, Mould and Disrepair Supervisor and supporting operatives are now in post, so they will be able to respond quickly to similar reports from other tenants. This will be key in our response to the requirements of Awaabs Law - visit www.cannockchasedc.gov.uk/introtorepairs for more detailed information.

You said...

"The Housing Association I work for also includes details of what You Said, We Did means for all tenants."
Independent Housing Board Member

We did...

We added an additional section into the Annual Report detailing what the outcome from each issue raised was means for all tenants.

What this means for tenants

All tenants will now be able to see what action on the issue raised has impacted everyone and not just the tenant that raised the issue. Tenants will experience similar issues and we want to show we have listened to your comments and put things right for all of you.

A more detailed report on our complaints performance was presented to Cabinet on 31 July 2025 and can be accessed from: www.cannockchasedc.gov.uk/complaintsperformance

Understanding social housing consumer standards

On 1 April 2024 the Regulator of Social Housing (RSH) launched revised standards for social housing. These new Consumer Standards for social housing providers, like the Council, aim to ensure you have a safe, secure, and well-maintained home with clear communication and support from your landlord.

What are the Consumer Standards?

There are 4 key standards

Safety and Quality Standard

This ensures your home is safe, well-maintained, and meets basic needs for warmth, dryness, and functionality. We will conduct regular checks, handle repairs promptly, and keep you informed.



Transparency, Influence and Accountability Standard (including Tenant Satisfaction Measures)

We will treat you with respect, involve you in decisions, and be open about our performance. You'll have access to all tenancy information and a clear process for raising concerns.

Tenant Satisfaction Measures (TSMs)

This system allows you to assess our performance in meeting the other standards. TSM results are published on the website, social media and newsletters, with clear explanations and videos. **See page 10 for more details.**



Neighbourhood and Community Standard

We will work with local partners to create safe and well-maintained neighbourhoods, including addressing anti-social behaviour and supporting victims of domestic abuse.



Tenancy Standard

We will offer fair tenancy procedures, support you in maintaining your tenancy, and provide guidance if you need to leave your home. We will also facilitate home swaps if desired.



Impact on Cannock Chase Council

Local authorities have tried to prepare for this by ensuring their policies and procedures comply with these new provisions, including accurate and up to date record keeping, and comprehensive stock condition information.

Landlords must also establish the most appropriate methods for their tenants to communicate with them to ensure tenants have an effective opportunity to have their say.

We are classed as a large provider with more than 1,000 properties. That means we will be subject to a full inspection by the regulator, who plan to inspect providers every 4 years. The Regulator inspects each landlord on how they meet the required standards and has the authority to take actions against any social housing landlord who fails to do so.

What does this mean for you?

These standards aim to empower you as a tenant and ensure you have a positive experience living in a Cannock Chase Council property.

“You can expect better communication, improved service delivery, and a focus on creating safe and secure communities.”

More information about the Regulator of Social Housing and the role they play in supporting tenants visit www.cannockchasedc.gov.uk/socialhousingreg

For more detailed information visit www.gov.uk/government/organisations/regulator-of-social-housing

Tenant Satisfaction Measures



Housing Services carried out a general satisfaction survey for housing tenants and leaseholders last year. This has become known as the Tenant Satisfaction Measures (TSM) Perception Survey and will now be undertaken each year.

The TSM perception survey results provide information around tenants' perceptions of the Council's housing service delivery to support effective scrutiny by tenants of our performance in managing their homes and neighbourhoods. The results are reported to the Regulator of Social Housing as part of their **Transparency, Influence and Accountability** regulatory standard that all Registered Providers of Social Housing (including Local Authorities like Cannock Chase Council) are required to adhere to.

For more information visit www.cannockchasedc.gov.uk/tenantsatisfaction

	Tenant Satisfaction Measures - Perception	2024/25
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	77.0
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	78.0
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	70.0
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	76.0
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	80.0
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	58.0
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	66.0
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	76.0
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	49.0
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	66.0
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	62.0
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	55.0

There have been big increases in satisfaction levels in the areas of complaint handling and contribution to the neighbourhood. We are pleased that we appear to have improved our services in these areas.

Small increases and decreases are seen in the other areas but these are not statistically significant so suggest that satisfaction has remained at a similar level to last year.

Management Performance Measures 2024/25



In addition to the perception measures, the Council must also collect management performance measures, these have been collected and monitored over the last year and at year end 24/25 were as follows:

	Tenant Satisfaction Measures - Management Performance	2024/25
CH01	Stage one complaints received per 1,000 homes during the reporting year.	8.98
	Stage two complaints received per 1,000 homes during the reporting year.	1.40
CH02	Proportion of Stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (10 days)	93%
	Proportion of Stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (20 days)	100%
NM01	Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year.	12.77
	Above, of which involve hate incidents.	1.20
RP01	Proportion of homes that do not meet the Decent Homes Standard at year end.	0.7%
RP02	% of emergency repairs completed within provider timescales ¹	100%
	% of non-emergency repairs completed within provider timescales ²	74%
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100%

¹ Emergency repairs completed within 24 hours

² Non emergency repairs: P2 (Urgent Repairs) completed within 3 working days; P3 (Essential Repairs) completed within 5 working days; and P4 (Routine Repairs) completed within 38 working days. See Repairs Handbook for more details.

More details and analysis is available on the website:
www.cannockchasedc.gov.uk/tenantsatisfactionmeasures

Resident Engagement



For more information visit www.cannockchasedc.gov.uk/tenantparticipation if you would like to get more involved with Housing Service or have your say, then please email residentengagement@cannockchasedc.gov.uk

Since the last Annual report

- 3 Tenant Newsletters sent out in 2024/25
3 planned for 2025/26
- 45 Facebook posts
10 X posts (formerly Twitter)
17 Nextdoor Agency posts
2 Instagram posts
- Formation of the Housing Board
- Independent Living Scheme engagement survey
- Tenant's Noticeboard webpage

Ways engagement is helping shape your community

Independent Living Schemes

Thanks to a recent engagement and communication survey we have been able to identify a need for residents to have a box placed in the communal area of Longford Court for residents to give back keys after vacating or any other notifications to the Scheme Manager.

New Tenancy Agreement Consultation

Following a consultation about the New Tenancy Agreement we listened to your views about wanting an easy read version of the document and we created a simplified version that can now be viewed from our website at: www.cannockchasedc.gov.uk/tenancyagreement

Satisfaction Surveys

Your responses to our satisfaction surveys are hugely important to us. They enable us to gather your feedback and respond accordingly, implementing any changes as required.

Did you know that Cannock Chase Council offers a £25 voucher to tenants that come up with a 'Bright Idea' that is put into practice.

If you have a new idea that will help you or your community, get in touch with us at residentengagement@cannockchasedc.gov.uk

For more information visit www.cannockchasedc.gov.uk/tenantparticipation

If you would like to get more involved with the Housing Service or have your say, email residentengagement@cannockchasedc.gov.uk

Managing your tenancy

Your Rent

In April 2024, we increased your rent by 7.7% due to the Government guidance and inflation rate.

Our average weekly rent for 2024/25 across all properties, irrespective of the number of bedrooms, was **£90.04** for social rent and **£105.32** for an affordable rent.

This compares with Registered Provider rents* in the District of **£104.30** for social rent and **£135.57** for affordable rent.

*Latest available 2023/24.

We received **£23,702,650** in dwelling rent income during the year.



Support with heating this winter

Are you struggling with heating bills this winter? Then don't struggle in silence. Beat The Cold are here to help you with debt and to support with the cost of living. Our Neighbourhood Officers can refer you or you can refer yourself by visiting www.beatcold.org.uk/



We evicted **2** households as a result of their rent arrears and anti-social behaviour.

An improvement on last year where **8** households were evicted.

We recovered **19** abandoned properties



64 new anti-social behaviour cases were investigated, of which 48 were closed, with just **4** being closed using legal methods.

Current tenants were in arrears to the amount of **£174,124** at the end of the financial year. Those tenants in arrears were behind with their payments by an average **£217**, a small increase from last year's average arrears debt of **£214**.

Lettings 2024/25

96.4% of tenancies granted in the last two years lasted for more than 1 year, which shows our proactive approach to tenancy sustainment.

191 tenants received a new tenancy visit and **86** tenants were assisted by the tenancy sustainment service.

93 introductory tenancies were sustained for 12 months.



302 properties let throughout 2024/25, of which:

170 lettings were made to new social housing tenants.

103 lettings were to existing social housing tenants.

29 mutual exchanges took place during 2024/25.



87% of respondents to our monthly new lettings satisfaction survey said they were satisfied with the lettings and allocations process - the same satisfaction rate as last year.





Repairs and improving your home

Repairs during 2024/25

13,618 repairs (both emergency and non-emergency) were completed in 2024/25

100% of emergency repairs were completed within 24 hours

The average time taken to complete non-emergency repairs was **22.71** working days.

The average time taken to complete all repairs was **23.71** calendar days

The total cost of maintenance and repairs during 2024/25 was **£8.99m**.

99.3% of our homes meet the decent homes standard (excluding where tenants have refused remedial work).



Improving the homes our residents live in

464 properties received electric upgrading works (wired in smoke detectors and provision of additional sockets)

261 properties benefitted from a central heating upgrade

241 properties benefitted from disabled facilities work (safe WC and showering, alterations to rooms; heating and power improvements; safety related works)

223 properties had bathroom upgrades

337 properties had kitchen replacements



Capital programme improvements cost **£8.69m**



During 2024/25 we continued our monthly repairs satisfaction surveys sent to a random selection of tenants who had required a repair job to be completed during the previous month. We have found that:

88% were satisfied with the quality of the work - a slight improvement on last year by 1%

81% were satisfied overall with the repairs service they received - a slight improvement on last year by 2%

78% were satisfied the repair was done right first time - the same percentage as last year.



We carried out all emergency repairs within 24 hours and our overall satisfaction is relatively high. We haven't maintained the performance level on non-emergency repairs from last year.

There continues to be an increase in repair requests, alongside an increase in disrepair claims and legal processes taking up staff time. Issues with our Housing Information Management System have contributed to backlogs and accurate management of the repairs service.

All this has reduced our capacity to respond to 'day-to-day non urgent' repairs as quickly as we would normally and has increased the time taken to complete repairs, and ultimately impacted on your satisfaction levels. Measures are being put in place to rectify the issues and provide a better performance for 2025/26.



Repairing Empty Homes (Voids)

We are aware that our performance in turning around void properties has worsened since last year. We're making changes and are continuing to implement an Improvement Plan that includes a number of actions that we know will further speed up the process for repairing and re-letting our properties.

We lost **£201k** in rent whilst properties were being repaired and let throughout the year.

The decrease in average relet times has meant the rent loss increased significantly since last year by **40%**, up from **£144k**.

Average re-let time (standard): **41.65 days**

Average re-let time (major): **76.89 days**

Despite the increase in time taken, we are still performing comparable to similar organisations who relet standard (minor works) properties in an average of **45 days** for relets, according to Housemark Pulse data for 2024/25.



Disrepair Claims

There were **29** disrepair claims brought to the Council during 2024/25 and these do take up a lot of time and money.



18 of the 29 were resolved and **11** have rolled over into 2025/26. Of the **18** resolved cases, **15** were proven and cost the service over **£78.4k**. This equates to **14** kitchens or **18** bathrooms that could not be replaced.

We have successfully defended **4** cases, and in every case the legal costs were reduced by approximately **45%**.

In disrepair cases, for most tenants involved, the claim only slows the repairs process down. We believe that some of these solicitors and law firms may advise tenants to refuse access for repairs, which delays the repair being completed and could cost tenants money. In many cases, tenants may be liable to pay court costs even on a no-win, no fee basis. We have received reports of a number of firms operating in the area and touting for business with letters and phone calls. Please speak with our staff if you have any concerns before ‘signing up’ to a lengthy legal process that may not deliver what is promised.

If you have any outstanding repairs then in the first instance call **01543 462621** to report these to the **Housing Maintenance service** who will raise the repair and get you booked in.



Repairs can be resolved much quicker this way and the cost of involving law firms means that the money you pay in rent is directly being paid to these firms for repairs that would have been completed if they were reported anyway. It also means other repairs and improvement work cannot be completed as the time and money is spent on dealing with disrepair claims.

If you are dissatisfied with any housing or repairs service you have received, or feel that you are entitled to compensation, there are a number of options available to you, both informal and formal. Our complaint procedure allows tenants to raise concerns and request that the service ‘makes it right’. Tenants can log complaints by phone, in writing, by email or through the website at **www.cannockchasedc.gov.uk/customerfeedback**

More information is available at: **www.cannockchasedc.gov.uk/housingcomplaints&compliments**

The Repairs Handbook is a useful guide for tenants that provides information on repairs, maintenance and safety within your home. Visit: **www.cannockchasedc.gov.uk/housingrepairs**

Looking forward

We will ensure we are compliant with the Social Housing Regulator’s Consumer Standards so that we improve the standards of social housing, make sure tenants get quality accommodation, have choice and protection, and can hold us to account.

With the introduction of Awaabs Law (as part of the Social Housing (Regulation) Act), we will be making the necessary adjustments to our service to meet the requirements for addressing damp and mould, then working towards other hazards in due course.

We will build further on our resident engagement offer and want to work with you much more closely. Our Resident Involvement Strategy and action plan aims to deliver positive change in this area.

We will continue improving and maintaining the quality of our housing stock beyond the Decent Homes Standard. We have been completing an up to date Stock Condition Survey towards the end of 2024/25 and into the summer of 2025, which will provide us the necessary information to plan for and programme in the work required to your homes.

We need to work harder to drive down the turnaround times of our empty homes (voids) to reduce the time incoming tenants have to wait for a property to be ready and subsequently reduce our rent loss due to empty homes.

“ We will continue to deliver safe, clean and tidy homes that are decent and conform to our lettable standard. ”

We are working hard to put service improvements in place, we are listening to your views, learning from complaints and feedback, and aim to engage more closely with tenants to better provide the housing services you need and want.

We are pleased to have set up the new Housing Board and look forward to working with them to strengthen and improve on the governance arrangements of Housing Services. This will ensure more effective oversight of our social housing activities and ensure we are delivering good quality and safe homes and services to Council tenants.



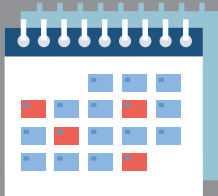
Nirmal Samrai

Head of Housing and Corporate Assets





Here are just some of our plans
for 2025/26



Tenant Scrutiny Panel

A renewed tenant scrutiny panel will be set up to enable tenants to give feedback on services and policies to help us improve.

Independent living scheme engagement

We plan to consider engagement with our independent living schemes to enable tenants to give feedback on services within our schemes to help us tailor them to our resident's needs.

Virtual Panel

We hope to formalise a virtual panel with already engaged tenants, alongside our other appointed panels, to help us obtain feedback on policies, procedures and publications virtually.

Young People engagement

We will explore the demand from younger people to get involved and give us a fresh perspective on how to improve our services for the younger generations.

Home Newsletter

Our tenant Newsletter will continue to be released at planned dates throughout the year as we are committed to keeping our tenants as informed as possible about all upcoming events and changes.

Explore further social media engagement

We are planning to extend our reach through social media platforms in order to engage a wider audience.

Financial information

In 2025/26 your rent has been increased by 2.7% in accordance with Government's rent policy, so average rents in 2025/26 will be approximately:



1 bed
£84.49



2 bed
£96.39



3 bed
£101.11



4+ bed
£112.56

Housing Revenue Account Budget
2025/26

£24.69m	£24.42m
HRA Income 2025/26	HRA Expenditure 2025/26

HRA Capital Programme -
proposed spend for 2025/26

Kitchen Replacements	£3,094,000
Bathroom Replacements	£1,423,000
Disabled Facilities Work	£1,108,000
Central Heating Replacements	£1,002,000
Electrical Upgrades	£727,000
External and Envelope Works	£165,000
Hard Wiring of Social Alarms	£153,000
Replacement of Housing Service Vehicles	£421,000
Sheltered Schemes Improvement Works, Fire Alarms and Door Entry	£57,000
Electrical Inspection Condition Reports	£95,000
New Affordable Housing (Aelfgar Site)	£2,514,000
Decarbonisation project	£818,000
Right to Compensation	£25,000
Hardstandings	£500,000
Other Costs and Contingencies	£127,000
Total	£12,229,000



Contact us

www.cannockchasedc.gov.uk/housing

 Search for 'Cannock Chase Life' |  @CannockChaseDC |  @CannockChaseDC

serviceimprovements@cannockchasedc.gov.uk

01543 462621

By letter or personal visit:

Cannock Chase Council

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

The Annual Report is available in a variety of formats, including audio and large print, on request.



Responding to Statutory Consultations on the Staffordshire & Stoke-on-Trent Local Nature Recovery Strategy

Committee:	Cabinet
Date of Meeting:	9 October 2025
Joint Report of:	Head of Economic Development and Planning and Head of Operations
Portfolios:	Environment and Climate Change / Regeneration and High Streets

1 Purpose of Report

- 1.1 To provide a summary of the purpose and progress of the Staffordshire and Stoke-on-Trent Local Nature Recovery Strategy, including the statutory role Cannock Chase District Council has in the consultation stages of the strategy.
- 1.2 To seek approval for delegation of the Council's responses to both the pre-consultation draft and the full consultation of the Staffordshire & Stoke-on-Trent Local Nature Recovery Strategy to the Head of Economic Development and Planning and the Head of Operations, in consultation with the relevant Cabinet Portfolio Holder(s).

2 Recommendations

- 2.1 That Cabinet note the purpose and progress of the Staffordshire & Stoke-on-Trent Local Nature Recovery Strategy and the process for its publication.
- 2.2 That delegated authority be granted to the Head of Economic Development and Planning and the Head of Operations, in consultation with the relevant Cabinet Portfolio Holder(s), to respond to both the pre-consultation draft and the full consultation of the Staffordshire & Stoke-on-Trent Local Nature Recovery Strategy.

Reasons for Recommendations

- 2.3 Mandated under the Environment Act 2020, Local Nature Recovery Strategies are being developed in every area of England at the County scale. In Staffordshire, this is being led by Staffordshire County Council (the Responsible Authority). Cannock Chase Council is a Supporting Authority to the Staffordshire-wide LNRS.
- 2.4 Regulation 7 of The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 requires Responsible Authorities to provide all Supporting Authorities with the draft strategy and request their comments, prior to the issue of the full consultation document.
- 2.5 There is a limited timeframe for comments to be provided by Supporting Authorities (28 days) which does not allow time for scrutiny of the pre-consultation draft and then reporting to Cabinet with recommendations. Therefore, delegated authority is sought to enable the council to respond to the pre-consultation draft of

the Staffordshire & Stoke-on-Trent Local Nature Recovery Strategy and then later to the full consultation on behalf of the Council.

3 Key Issues

- 3.1 Staffordshire County Council has been appointed by the DEFRA Secretary of State as the Responsible Authority for preparing the Local Nature Recovery Strategy (LNRS) for Staffordshire & Stoke-on-Trent under section 105 of the Environment Act 2021.
- 3.2 LNRS are locally led, evidence-based strategies that will help to prioritise and target action and nature investment. The core purpose of LNRS is to reverse the ongoing decline of biodiversity and nature.
- 3.3 Whilst Staffordshire County Council is the Responsible Authority for preparing the LNRS the regulations require them to be prepared with the support of Supporting Authorities. Cannock Chase District Council is a Supporting Authority.
- 3.4 Work on the strategy has been underway since 2023 and Members and officers from Cannock Chase District Council sit on the LNRS Steering Group and have been involved in providing evidence and information to the main LNRS team.
- 3.5 Regulations 7-11 of The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 make clear that a strategy can only progress to consultation and publication following confirmation from the Supporting Authorities that they are content with the strategy and are happy for it to proceed to consultation and then publication.
- 3.6 It is understood that a consultation draft of the strategy will be provided to Supporting Authorities at the beginning of October 2025, with the deadline for responses to be no later than 28 days after issue.
- 3.7 The same timeframe would be applicable for supporting Authorities to respond to the full consultation, which it is understood would commence at the beginning of November 2025.
- 3.8 There is a need to ensure the Council can respond promptly to each stage of the statutory consultation process. It is therefore proposed that authority to respond to each consultation be delegated to the Head of Economic Development and Planning and the Head of Operations, in consultation with the Cabinet Portfolio Holder(s).
- 3.9 Other options considered were not seeking delegated authority to respond to LNRS consultations. This would have the disadvantage that as a Supporting Authority the council would not be able to respond within the statutory 28 days due to committee timescales and therefore, there is a risk that both the consultation document and the final strategy would be published in a form not supported by the Council.

4 Relationship to Corporate Priorities

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

Priority 2 - Health and Wellbeing: "To encourage and support residents to lead healthy and independent lives" - The LNRS aims to facilitate nature recovery. Nature recovery will have a variety of beneficial impacts on Health & Wellbeing. For instance: direct access to nature for leisure; healthier air, land, and water.

Priority 3 - The Community: "To ensure Cannock Chase is a place that residents are proud to call home" - The LNRS aims to facilitate nature recovery. Bigger, better managed, and more joined up habitats for species will enhance the natural environment for both people and wildlife.

5 Report Detail

Introduction

- 5.1 England is one of the most nature-depleted countries in the world following historic and ongoing declines. There is a recognition that for nature to recover, targeted and co-ordinated action will be required.
- 5.2 The government's 25-year Environment Plan for England includes commitments to halt the decline in species abundance, restore and create large areas of wildlife-rich habitat, increase woodland cover and to ensure more people can experience nature close to home. To achieve this, the Environment Plan commits to creating a connected system of habitats across England, known as a nature recovery network.
- 5.3 Introduced in the Environment Act 2021, Local Nature Recovery Strategies (LNRS) will identify and map out the action needed to restore nature at a county level across the whole of England. Each LNRS will agree priorities for nature recovery and propose actions in the locations where it would make a particular contribution to achieving those priorities. When joined together they will identify a nature recovery network for the whole of England.
- 5.4 There is no requirement that any specific proposed action must be carried out. Instead, the proposals are intended to guide where the public, private and voluntary sectors focus their nature recovery efforts for greater collective impact.
- 5.5 LNRS will however, need to be taken into account by plan makers developing Local Plans. LNRS priorities and mapped proposals should be used so that policies align with local nature recovery objectives. In addition, LNRS also help identify where developers can most effectively deliver mandatory Biodiversity Net Gain required as part of most planning permissions.

Preparing the LNRS

- 5.6 The government has designated 48 'responsible authorities' to lead the preparation of the LNRS for their areas. In Staffordshire, Staffordshire County Council (SCC) is the 'responsible authority' for the preparation of the Staffordshire & Stoke-on-Trent LNRS. DEFRA have given a deadline of 31 December 2025 for all LNRS to be published.

- 5.7 Whilst SCC is the responsible authority for preparing the LNRS, the regulations (The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023) require them to be prepared in close collaboration with 'supporting authorities'. Cannock Chase District Council is a 'supporting authority.'
- 5.8 Work on the LNRS commenced in 2023. A steering group has been established and meets regularly and comprises of officers and Members from supporting authorities' as well as representatives of other statutory agencies, environmental organisations, landowner and farming groups and community organisations.
- 5.9 There are a number of working groups and task groups also operating to drive the detailed development of the LNRS. The groups are chaired from within their membership, ensuring strong supporting authority and stakeholder involvement. They specifically progress action on the detailed contents of the LNRS as prescribed in the regulations which are:
- a. Mapping areas of particular importance for biodiversity;
 - b. Describing the strategy area and its biodiversity and its opportunities for recovery;
 - c. Agreeing LNRS priorities and identifying measures (actions); and
 - d. Mapping areas that could become of particular importance for biodiversity.
- 5.10 Members and officers from Cannock Chase District Council sit on the LNRS Steering Group and have been involved in providing evidence and information to the main LNRS team, particularly in relation to species and strategic planning matters.

Consultation

- 5.11 The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 detail the process which must be adhered to when consulting on the LNRS.
- 5.12 Regulation 7 requires responsible authorities to provide all supporting authorities (of which Cannock Chase Council is one of 9 for Staffordshire) with the pre-consultation strategy. SCC have indicated that they will be commencing this consultation with supporting authorities at the beginning of October 2025.
- 5.13 Cannock Chase District Council will then have 28 days from the start of the consultation to either:
- A. raise a 'pre-consultation objection' about the content of the draft LNRS or the way the responsible authority has prepared the draft; or
 - B. confirm in writing that we are content for the public consultation to proceed (this can be subject to our comments being incorporated).
- 5.14 Any objections raised must be resolved and the consultation cannot go ahead until the supporting authority that raised the objections confirms in writing that it is content for the consultation to proceed, or the responsible authority has requested permission to consult from the Secretary of State.

- 5.15 Supporting authority approval is once more required prior to the publication of the final LNRS. The regulations require the responsible authority to provide the final LNRS to all supporting authorities and at the same time inform them in writing of the intended date of publication. SCC have indicated that the start of this stage of consultation would likely be the beginning of November 2025, with publication by the end of December 2025.
- 5.16 The strategy can be published once the 28 days have expired or the supporting authorities confirm in writing that they are content for the strategy to be published, whichever is sooner.
- 5.17 If a supporting authority considers that part of the final LNRS cannot be justified based on the results of the public consultation or considers the LNRS to be "materially deficient" they can give notice, a "publication advisory notice", to the responsible authority under regulation 15.
- 5.18 This must be before the expiry of the 28 days, be in writing and explain the reasoning for the notice, with a copy also submitted to the Secretary of State. The responsible authority must then investigate and reply to that supporting authority in writing setting out any steps to be taken in relation to the matter raised.
- 5.19 Due to these strict timeframes, it is considered that there is not enough time for a Cabinet decision to be made on the pre-consultation or consultation strategy when it is submitted to the Council by SCC due to lead in time and timings of Cabinet meetings. There would not be enough time to allow the strategy to be scrutinised, a response collated and then a report put together for Cabinet with a recommendation.
- 5.20 Therefore, approval is sought to delegate responsibility for responding to both the pre-consultation strategy and the consultation strategy to the Head of Economic Development and Planning and the Head of Operations, in consultation with the relevant Cabinet Portfolio Holder(s).
- 5.21 In this way it is considered that the Council will be able to respond within the statutory 28-day timeframes.
- 5.22 The consultation responses submitted by the Council will subsequently be presented to Cabinet for information.

6 Implications

6.1 Financial

There are no direct financial implications arising from this report, however, the completed LNRS will set out a framework for nature recovery and identifies priority actions which could be undertaken in the County and District which may assist in securing future funding for nature recovery.

6.2 Legal

The production of a LNRS is part of the country's legally-binding commitment to addressing nature depletion. Whilst the final LNRS maps will not be binding (i.e. they cannot mandate landowners to take action), they do represent an opportunity to highlight areas where opportunities exist for nature recovery.

The content of the document will have implications for projects within the district, identifying those areas of the district as priority areas for nature recovery. The content of the LNRS will inform decisions made by the Council and will need to be taken into account when reviewing the Local Plan.

The procedure for the consultation and publication of the Local Nature Recovery Strategy (LNRS) is set out in the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023.

As a Supporting Authority the Council is provided with the opportunity to object to the consultation of the draft LNRS on the grounds set out at regulation 9 which are reproduced in the body of the report. Any objection must be made within 28 days of receipt of the pre-consultation draft LNRS.

The Council may also provide their consent to the public consultation of the draft.

If the Council do nothing Staffordshire County Council may consult on the draft LNRS after 28 days have elapsed from the date of the receipt of the pre-consultation draft. If any objection is made, Staffordshire County Council can seek a determination from the Secretary of State as to whether the draft LNRS may be consulted on.

There are no further rights of appeal. Any decision made by the Council or the Secretary of State may be challenged by way of judicial review.

6.3 Human Resources

None.

6.4 Risk Management

By seeking approval for delegated authority to respond to consultations on the LNRS, the risk of the council not responding within the 28-day statutory timeframes will be removed. Therefore, the risk that both the consultation document and the final strategy would be published in a form not supported by the Council will be reduced.

6.5 Equalities and Diversity

None.

6.6 Health

The LNRS aims to facilitate nature recovery. Nature recovery will have a variety of beneficial impacts on Health & Wellbeing. For instance: direct access to nature for leisure; healthier air, land, and water.

6.7 Climate Change

The LNRS aims to promote nature recovery by making habitats (and therefore, the species they support) better managed, bigger, and more joined, so that they are more resilient to our changing climate.

In addition, action for nature recovery in our district will assist in helping our communities adapt to climate change by providing additional benefits such as flood risk alleviation and urban cooling and help to mitigate the effects of climate change by increased carbon storage in vegetation and wetlands. Grass and wetlands are considered by many as being more effective in locking away carbon than equivalent areas of tree planting.

7 Appendices

None.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer:	Suzanne Wykes
Telephone Number:	01543 462 821
Ward Interest:	All
Report Track:	Cabinet: 09/10/25
Key Decision:	No

Capital Investment to Chase and Rugeley Leisure Centres and Cannock Park Golf Course

Committee:	Cabinet
Date of Meeting:	9 October 2025
Report of:	Head of Wellbeing
Portfolio:	Community Wellbeing

1 Purpose of Report

- 1.1 This report sets out the proposed improvements to Chase Leisure Centre, Rugeley Leisure Centre and Cannock Park Golf Course and requests capital funding to cover the cost of these enhancements.

2 Recommendations

- 2.1 To approve the request for £2,306,000 of capital funds to enhance facilities at Rugeley and Chase Leisure Centres and Cannock Park Golf Course and
- 2.2 That Council be recommended to incorporate the £2,306,000 in the capital budget for the 2025/26 financial year.

Reasons for Recommendations

- 2.3 The capital investment will enhance the offer at both leisure centres, improving the health and wellbeing of residents of the district. The new facilities at both centres will bring in different cohorts of customers as well as providing a wider offer for existing customers. Investment in the golf course will ensure a good quality course, essential for retaining members and attracting new members to the sport, in particular introducing younger residents to golf.

3 Key Issues

- 3.1 Investing in the leisure centres will ensure they remain popular with residents and will attract new people into the facilities; the long-term aim being to increase levels of physical activity, encourage healthy lifestyles and reduce social isolation in communities across Cannock Chase District. Investment will ensure the facilities are sustainable into the future.

4 Relationship to Corporate Priorities

- 4.1 Enhancement of the assets at Chase Leisure Centre, Rugeley Leisure Centre and Cannock Park Golf Course directly supports corporate priority 2, Health and Wellbeing, 3, The Community and 4 Responsible Council.

5 Report Detail

- 5.1 In July 2025 Cabinet were informed of the procurement of a new leisure contract which would start delivery from April 2026. That report explained that a review of the fixed assets within the leisure portfolio was being carried out. The report stated that a case would be brought back to Council should additional resources be required for the enhancements.
- 5.2 Work has now been completed, and a number of capital projects have been proposed which will ensure the sustainability of the facilities into the future. The capital projects support the reprovision of the leisure contract, demonstrating to potential providers the Council's commitment to leisure, health, and wellbeing.
- 5.3 This report is requesting approval of £2,306,000 of funding for the following capital investments. The below costs include all professional and statutory fees, design work and supply and installation. It should be noted that the installation of padel tennis courts would be subject to approval from Cannock Recreation and Pleasure Ground Charity as well as planning permission.

5.4

Site	Plan	Investment
Rugeley Leisure Centre	Conversion of squash court to create new Spin Studio	£100,000
Rugeley Leisure Centre	Increase the size of the fitness gym on the ground floor	£109,000
Rugeley Leisure Centre	Conversion of football changing rooms to create Studio 2	£209,000
Cannock Park Golf Course	Installation of new irrigation system	£400,000
Chase Leisure Centre	Installation of x2 padel tennis courts on site	£467,000
Chase Leisure Centre	New reception counter to create café, moving of the exit and entrance barriers to increase reception lobby and installation of new toilets	£240,000
Chase Leisure Centre	Creation of new soft play in the main sports hall	£410,000
Chase Leisure Centre	Creation of x2 new party rooms in storeroom 2	£150,000
Chase Leisure Centre	Conversion of meeting room into studio	£221,000
Total Capital Investment		£2,306,000

- 5.5 The proposed capital investments have been informed by market demand assessments; reviews of membership data and insight gathered from site visits and staff feedback. They are designed to fill gaps in the market, make better use of the leisure centres, capitalise on opportunities, (like the recently enhanced Cannock Park) and look at how we can get different cohorts of people into the leisure centres and onto the golf course.

- 5.6 The planned investment into Rugeley Leisure Centre will alter currently underused changing rooms and toilets to allow for an extension to the 80-station gym to develop the free weights area further, an extremely popular activity within the gym. There are several competing facilities in the area, so this would enhance this popular offering and make it more competitive.

The funding will also allow the development of a second studio at the centre to allow more fitness and exercise classes to take place, for which there is notable demand; the current timetable is saturated with popular and well attended classes with no space to increase the offer. We have been working closely with the Football Foundation to ensure sufficient and approved facilities continue to be provided within the available changing areas, which meet with their requirements and are compliant for men's and women's league games. The conversion of squash court two will create a new, dedicated spin studio, enabling an increased offer on the class timetable for popular group cycle and spin classes. Squash court one remains in place for centre users.

- 5.7 In Cannock it has been identified that there is strong demand for additional soft play facilities, something that Chase Leisure centre has the space to offer. There is underutilised space available for party rooms which would complement the soft play offer. The aim is to encourage families and children into the centre for informal play and children's parties, welcoming and inspiring them to become regular participants in the wider leisure offer.
- 5.8 The refurbishment of reception to create a new front of house extends and diversifies the leisure centre offer. This will include a range of food and beverage options and toilet facilities supporting both centre users, and 'grab and go' services for visitors accessing the neighbouring park and golf course. The new food and beverage offer will be critical to the success of the soft play and party rooms.
- 5.9 Conversion of a meeting room to create more studio space will allow for more activity classes and other uses for the studio. There is sufficient alternative meeting space at Chase Leisure Centre to meet both current and future demand.
- 5.10 Padel Tennis is one of the fastest growing sports within the UK and Europe and demand is high. There are no known courts within the district currently, however neighbouring councils are installing courts within their districts. These courts would not only be used by current leisure centre users but will also attract new cohorts to the centre. It should be noted that this proposal is subject to agreement from Cannock Recreation and Pleasure Ground Charity and, planning permission would also be required.
- 5.11 Capital investment is also planned for the popular Cannock Park Golf Club. Membership at the golf club is strong and feedback from users is positive. To allow for continued growth, the new irrigation system will transform the condition of the greens which is a key factor in retaining memberships and ongoing growth.

6 Implications

6.1 Financial

The report sets out several investments which are proposed to be made in the leisure facilities following on from the review of the services. Paragraph 5.4 sets out proposed investments for Rugeley leisure centre, Chase leisure centre and the Cannock Park Golf course totalling £2,306,000.

The Council has limited unallocated capital resources available and as such the plan would be to borrow to fund these works, borrowing rates as at 11 September would give interest of £648,101 payable over a 10 year period with an annual MRP cost of approximately £77,000 over a 30-year period.

A review will be undertaken of the current capital programme and funding to determine if any resources can be released which would reduce the amount of borrowing required, with a consequential reduction in borrowing costs.

6.2 Legal

The procurement, award and subsequent contracts required to deliver the capital investment plans will be subject to the Council's own decision-making and governance requirements and must be compliant with the Procurement Act 2023 and the Council's procurement regulations. Failure to comply can expose the Council to legal challenges. The Council will require specialist procurement advice.

The costs of external legal support in the provision of advice and drafting of any necessary legal agreements will also need to be considered where any of the contracts cannot be dealt with in-house due to capacity issues.

6.3 Human Resources

None.

6.4 Risk Management

An interim Asset and Project Manager has been appointed to design, procure, and manage the projects, this will include the development and monitoring of a full risk register. The budgets set have built in contingency to ensure projects do not go over planned spend.

The main risk is delivery time slippage based on contractor availability. Subject to approval, delivery of most of the projects will start from April 26. Early engagement with procurement and their support is key to delivering this project and we will work closely with the new leisure operator once they are appointed in January 26.

6.5 Equalities and Diversity

An equality and diversity impact assessment has been carried out. There are no identified negative impacts of carrying out the capital enhancements to the facilities. The investment will encourage new people into the leisure centres and onto the golf course, with an aim of appealing in particular to younger residents and families.

6.6 Health

The health and wellbeing of Cannock Chase District residents is pivotal to them enjoying a happier, potentially longer and more fulfilled life. Safe and resilient communities exist in environments where individuals are encouraged and enabled to thrive physically, mentally, and socially. Working in partnership with the operator of the Council's leisure facilities, we aim to improve the health and quality of life of all residents and visitors to Cannock Chase District.

The investments proposed can make the leisure offer more attractive and responsive to the health and wellbeing demands and priorities of residents across the life course. New amenities for play and a café offer will inspire visitors to both the centre and the adjacent, recently refurbished park, showing children and families how these facilities can support their healthy lifestyle choices. Refurbishments to studio spaces enable increased capacity for a wide range of activities. This will support a dynamic timetable of classes and fitness/wellbeing activities available to reach all facets of our community, young and old, including those who are cared for, vulnerable and lonely or isolated.

6.7 Climate Change

None.

7 Appendices

None.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer:	Anna Nevin
Telephone Number:	(01785) 619 176
Report Track:	Cabinet: 09/10/25
Key Decision:	No