



Please ask for: Matt Berry
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26 November 2025

Dear Councillor,

Cabinet

6:00pm on Thursday 4 December 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
Samuels, G.	Deputy Leader of the Council and Parks, Culture and Heritage Portfolio Leader
Williams, D.	Community Wellbeing Portfolio Leader
Preece, J.	Environment and Climate Change Portfolio Leader
Thornley, S.J.	Housing and Corporate Assets 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 meetings held on 6 and 19 November 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 December 2025 to January 2026 (Item 5.1 - 5.3).

6. Quarter 2 Performance Report 2025/26

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

7. Updated Strategic Risk Register

Report of the Head of Transformation and Assurance (Item 7.1 - 7.24).

8. Governance Improvement Plan Update - Quarter 2 2025/26

Report of the Head of Transformation and Assurance (Item 8.1 - 8.14).

9. Housing Services Quarter 2 Performance Report 2025/26

Report of the Head of Housing and Corporate Assets (Item 9.1 - 9.27).

10. Leisure Operator Contract 2026-2036

Report of the Head of Wellbeing (Item 10.1 - 10.30).

11. Planning Enforcement Policy

Report of the Head of Economic Development and Planning (Item 11.1 - 11.18).

12. Cannock Town Centre Regeneration Programme Update and Next Steps

Report of the Head of Economic Development and Planning (Item 12.1 - 12.14).

Appendix 2 (Item 12.13 - 12.14) to the report is confidential due to the inclusion of information relating to the financial or business affairs of any person.

Cannock Chase Council
Minutes of the Meeting of the
Cabinet

Held on Thursday 6 November 2025 at 6:00 p.m.

In the Esperance Room, Civic Centre, Cannock

Part 1

Present:

Councillors:

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

52. Apologies

None received.

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

None received.

54. Minutes

Resolved:

That the Minutes of the meeting held on 9 October 2025 be approved.

55. Outturn 2024/25

Consideration was given to the report of the Deputy Chief Executive-Resources & S151 Officer (Item 6.1 - 6.35).

Resolved:

(A) The outturn position for the year ending 31 March 2025 be noted.

(B) The financing of the capital programme as outlined in the report be approved.

Reason for Decisions

The Budget report set out an indicative capital programme and financing. This report now set out the actual capital spend and therefore the financing to be approved.

56. Updates from Portfolio Leaders

(i) Environment and Climate Change

The Portfolio Leader updated in respect of the following:

- **Great Imagining**

“Primary and secondary schools have engaged in pilot workshops and activities. All schools across Stafford and Cannock had been invited to join September/October workshops. Thinking kits have been distributed, and the programme is progressing in partnership with Keele University, the Climate Ambassador Programme and Staffordshire PSHE resources.”

- **Integrated Carbon Monitoring Platform**

“Development of the central carbon monitoring platform is underway, with data becoming more accessible. This enables us to centralise data and is used to guide decision-making.”

- **Climate Action Working Group**

“A dedicated working group has been formed to coordinate and oversee climate action initiatives across all Council departments. Representatives from each department are asked to conduct quarterly reviews of progress to identify opportunities for improvement and celebrating achievements. Summaries after each quarterly meeting to inform future planning will be produced.

Key targets will be reviewed and actions refreshed based on new data. Progress reports will be provided to Cabinet and Leadership Team to ensure ongoing alignment with Council priorities. The first Climate Action Board will meet on Friday 6 November.”

- **Educational Engagement Through Existing Programmes**

“The Council continues to engage with local school Eco Councils, with the most recent visit from Heath Hayes Primary Academy. Students enjoyed a special session with Cabinet in the Council Chamber, where they asked Councillors about environmental issues and took part in interactive games and planning activities for a new play area.

Working with the Bumblebee Conservation Trust, the Bee Friendly School Status programme has now launched across schools in Cannock Chase. Schools are actively signing up to take part, working towards achieving Bee Friendly status.”

- **Decarbonisation of Assets**

“Stage 1 of the decarbonisation report on both Councils’ assets is now complete, providing a defined list of those assets in Cannock that are suitable for decarbonisation. These are currently under review and those identified as suitable will go on to Stage 2 whereby in-depth research will take place into the viability of decarbonisation, the costs involved and the outputs that can be achieved should decarbonisation prove a worthwhile investment.

External funding streams are currently being explored, and early engagement is taking place to ensure we do not miss any funding and grant opportunities that may be open to us.”

- **Staffordshire Community Energy Project**

“Staffordshire Community Energy (SCE) Project is a non-profit community energy society based in Staffordshire, working in partnership to deliver clean energy since 2011. The latest project has secured funding, and they are moving into the delivery stage. This fund will enable SCE to develop Community Energy Plans for up to six communities, helping to tackle fuel poverty while aligning communities with wider local energy plans and strategies. Councils, anchor institutions and partners will come together to discuss the project’s scope and to align the delivery plan. This will also include the process for selecting the initial 4 to 6 communities that will form the pilot phase of this project.”

- **Carbon Literacy Training**

“Cannock businesses of any size are eligible to access up to two free places per business. Each format is led or supported by accredited Carbon Literacy trainers. The course is for business leaders/teams looking to embed sustainability into strategy and operations, sustainability professionals seeking to upskill and drive change, individuals starting their climate journey and ready to take meaningful action.”

- **Energy Efficiency Assessments**

“Cannock businesses can get Business Energy Advice Service (BEAS) support, providing free energy assessments worth £1,100 and grants of up to £100,000 for Small and Medium-sized Enterprises (SMEs). The BEAS is a Government funded pilot programme designed to help businesses in Staffordshire reduce energy costs and drive growth through free energy assessments and 50% match funded grants. There is no payback required, and the programme supports the UK’s broader commitment to reducing carbon emissions.”

- **Tree Distribution**

“We recently gave away over 400 trees as part of our work with the Staffordshire Sustainability Group. The Cannock Chase Council tree giveaway event was a great success, with over 400 native trees distributed to local residents. Engagement was extremely positive, with residents actively mapping where they have planted their trees and uploading photos to record their contributions.

The most popular species were Rowan, Whitebeam and Hazel, which are all native to Staffordshire and well suited to the local environment. The trees were grown from cells in Scotland, making them more resilient to changing weather conditions and future climate impacts. Staffordshire County Council has access to the planting map and accompanying images and will be sharing this information to showcase the success of the initiative. Overall, the event has helped increase local tree cover, support biodiversity and raise community awareness of nature-based climate action across the District.”

- **Weekly Food Waste Collection Service**

“All is on track for the new service introduction in April 2026. The food waste containers and kitchen caddies have now all been delivered and are being stored ready for rollout before the start date. Residents can expect communications to come out in the new year in relation to the new service, which is being rolled out as a mandatory requirement by Government, as one part of its Simpler Recycling legislation.

Food waste containers will be collected from every household on a weekly basis, increasing waste capacity for residents and reducing the amount of general waste going to incineration.

The food waste will be reprocessed at local plants, where the gases given off by the process will be used to create energy, in the form of electricity, and the digestate liquids will be used by farmers to condition their fields. The actual start date will be announced in the new year as part of the communications plan.”

(ii) **Community Wellbeing**

The Portfolio Leader updated in respect of the following:

- **Community Safety**

“We have now let the CCTV maintenance contract for Cannock Chase District. This contract keeps our network reliable and operational, supporting policing with good quality evidence.

As an example of this impact of this work, in October following an illegal car cruise in Cannock, joint work by our CCTV operators, the Community Safety team and Staffordshire Police led to 25 Public Spaces Protection Order warnings being issued across Staffordshire and West Midlands. Under clause 6B of the Order, any further breaches of these warnings carries a £100 Fixed Penalty Notice (FPN), with a maximum fine of £1,000 on conviction.

These events are dangerous for residents, businesses and road users. We will continue to use every power available to deter and disrupt illegal car cruises because, as far as I am concerned, they should not be happening in our area.

- **Leisure Procurement**

“The leisure management contract procurement has closed and evaluation is now underway. As shown on tonight’s Forward Plan under ‘Appointment of Leisure Contractor’, a recommendation report will come forward to Cabinet once evaluation and moderation concludes and the statutory standstill period begins.

I will keep Members updated on progress, but bidder-sensitive commercial details cannot be shared during the evaluation process.”

- **Remembrance**

“Speaking as the Council’s Armed Forces Champion, I want to thank our British Legion branches, armed forces, veterans’ groups, cadet forces and importantly, cadet adult volunteers, who often go unrecognised, along with all the volunteers who make these commemorations and the associated fundraising possible across our District. Remembrance Services will take place across Cannock Chase this weekend, including:

- o Saturday 8 November: Wimblebury.
- o Sunday 9 November: Brereton & Ravenhill (where I will be attending), Cannock, Chadsmoor, Heath Hayes, Hednesford, Norton Canes and Rugeley.

Services include parades and wreath-laying at memorials, and I hope there will be time for quiet reflection too.

There is also a service on Tuesday 11 November in Chadsmoor.

The full schedule has been circulated to Members and has been shared publicly through the Council's communication channels. I encourage all Members and the public to attend where they can, and to observe the two minutes' silence 11am on 11 November in honour of all who have served and continued to serve."

(iii) **Parks, Culture and Heritage**

The Portfolio Leader updated in respect of the following:

- **Parks and Play Areas**

"I met with Colin Donnelly (Project Manager-Capital) on 9 October. We discussed the next 4 years of the Council's Play Area Improvement plan, as well as the Parks Rationalisation Report/Plan. We briefly touched on funding issues for those play areas that may never see any CIL or S106 monies, and what we could do to ensure that they don't get forgotten or left behind.

On 24 October, I met with Colin Donnelly and Lee Booth (Streetscene Manager) for our monthly briefing, which included an update on capital projects. Again, we briefly discussed funding issues for those play areas that may never see any CIL or S106 monies."

- **Brereton Park**

"On 15 October, I accompanied Councillors Paul Fisher and Carl Boulton when they met with Colin Donnelly and Tom Walsh (Natural Environment Manager). They wanted to raise the possibility of erecting half of a miners' wheel (donated from Lea Hall) in Brereton Park. We discussed the logistics, limitations, and historical importance of this project."

- **Theatre, Arts, Culture & Heritage**

"On 17 October, I met with Anna Nevin (Head of Wellbeing), Corinne Caddy (Leisure Officer) and Samantha Taylor (Housing Assistance, Health & Leisure Manager). Among other things, we discussed:

- o the Museum of Cannock Chase, where much of the work has been around digitisation (20,000 items and counting) and how to prevent deterioration, through light, mould and insects.
- o the wider arts offer, including cultural compact, which is where several organisations and people come together to understand what culture is in the area, and how can we engage people more in arts and culture."

- **Wellbeing Through Open Spaces**

"On 22 October, I met with Katie McBey (Marketing & Campaigns Officer) and Sara Green (Consultation and Engagement Officer). We discussed:

- o Heath Hayes Park – Where consultations are ongoing.
- o Cannock Park's Heritage Trail and Tree Trail. Both will be active via QR codes, with the Tree Trail launching in March 2026.
- o Cannock Park's Spray Art, which is ongoing.
- o Castle Ring's Centenary, on 30 November, as being recognised as an ancient monument. While considering the delicate nature of Castle Ring, a "digital bingo" is being developed through the Cannock Chase Can app, for visitors to discover more about the area.

- o The need to raise more awareness of the great work that they do (and awards they win).
- o The benefits of publishing the “wellness data” from the Cannock Chase Can app.”
- **Barney the Dinosaur**
 “Barney came back to Cannock Park on 17 October. Unfortunately, he’s been relocated in the central flower bed, by the park-keepers pavilion. There’s a 1.2m high steel fence and mowing strip around him and make him more secure.”

(iv) **Housing and Corporate Assets**

The Portfolio Leader updated in respect of the following:

- **Housing Board Meeting - 5 November**
 “We had the latest Housing Board meeting this, which I think went quite well.”
- **Aelfgar Development**
 “We’re still on track to receive our first house on the Aelfgar development in December, I believe, with updates awaited from the County Council regarding road access.”
NB: following the meeting, it was confirmed that the first two properties were due in January, subject to weather conditions.

(v) **Regeneration and High Streets**

The Portfolio Leader updated in respect of the following:

- **Rugeley Town Centre**
 “We had an excellent presentation from officers on the Rugeley Town Centre Vision and Spatial Framework on defining the future for the Rugeley town centre.
- **Cannock Town Centre**
 “We had the planning application passed for demolition of the Forum shopping centre. There was a Levelling Up Fund meeting held this morning and in the coming weeks things are moving quite quickly, with various meetings due to be attended with the Leader.”

(vi) **Resources and Transformation**

The Portfolio Leader updated in respect of the following:

- **Council Chamber Visit from 1st Blackfords Sea Scouts**
 “On 22nd October I was present for the visit of the 1st Blackford Sea Scouts to the Council Chamber, arranged by the previous Chair (now Leader). The purpose of the visit was for them to understand more about the work of local government as part of earning one of their badges.
 They asked several questions of the Councillors present and it was a pleasure to see these young people engaged and confident and asking interesting questions.”

- **Revenues and Benefits Debt Collection - Scrutiny Task & Finish Review**

“There is a scrutiny task & finish group set up to look at the Revenues and Benefits service debt collection process.

The second meeting of the group was held on Tuesday evening and has been very beneficial to both Councillors and the Council.”

57. Forward Plan

Resolved:

That the Forward Plan of Decisions for the period November 2025 to January 2026 (Item 5.1 - 5.3) be noted.

58. Local Government Reorganisation and Shared Services Transformation

Consideration was given to the report of the Deputy Chief Executive-Resources (Item 7.1 - 7.7).

Resolved:

That:

- (A) The shared services transformation programme not be proceeded with any further.
- (B) The shared services savings be removed from the base budget for future years.
- (C) The plans for project work prior to vesting day for the new council(s) as set out in report paragraphs 5.13 to 5.26 be approved.
- (D) The budget set aside for transformation be re-directed to preparing for local government reorganisation.

Reasons for Decisions

In order to make the most effective use of resources, it was necessary to revise the Council's work programme and budgets to reflect the impact of the Government's proposals for local government reorganisation and what this meant for the current plans for shared services transformation.

59. Former Tenant Arrears Policy

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 8.1 - 819).

Resolved:

That:

- (A) The revised Former Tenant Arrears Policy 2025, as attached at report appendix 1, be approved.
- (B) The proposals in relation to the limited use of reductions and incentives to help maximise the outcomes that could be achieved, be noted.
- (C) The performance indicators on which policy success would be measured, be noted.

Reasons for Decisions

This proposed policy change brought the Former Tenant Arrears Policy up-to-date, through a renewed approach, enabling greater capacity in prevention and recovery of arrears from former Council tenants. This in turn supported increased revenue collection, to maximise Council resources.

60. Revenues and Benefits Collection Report - Quarter 2 2025/26

Consideration was given to the report of the Deputy Chief Executive-Resources (Item 9.1 - 9.9).

Resolved:

That:

- (A) The information regarding collections be noted.
- (B) The arrears listed in confidential appendix 1 of the report be written-off.

Reasons for Decisions:

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

Whilst the collection rates were traditionally good, regrettably not all of the monies owed to the Council could be collected and so the report recommended the write-off of bad debts that could not be recovered.

The meeting closed at 7:01pm.

Leader

Cannock Chase Council
Minutes of the Meeting of the
Cabinet

Held on Wednesday 19 November 2025 at 6:00 p.m.

In the Esperance Room, Civic Centre, Cannock

Part 1

Present:

Councillors:

Thornley, S.	Leader of the Council
Samuels, G.	Deputy Leader of the Council and Parks, Culture and Heritage Portfolio Leader
Williams, D.	Community Wellbeing Portfolio Leader
Preece, J.	Environment and Climate Change Portfolio Leader
Freeman, M.	Regeneration and High Streets Portfolio Leader
Prestwood, J.	Resources and Transformation Portfolio Leader

61. Apologies

Apologies were noted for Councillor S.J. Thornley, Housing and Corporate Assets Portfolio Leader.

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

None received.

63. Proposal for Local Government Re-organisation and Devolution

Consideration was given to the report of the Chief Executive (Item 3.1 - 3.122).

Resolved:

That Option A, as referenced in report paragraph 5.12 and detailed in report appendix 1, be submitted to the Government as the Council's preferred option for local government reorganisation in Staffordshire.

Reasons for Decisions

The Council had been invited to submit proposals for devolution and local government re-organisation in Staffordshire in response to the Government's English Devolution White Paper published in December 2024.

The meeting closed at 6:02pm.

Leader

Forward Plan of Decisions to be taken by the Cabinet: December 2025 to January 2026

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
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
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
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
Leisure Operator Contract 2026-2036	Head of Wellbeing / Community Wellbeing Portfolio Leader	04/12/25	Yes	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
Planning Enforcement Policy	Head of Economic Development and Planning / Regeneration and High Streets Portfolio Leader	04/12/25	Yes	No	N/A	N/A
Cannock Town Centre Regeneration Programme Update and Next Steps	Head of Economic Development and Planning / Regeneration and High Streets Portfolio Leader	04/12/25	Yes	Yes (Appendix 2 only)	Information relating to the financial or business affairs of any person.	N/A
January 2026						
General Fund Revenue Budget and Capital Programme 2026-2029	Deputy Chief Executive - Resources & S151 Officer / Leader of the Council / Resources and Transformation Portfolio Leader	29/01/26	No	No	N/A	N/A
Rent Setting 2026/27	Head of Housing & Corporate Assets / Housing and Corporate Assets Portfolio Leader	29/01/26	No	No	N/A	N/A
Housing Revenue Account Budgets 2025/26 to 2028/29	Deputy Chief Executive-Resources / Head of Housing & Corporate Assets / Housing and Corporate Assets Portfolio Leader	29/01/26	No	No	N/A	N/A
Housing Revenue Account Capital Programmes 2025/26 to 2028/29	Deputy Chief Executive-Resources / Head of Housing & Corporate Assets / Housing and Corporate Assets Portfolio Leader	29/01/26	No	No	N/A	N/A
Treasury Management, Minimum Revenue Provision Policy, and Annual Investment Strategy 2026/27	Deputy Chief Executive - Resources & S151 Officer / Leader of the Council / Resources and Transformation Portfolio Leader	29/01/26	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
Streetscene Vehicle & Plant Replacement	Head of Operations / Environment & Climate Change Portfolio Leader	29/01/26	Yes	No	N/A	N/A
Tree Management-Stage 2 - Resourcing	Head of Operations / Environment & Climate Change Portfolio Leader	29/01/26	No	No	N/A	N/A
Health and Safety Monitoring	Head of Operations / Environment & Climate Change Portfolio Leader	29/01/26	No	No	N/A	N/A

Quarter 2 Performance Report 2025/26

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Transformation and Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans and the performance at the end of the second quarter of 2025-26.

2 Recommendations

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

Reasons for Recommendations

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

3 Key Issues

- 3.1 The Corporate Plan 2022-26 sets out the Council's priorities and strategic objectives. The plan is supported by Priority Delivery Plans (PDPs) which set out the key projects and actions for delivery each year. The PDPs were revised last year to reflect changes at an operational level and limitations on capacity.
- 3.2 Overall, 87% of the projects have been delivered or are on schedule to be completed. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1d.
- 3.3 With regard to the operational performance of the key services of the Council, 69% of targets have been met or exceeded. Further details can be found in section 5 and in Appendix 2.

4 Relationship to Corporate Priorities

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

5 Report Detail

Background

- 5.1 The Corporate Plan 2022-26 sets out the Council's priorities and strategic objectives. There are four overarching priorities:
1. To reinvigorate the economy and create a District that thrives.

2. To encourage and support residents to lead healthy and independent lives.
3. To ensure Cannock Chase is a place that residents are proud to call home.
4. To be a modern, forward thinking and responsible Council.

- 5.2 The priorities are supported by a number of objectives that set out what the Council is aiming to achieve, how we will deliver these and how we will measure our performance.

Priority Delivery Plans

- 5.3 The Priority Delivery Plans (PDPs) set out in Appendices 1A to 1D to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions and timetable for delivery that are the basis of the Council's performance reporting framework. The PDPs were revised last year to reflect changes at an operational level and limitations on capacity.
- 5.4 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is given in Appendices 1a-1d. A summary of progress, by rating, is given in the table below.

Table 1: Summary of progress in delivery of key projects/actions for Quarter 2 2025-26

Performance Rating	Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	Actions due to end of Quarter 2	Actions not yet due	Total Number of Actions
Corporate Plan Priority						N/A	
Economic Prosperity	4		2		6	11	17
Health and Wellbeing	3				3	3	6
Community	5	2			7	9	16
Responsible Council	3	3	1		7	10	17
Total	15	5	3		23	33	56

- 5.5 At the end of quarter 2, of the 23 actions planned for delivery in this period:
- 20 (87%) have been completed or are on target;
 - 3 (13%) are behind target.

Key Performance Indicators (KPIs)

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

Table 2 - Summary of key performance indicators for Quarter 2 2025-26

Corporate Plan Priority					N/A	Total Number of KPIs
	Performance exceeds target	Performance on target	Performance < 5% below target	Performance > 5% below target	Not Applicable / Annual	
Economy Prosperity	5		2			7
Health & Wellbeing					1	1
Community	3	2	2	2	3	12
Responsible Council	4	2	1		6	13
Total	12	4	5	2	10	33

5.7 Of the 23 indicators due to be reported on in quarter 2:

- 12 (52%) indicators show performance above target;
- 4 (17%) indicators show performance on target; and
- 7 (31%) indicators show performance below target

The reasons for underperformance and the corrective action to be taken is set out in Appendix 2.

5.8 It should be noted that the actions and performance relating to the Housing Service have been removed from this report and are now being reported separately as part of the arrangements to support the work of the new Housing Board.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report. The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

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

6.5 Equalities and Diversity

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

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1a: Economic Prosperity PDP

Appendix 1b: Health and Wellbeing PDP

Appendix 1c: The Community PDP

Appendix 1d: Responsible Council PDP

Appendix 2: Key Performance Indicators

8 Previous Consideration

None

9 Background Papers

Corporate Plan 2022-26 - Council 27 April 2022

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

Contact Officer: Judith Aupers

Telephone Number: 01543 464411

Report Track: Cabinet 04/12/25

Key Decision: No

Priority Delivery Plan for 2025/26

Priority 1 - Economic Prosperity

Summary of Progress as at end of Quarter 2

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
4		2		11	17

Summary of Successes as at Quarter 2

None

Summary of Slippage as at Quarter 2

Delay to the Northern Gateway project, due to review of the scheme including review of project costs against available budget. A revised scheme is being worked up which will be reported to Cabinet in December 2025.

Delay in setting up the Planning obligations working group due to lack of capacity in Finance to support the workstream.

Priority 1 - Economic Prosperity

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Delivery of major economic growth regeneration projects	Cannock Town Centre Regeneration - Phase One						
	• Complete demolition works including former Multi-storey car park			X			
	• Commence construction works for Northern gateway		X			Ongoing discussions with SCC/Amey concluded in September 2025. CCDC Cabinet report is scheduled for December 2025, which will provide an updated position and seeking appropriate approvals for next phases of the programme	
	Cannock Town Centre Regeneration - Phase Two						
	• Submit planning application for phase two of the demolition works	X				The Phase 2 planning application in respect of the Forum Shopping Centre was submitted in June 2025	
	• Commence demolition works for phase two (Forum and Cabot units)			X			
	• Agree preferred development delivery option for cleared development sites			X			

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Investment and growth projects						
	Promote Cannock town centre development prospectus at UKREiiF 2025	X				Investment Prospectus produced and launched at UKREiiF development event in Leeds, May 2025 with significant interest generated in the regeneration of Cannock town centre	★
	Agree programme of projects for UKSPF for 2025/26	X				The programme was agreed with the Leader in advance of submitting to Government May 2025. Full details are being reported to Cabinet in July 2025.	★
	Refresh Economic Growth Strategy				X		
	Develop pipeline of future projects				X		
Local Plan	Local Plan Examination and adoption			X		Adoption will slip into Q4. The Examination hearing sessions ended July 2025, however the Inspector undertook a further 3 week consultation and queries leading up to and following the consultation that have delayed the plan. The Council will undertake a 6 week consultation on Main Modifications to 1 st December and then will await Inspector's final report.	
	Review Statement of Community Involvement in Line with New Regulations - scope out extent of changes required				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Community Infrastructure Levy - Prepare specification for CIL Viability Assessment				X		
	Design SPD - secure budget, prepare specification and appoint consultant. (Local Plan Examination requiring new SPD Spring 2026)				X		
	Local Validation Checklist - consider need for new update and consultation.				X		
	New Local Plan - Green Belt Assessment - consultant team procurement			X		Consultant appointed and inception meeting held October 25.	
Planning Obligations - Review of Policy and Allocations	- Charging schedules for Section 106 and Biodiversity Net Gain (BNG) monitoring fees - Introduce Monitoring Fees	X				Fees were introduced from 1 April 2025.	★
	- Planning obligations Working Group - Project Identification, prioritisation and monitoring		X			It has been agreed with the S151 officer to defer this action as the finance team do not have the capacity to support this workstream currently due to competing priorities. It is proposed to reconsider delivery of this project in 2026/27.	▲

Priority Delivery Plan for 2025/26

Priority 2 - Health & Wellbeing

Summary of Progress as at end of Quarter 2

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
3				3	6

Summary of Successes as at Quarter 2

The procurement for a new leisure provider is underway and is on track to be appointed by the end of December 2025 ready to start on 01 April 2026.

Summary of Slippage as at Quarter 2

None.

Priority 2 - Health & Wellbeing

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Review of the Leisure, Culture and Heritage Contract	Prepare tender documents for leisure procurement	X				Working group and project board established. Tender documents drafted.	★
	Start procurement for new leisure contract		X			The tender was published on 4 th August 2025.	★
	Evaluation of submissions for the new leisure contract			X			
	Award of contract and mobilisation period				X		
Design and Deliver Cannock Chase District's approach to Health	Work with partners and the Integrated Care Partnership (ICP) to develop priorities for reducing health inequalities	X				Partners continued to refine key local priorities for the locality improvement framework and a proposal for collaborative project delivery was drafted.	★
	Complete Community Wellbeing Strategy, setting out priorities across community safety and health.			X			

Priority Delivery Plan for 2025/26

Priority 3 - Community

Summary of Progress as at end of Quarter 2

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
5	2			9	16

Summary of Successes as at Quarter 2

Tree management - Funding for the new integrated tree management system was secured following a report to Cabinet in July 2025, with its procurement being commenced shortly afterwards and sign off expected early in Q3.

Play area improvements - Work has been completed on the play area at Cannock Park, as part of Phase 1 of the Cannock Park master plan, and a Cabinet report has been presented on the Heath Hayes Park master plan, including permission to spend.

Summary of Slippage as at Quarter 2

None.

Priority 3 - Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Place based housing strategy	Start procurement of a Housing Strategy for Cannock Chase		X			Staffordshire County Council are supporting on the procurement of a Housing Strategy and a specification is in the process of being agreed	✓
	Award contract for a Housing Strategy			X			
Waste & Recycling - Kerbside collection contract (2025-2032)	Commencement of new kerbside waste & recycling collection contract	X				The new kerbside waste & recycling collection contract was commenced on time at the start of April 2025 as planned and has operated effectively following its commencement.	★
	Complete required collection round rerouting / day changes, in accordance with the accepted tender	X				Re-routing of collection rounds has been successfully implemented. Minimal disruption to the service during implementation phase can be evidenced by no formal complaints received by CCDC.	★
	Complete performance review of new kerbside waste & recycling collection contract				X		
	Complete procurement of food waste caddies	X				Food waste caddy procurement has been completed with orders placed with the successful bidder. Deliveries expected late 2025/early 2026.	★
	Launch of communications plan for food waste introduction with residents			X			
	Distribute new food waste caddies and new service information to residents				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Tree Management	Secure approval and funding for integrated tree management system and tree inspections		X			Completed - Funding for the new integrated tree management system was secured following a report to Cabinet on 31st July 2025.	★
	Begin procurement of joint tree management system (including Open Customer Facing Public Portal)		X			Completed - procurement of the joint tree management system was commenced following the above Cabinet meeting and is due to be signed off early in Q3.	★
	Commence procurement of outsourced routine health and safety tree inspections			X			
	Implement joint tree management system				X		
	Prepare joint investment strategy and work programme as part of the budget setting process				X		
Play Area / Parks Improvements	Continue play area development in accordance with follow-up (second) play area improvement programme, agreed by Cabinet during 2024/25 (following early completion of the first).	X	X	X	X	Work has been completed on the play area at Cannock Park, as part of Phase 1 of the Cannock Park master plan. A Cabinet report on the Heath Hayes Park master plan was presented to Cabinet, on 31 st July 2025, including permission to spend Revenue.	✓
	Begin consultation around the rationalisation of play areas identified within the above 2024/25 play area development programme report.			X			
	Prepare Cabinet report on the results of the play area rationalisation consultations				X		

Priority Delivery Plan for 2025/26

Priority 4 - Responsible Council

Summary of Progress as at end of Quarter 2

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
3	3	1		10	17

Summary of Successes as at Quarter 2

The report to Cabinet setting out the impact of Local Government Reorganisation (LGR) on the plans for transformation work has been drafted and discussed with the Leadership Team. It is scheduled for consideration by Cabinet in November. The report also sets out the preparatory work needed for LGR.

Summary of Slippage as at Quarter 2

Whilst work is underway on the upgrade of the IT infrastructure, this will not now be completed until Q4 due to other work having taken priority.

Priority 4 - Responsible Council

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Closure of the Accounts	Audit of the Accounts for 2023/24			X			
	VFM review 23/24			X			
Transformation Strategy & Plan	Report to Cabinet setting out impact of LGR on Shared Services /Transformation work and agree proposed approach		X			The report has been drafted and considered by Leadership Team. It is scheduled to be considered by Cabinet in November.	★
Digital Strategy (inc replacement of IT Systems)	Installation of new switches	X	X			Work on replacing the core switches has been completed. Work on the switches for each floor has been delayed and will now be completed by the end of Q4.	▲
	SharePoint File Migration - development of business case and work plan		X			Approximately 40% of files have been migrated. A plan is being developed to migrate the remaining files by the end of Q4.	✓
	Development of new Shared Services Intranet		X			Platform has been developed. Work programme to populate it and migrate information from existing intranet sites to be developed in Q3.	✓
Climate Change Strategy	Climate Change Strategy to be adopted	X				Council adopted the Strategy	★
	Climate Action Board in place			X			

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Data gathered for reporting to Climate Action Board		X			Q1 data collected. Q2 data in process of being collated with aim to report to first Climate Action Board in November	✓
	Climate Action Board reports to Cabinet			X			
Strategic asset management including the review of key assets	Building Condition Surveys - Budget to be allocated to undertake essential remedial works				X		
	Statutory Compliance for all Council owned buildings: • Complete Insurance Reinstatement Valuations for outstanding buildings				X		
	Complete Lease & Asset Reviews:						
	• Appoint Agency Estates Surveyor		X			Interim Estates Surveyor Appointed	★
	• Compliance of Leased Buildings				X		
	• Lease Reviews Lease Negotiations				X		
	• Asset Reviews				X		
	Implement TIO to record Compliance Data across all buildings				X		

Summary of Key Performance Indicators (KPIs) - Quarter 2 2025/26

Symbol	Description	Economic Prosperity	Health & Wellbeing	Community	Responsible Council	Total
★	Performance exceeds target	5		3	4	12
✓	Performance on target			2	2	4
▲	Performance < 5% below target	2		2	1	5
✗	Performance > 5% below target			2		2
N/A	Reported Annually / Not Applicable		1	3	5	9
	TOTAL	7	1	12	12	32

KPIs for Priority 1 - Economic Prosperity

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

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Planning									
Major Planning Applications determined within time	100%	60%	100%	100%				★	
Non-major Planning Applications determined within time	97.4%	70%	100%	96.5%				★	
Major Planning Applications overturned at appeals as percentage of no. applications determined	0%	< 10%	0%	0%				★	
Non-major Planning Applications overturned at appeals as percentage of no. applications determined	0%	< 10%	7%	0.32%				★	
Building Control									
Applications registered and acknowledged within 3 days of valid receipt	92%	95%	86%	90%				▲	Improvement on Q1. Target not achieved due to increase in applications and ongoing staff shortages
Full plans applications with initial full assessment within 15 days of valid receipt	77%	80%	65%	76%				▲	Improvement on Q1. Target not achieved due to increase in applications and ongoing staff shortages
Customers satisfied or very satisfied with the service	95%	90%	100%	100%				★	

KPIs for Priority 2 - Health and Wellbeing

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

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Leisure									
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities and narrative on the wider wellbeing work and events they facilitate.	N/A	N/A						N/A	Annual report to be produced

KPIs for Priority 3 - The Community

Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
★	Performance exceeds target	4	3			
✓	Performance on target	1	2			
▲	Performance < 5% below target	1	2			
✗	Performance > 5% below target	3	2			
N/A	Reported Annually / Not Applicable	3	3			
	TOTAL	12	12			

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Operations - Waste & Recycling									
% collections completed first time	99.96%	99.90%	99.95%	99.98%					
Number of missed bin collections (including assisted) / 100,000	26 per 100,000	<40 per 100,000	59 per 100,000	20 per 100,000					
% Household waste sent for re-use, recycling and composting	36.10%	45%	40.49%	37.68%					CCDC figures continue to follow national recycling patterns
Amount of residual waste collected per household (Kgs)	492.71 kg	<480 kg or 120 kgs / qtr. (equivalent)	117.67 kg	120.39 kgs					Target only missed by 0.39%
Environmental Health									
% of food businesses inspected	100%	100%	27%	52%					No quarterly targets set as inspection intervals vary (so green tick may not be applicable).
% of food businesses inspected which are broadly compliant (rating of 3 or better)	98%	N/A	97%	96%				N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	91%	95%	94%	93%					Small number of lower risk requests missed target response date

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Assistance									
No of DFGs completed	86	85	10	11					New IT system issues have been resolved and grant applications have begun to progress again, however completions will not be seen until Q3 and Q4. There remains two key vacancies within the team.
Strategic Housing & Homelessness									
% households had a positive outcome and secured accommodation for 6 + months	50%	39%	55%	47%					The target is the national percentage, allowing comparison to local performance
Community Safety & Partnerships									
Number of residents/cases dealt with by the CAB	3,275	N/A	841	823				N/A	Measure / contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	£4,675,514	Measure only	£1,314,649	£1,146,959				N/A	Measure / contextual information only
Community Safety Partnership Hub referrals and case closures within 3 months	107 referrals 97% closed	90% closed within 3 months	22 referrals 95% closed	35 referral 100% closed					High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.

KPIs for Priority 4 - Responsible Council

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

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Local Taxation and Benefits									
Days taken to process new HB/CT Claims	17.4	20 days	18	19.7				✓	
Days taken to process new HB/CT change of circumstances	4.3	9 days	2.2	2.1				★	
% of Council Tax collected annually	97%	98% by year end	28%	54.7%				✓	
% National non-domestic rates (NNDR) collected	98.3%	98% by year end	26.1%	53.8%				▲	Target was 54.9% As expected, performance is below last year as Retail, Leisure and hospitality premises have had significantly increased bills due to government relief being reduced.
Transformation & Assurance									
% of calls answered	94.5%	95%	96.2%	96.7%				★	
Average call wait time	90 secs	90 secs	44 secs	32 secs				★	
Number of calls answered	86,466	N/A	20,602	17,404				N/A	

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Law & Governance									
FOI requests within time i.e. 20 working days	84.6%	85%	74%	91.2%				★	
Corporate Assets									
% of buildings with a valid annual landlord Gas Safety Record	100%	100%						N/A	Annual Target
% of buildings with a valid Electrical Certificate (within 5 years)	100%	100%						N/A	Annual Target
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%						N/A	Annual Target
% of buildings that have a current Legionella risk assessment	100%	100%						N/A	Annual Target
% of buildings that have a current Fire risk assessment	100%	100%						N/A	Annual Target

Updated Strategic Risk Register

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Transformation & Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 30th September 2025

2 Recommendations

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

Reasons for Recommendations

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

3 Key Issues

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

Risk Status	Number of Risks at 30th June 2025	Number of Risks at 30th Sept 2025
Red (High)	7	7
Orange (Medium)	5	5
Yellow (Moderate)	0	0
Green (Low)	0	0
TOTAL	12	12

4 Relationship to Corporate Priorities

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

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

“A relevant body must ensure that it has a sound system of internal control which:

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk.”

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

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation, and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council’s ability to deliver its Corporate Priorities and Objectives.

5.4 A new risk management framework was approved for implementation by Cabinet on 28th November 2024 and this has been used to do a fundamental review of the Council’s Strategic Risks. This resulted in a fully revised risk register being produced for 1st April 2025. This has been reviewed and updated for a second time and a summary of the position at the end of the second quarter of 2025 is attached as **Appendix 1**.

5.5 Work continues to enhance and refine the risks and actions identified to manage them as the Strategic Risk Register matures. As such it is anticipated that risks and wordings may change as Leadership Team have a better understanding of the risks.

5.6 The risk summary illustrates the risks / opportunities using the “traffic light” method i.e.

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

- 5.7 Cabinet and Audit Committee are receiving summary level information on all the risks as they stand at 30th September **Appendix 1** and detailed information of risks which are red at a residual level **Appendix 2**.
- 5.8 Leadership Team have reviewed all risks in detail and are monitoring all the orange risks in addition to the red risks.
- 5.9 At the end of September some actions had been completed, and others are being progressed. There has been some slippage on a few of the actions planned due to a lack of capacity/delays in recruitment and these are highlighted in Appendix 2. There has been no change in risk score for any of the risks during Quarter 2.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

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

6.5 Equalities and Diversity

None

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1 – Summary of Strategic Risks – 30 Sept 2025

Appendix 2 – Strategic Risk Register Red Risks – 30 Sept 2025

8 Previous Consideration

None.

9 Background Papers

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

Contact Officer: Stephen Baddeley

Telephone Number: 01543 464415

Report Track: Cabinet 04/12/25
Audit & Governance Committee 26/11/25

Key Decision: No.

Cannock Chase Council - Summary of Strategic Risk Register as at 30th September 2025

Risk Ref	Risk Owner	Risk Name	Inherent Risk Score	Residual Risk Score June	Residual Risk Score Sept	Direction of Travel in Period	Target Score
2025-01	Deputy Chief Executive (Resources)	Financial Stability	16	12	12	↔	12
2025-02	Housing & Corporate Assets	Health and safety arrangements for properties	16	12	12	↔	8
2025-03	Chief Executive	Local Government reorganisation	16	12	12	↔	8
2025-09	Operations	Tree Management	16	12	12	↔	8
2025-15	Economic Development & Planning	Delivery of Town Centre Regeneration Project	16	12	12	↔	8
2025-04	Transformation & Assurance	IT Resilience	16	8	8	↔	8
2025-07	Housing & Corporate Assets	Failure to meet required housing standards and not being prepared for inspection.	16	8	8	↔	4
2025-10	Deputy Chief Executive (Resources)	Failure to deliver good governance	16	8	8	↔	4
2025-05	Wellbeing	Sustainable leisure provision	12	12	12	↔	8
2025-06	Chief Executive	Corporate capacity is insufficient to maintain provision of core services and deliver major projects	12	12	12	↔	12
2025-12	Chief Executive	Health and safety arrangements for people	12	8	8	↔	4
2025-14	Housing & Corporate Assets	HRA Financial Sustainability	12	8	8	↔	4

Key to Direction of Travel



Risk has decreased



Risk level unchanged



Risk has increased

Cannock Chase Council

Strategic Risk Register - Red Risks as at 30th September 2025

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

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		12
Comment on Target Score: Inherently uncertain environment regarding financial settlements from the government and limited ability to build reserves mean that it is not currently possible to reduce the risk score to 4. With emerging uncertainty around Fair Funding 2.0, the target score has been revised back to 12.		

Controls	Assurances
Medium term financial plan in place	Council approval and s151 Officer
Working Balances maintained, with tentative proposals to maintain over the medium term	S151 Officer and Deputy
Review of the capital programme is complete	S151 Officer and Deputy
Evaluation of consultations on changes to government funding regimes	S151 Officer

Controls	Assurances
Financial regulations in place to be followed	Internal Audit periodic checks and Finance Team
Membership of appropriate bodies to gain insights into government funding direction	S151 Officer
Business cases required for drawdown of reserves to ensure VFM and appropriate use of monies	S151 Officer and Deputy / Leadership Team
Internal and audit review of accounts/processes and procedures	Internal Audit Reports

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Quarterly budget monitoring	s151 Officer	Quarter 1 2025/26	Not achieved

Progress Updates

Current Position	The outturn for 2024/25 has been completed and will be reported in November. Due to resource constraints within the Finance Team and increasing workload generated by the wider organisation, it is currently not possible to achieve regular quarterly monitoring.
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Risk Ref	2025-02 (A&B)
Risk Owner	Head of Housing & Corporate Assets
Risk Name	Health and safety arrangements for properties
Risk Description	Operational property procedures including CDM compliance, maintenance and management of properties is not sufficient to adequately ensure they are safe for tenants, employees, leaseholders or visitors leading to death or serious injury.
Consequences	Death or serious and minor injury and prosecution by HSE and private legal action. Reputational damage. Deterioration in condition of buildings Depreciation of buildings
Corporate Objective CCDC	Responsible Council
Main Risk Category	Health & Safety

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8
Comment on Target Score: There are situations outside of the control which will lead to accidents and a large housing and property portfolio means that a risk score of 4 is unlikely as accidents and incidents will still happen.		

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

Actions Housing - 2A

Actions Planned	Person Responsible	Timescale	Progress/Comments
Monthly data validation to be carried out	Assistant Manager (Compliance)	Quarter 1 2025/26	Unable to commence in Q1 due to challenges with recruitment. Validation began in August with a full record expected for Q3 at Q3 end. Previous to August the risk was mitigated with small scale data validation exercises on key risks such as gas servicing dates.
Following results of Stock Condition Survey address identified Category 1 hazards	HPS Manager	Quarter 3 2025/26	69% of properties accessed for Survey. Next steps to bring the Surveying in-house to access remaining properties. 36 Hazards identified, 7 severe – passed to HM team and prioritised.
NEC Housing Information System to be further developed to ensure data is collected (additional elements / fields to be built)	NEC Consultant / HMIT	Quarter 3 2025/26	Relies upon the appointment of a Business Analyst - see current position.
Further policies and procedures to be developed.	Housing Maintenance Manager and HPS Manager.	Quarter 4 2025/26	Compliance Policies have been completed. Procedures to be developed in line with the appointment of the interim Business Analyst
Increase third party assurance of inspections and data collection.	HPS Manager	Quarter 4 2025/26	Work in progress, contractor to be procured.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Damp and Mould, Disrepair, HHSRS system data collection to follow (element/fields to be built) further to requirements arising from Awaabs Law.	Housing Maintenance Manager	Quarter 1 2026/27	Processes currently being built in NEC to manage damp and mould in line with the Government Legislation and timescales associated. KPI's to be built off the back of this. 10 damp and mould air purifier units purchased to support rapid response in emergency situations to eradicate the spores and enable time to follow up assess and action work. Go live in NEC - Week Com 13th October. NEC to develop their specific D&M Module in next update (end of October) this to be tested for suitability. Internal Team now in place and operational with a dedicated Supervisor, Repair Responder and Trade Operatives. Communications throughout the Council Internal/external with Updated Website in final completion stages, New Damp and Mould Booklet, Livery on New vehicles (December) and other Social Media Platforms. Training delivered to direct Damp and Mould and general training/communication to other areas in the Council who will come across damp and mould whist at work. Awaab's Law D&M Working Group in action to manage this area.
Spreadsheet information put into NEC, following above element/field system build.	Assistant Manager (Compliance)	Quarter 2 2026/27	To be developed in line with the appointment of the interim Business Analyst. If time allows delivery team can pick up within next 12months should business analyst not materialise.

Progress Updates Housing - 2A

Current Position	New procedures - limited progress continues to be made due to capacity issues. Additional resources were requested to Cabinet which were agreed but subject to further approvals on basis of a balanced HRA Business Plan. Damp & Mould work ongoing to build elements - challenging target set ahead of October date for Awaabs Law going live. The recruitment for the Compliance Team in Housing Property Services Team (HPS) is completed and new practices are being rolled out. Until the new software solution is in place to enable performance to be monitored and efficient working practices to be established it will not be able to reduce the risk further.
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Actions Corporate Property - 2B

Actions Planned	Person Responsible	Timescale	Progress/Comments
Monthly validation of corporate assets data (not procuring system so remaining in spreadsheet form)	Interim Asset Manager	Quarter 4 2025/26	Requested compliance information for leased properties this is being done in batches.
Statutory Compliance for all Council owned Buildings	Interim Asset Manager	Quarter 4 2025/26	Year End Target
Lease & Asset Reviews	Interim Asset Manager	Quarter 4 2025/26	Ad-hoc as and when required. Owing to lack of resources and direction regarding a large-scale review ahead of LGR.

Progress Updates Corporate Property - 2B

Current Position	All Tenants have been contacted, and early indications are that a number of compliance certificates are not available. A dialogue has commenced with the tenants, and we will be supporting them to complete their compliance requirements as per the lease agreements. However it is noted that some leases do not require this information to be supplied to the Council. The Compliance Spreadsheet is being updated as and when we are receiving the documentation. The Compliance Spreadsheet is being updated as and when we are receiving the documentation so progress whilst being made will be slow to fully reduce the risk.
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Risk Ref	2025-03
Risk Owner	Chief Executive
Risk Name	Local Government reorganisation
Risk Description	The Council has to divert resources to the management of the Council's response plans for Local Government re-organisation which threatens the ability to maintain the quality of services at a time when capacity is already stretched.
Consequences	Core Services and major projects fail to be delivered Reputational damage
Corporate Objective CCDC	Responsible Council
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8
Comment on Target Score: As planning for LGR is still in its infancy, it is too soon to be confident that we can mitigate this risk fully and reduce it to a 4. At present it is considered we can reduce the likelihood to a 2 giving a target score of 8. As planning and work progresses, actions and the target score will be reviewed. Progress with this risk is also linked to the risk regarding capacity (ref 2025-06).		

Controls	Assurances
LGR lead officers identified	Cabinet
	Scrutiny Committee
	Leadership Team

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Consultants to be appointed to support the development of the business case and work plan to deliver this	Chief Executive	Quarter 1 2025/26	Action completed. The Southern & Mid Staffs Councils have collectively appointed consultants to support the development of the business case for submission to Government in November 2025.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Work plan for LGR Submission	Chief Executive	Quarter 1 2025/26	Action completed. A workplan has been prepared by the consultants supporting the preparation of the business case
Assessment of resources needed to deliver the respective work plans	Chief Executive	Quarter 1 2025/26	Action completed. 5 workstreams have been set up to support the development of the business case. Members of Leadership Team were nominated to be the Council's representative on each of the workstreams; with the focus on the corporate functions to lead this work
Communications and Engagement Strategy to be prepared	Communications Manager	Quarter 1 2025/26	Action completed. The Communications Working Group prepared a strategy and coordinated the engagement across the Southern and Mid Staffordshire Councils.
Review of resources available to support LGR work	Head of Transformation & Assurance	Quarter 2 2025/26	Report prepared for November Cabinet recommending the redirection of resources allocated to transformation work to LGR and setting out key areas of preparatory work to be done.

Progress Updates

Current Position	The actions planned to date have been completed and the proposal for government has been drafted. Whilst there has been no impact on front line service delivery, there has been an impact on the delivery of actions within the Resources Directorate and in particular actions relating to the Governance Improvement Plan. The work on engagement over the summer was particularly resource intensive for the Communications Team. There will be on ongoing resource commitment up to the end of November as members and staff are briefed and the proposal is taken to Council and Cabinet for consideration. A report has been prepared recommending to Cabinet the redirection of resources planned for transformation work to support LGR and setting out key areas of preparatory work for the Council. However, there is still uncertainty at the moment, as to what other work is going to take place over the coming months across southern and mid Staffordshire and the resources required. This will continue to be monitored.
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Risk Ref	2025-05
Risk Owner	Head of Wellbeing
Risk Name	Sustainable leisure provision
Risk Description	Not being able to secure affordable and sustainable leisure provision now and in the future.
Consequences	This could result in the closure of leisure facilities and wellbeing services to the public, directly impacting on the health and wellbeing of residents in the district. It would cause reputational damage to the Council and would negatively impact on staff employed in this sector.
Corporate Objective CCDC	Health & Wellbeing
Main Risk Category	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	3	12
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8
Comment on Target Score: The impact will remain significant if a sustainable offer can't be secured. The likelihood can never be reduced to a 1 due to external factors which may impact on the affordability of a leisure provision.		

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

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Procurement of a new Leisure Contract to be operational from 01 April 2026	Head of Wellbeing/ DCE (Resources)	Quarter 4 2025-26	Consultants appointed to support the procurement process. Soft market testing demonstrates interest in the contract opportunity.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Secure board level commitment from existing provider to fully support the procurement process	Head of Wellbeing / DCE (Resources)	Quarter 1 2025-26	The Board of the existing provider have committed to supporting the procurement process.
Tender documents published	Head of Wellbeing / DCE (Resources)	Quarter 2 2025-26	Documents published as planned. Completed
Tender submissions received and recommendations on preferred supplier made	Head of Wellbeing / DCE (Resources)	Quarter 3 2025-26	
Contract mobilisation	Head of Wellbeing / DCE (Resources)	Quarter 4 2025-26	

Progress Updates

Current Position	The procurement opportunity and associated tender documents were published at the start of August. Site visits with potential providers have taken place. Clarification meetings have been held with potential providers. Closing date for tender is 3rd November. Should the procurement proceed as planned, a preferred provider will be agreed by the end of December 2025 and following a period of mobilisation will start delivery on 01 April 2026. At this stage the risk will be reduced significantly.
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Risk Ref	2025-06
Risk Owner	Chief Executive
Risk Name	Corporate capacity is insufficient to maintain provision of core services and deliver major projects
Risk Description	The inability to recruit and retain staff particularly in statutory and other core areas threatens service delivery across the Council. This risk is exacerbated by other factors such as the number of high priority projects, large procurement exercises, demand for new software, competing priorities and Local Government Reorganisation.
Consequences	Projects are delayed or not implemented Operational services are delivered to a lower standard, backlogs arise or service not delivered at all Complaints / damage to reputation Wellbeing of staff who are under pressure to deliver
Corporate Objective CCDC	Responsible Council
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		12
Comment on Target Score: Due to the limited market in key professions such as Finance, Legal, Planning etc, the uncertainty created by Local Government Reorganisation and the volume of major projects in progress, it is considered that the residual risk score cannot be reduced further and actions planned are focussed on maintaining the current position.		

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

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Assessment of capacity, pinch points and reductions in workload consequentially	Leadership Team	Quarter 3 2025/26 (Revised from Q1 Sept 2025)	Assessment of current vacancies completed. Review of work plans / major projects has commenced but is expected to be completed until Q3.
Management of expectations / discussion with Cabinet	Chief Executive / Leadership Team	Quarter 2 2025/26 and ongoing	Discussion has been delayed as the review of major projects has not been completed.

Progress Updates

Current Position	Whilst work has started to assess capacity and workload issues, this has not yet been completed. It is now estimated that will be done in Q3. As flagged previously, the focus is on managing capacity within the current resources and maintaining the current position so that this does not deteriorate.
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Risk Ref	2025-09
Risk Owner	Head of Operations
Risk Name	Safe Management of Trees
Risk Description	Risk of a tree or part of a tree falling on an individual/s causing death or serious injury. Risk of a tree or part of a tree falling onto a building causing server damage to a property or the death or serious injury of an individual/s.
Consequences	• Death/Serious Injury • Damage to property • HSE Investigation/Prosecution • Corporate Manslaughter • Insurance Claims
Corporate Objective CCDC	The Community
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8
Comment on Target Score: Given the number of trees and the unpredictability of the weather, and the increase in the number of severe weather events, it is considered the current residual likelihood score sits at a 3. With the residual impact score remaining at a 4, it makes the overall residual risk score a 12. It is unlikely that the impact score can be reduced below a 4. Due to its categorisation, the nature, and the subject area it may also be difficult to reduce the likelihood from a 3 to a 2. The residual risk score will remain high for some time at a 12 until re-inspections have been undertaken, and resultant work programmes are well established. Given the circumstances of the risk, while currently higher than preferred at 12, an overall goal of a residual risk score of an 8 is considered acceptable in the longer-term.		

Controls	Assurances
Trained Manager, Tree Officers, and Arboriculturists.	IA Reviews.
Tree Surveys	Management Information
Policies and Procedures for Tree Management	
Trees maintained using recognised tree risk management process	
CCDC - Urban Forestry Strategy	

Controls	Assurances
Allocation of semi-dedicated management resource.	
Knowledge of tree locations	
Historic / recent tree inspections	
Rudimental tree database / systems in place	

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Agree and secure long-term funding and resourcing	DCE(Resources) / Operations	Quarter 1 2025-26	Report presented to Cabinet 31 st July 2025 to secure funding for joint integrated ICT tree system and outsourced routine health and safety tree inspections. Completed
Review tree policy and procedures	Natural Environment Manager	Quarter 3 2025-26	
Implement new full risk-based tree management procedure	Natural Environment Manager	Quarter 3 2025-26	
Implement risk-based programme of tree works around inspection results	Natural Environment Manager	Quarter 3 2025-26	
Implement new joint tree management ICT GIS based system	Natural Environment Manager	Quarter 4 2025-26	
Outsource next round of tree inspections for all trees to create new baseline data (78,000 trees)	Natural Environment Manager	Quarter 4 2025-26	
Implement procedure for on-going risk-based inspections of trees	Natural Environment Manager	Quarter 4 2025-26	
Deliver and monitor tree risk-based works and ongoing inspections	Natural Environment Manager	Quarter 1 2026-27	

Progress Updates

Current Position	Report presented to Cabinet 31st July 2025 to secure funding for joint integrated ICT tree system and outsourced routine health and safety tree inspections. Procurement framework signed for new joint tree management system 15.10.25. Tree management is still heavily reliant upon the use of consultant tree officers and contracted tree maintenance works, at both SBC and CCDC. The Tree Management structure across both Councils is being finalised with HR and finance, and posts should be advertised during Q3 or early in Q4. Due to the nature of the risk, it is considered the overall residual likelihood score will not be reduced until the tree inspections have been completed and the majority of the high-risk remedial tree works identified has been completed. This may take upward of 2-3 years.
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Risk Ref	2025-15
Risk Owner	Head of Economic Development & Planning
Risk Name	Delivery of Town Centre Regeneration Project
Risk Description	There is a risk that the high profile large regeneration projects may not deliver as anticipated, to time or to budget, leading to reputational risks to the Council and creating financial risks that impact on the Council's financial position and could impact on service delivery and hinder the Council's wider ambition to secure economic prosperity for the District. There is a risk that either the Council may not be able to deliver the demolition phase of the project or secure a development partner to re-develop the cleared sites.
Consequences	• Major reputational risk for the Council in terms of not delivering the schemes that local residents expect; potential that Council may be unsuccessful with future funding bids. • Reduced growth and economic prosperity for local residents. • Decline of town centres / impact on major redevelopment proposals. • Council exposed to unplanned financial risks and pressure on revenue resources which impacts on delivery of core services. • Clawback of funding for non-delivery. • Increased pressure on already stretched services / functions of the council which have capacity issues. • Cleared sites could sit empty for indeterminate period if developer interest doesn't materialise.
Corporate Objective CCDC	Economic Prosperity
Main Risk Category	Reputation, Customer/ Public Perception

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

Comment on Target Score:

Inherent nature of the risk profile of the regeneration schemes makes it difficult to reach a score of 4, therefore a target score of 8 has been set at this stage. External influences may affect the ability to secure operators/end users to build out development within the agreed footprint of the scheme.

There has been a strong level of interest in the town centre from potential operators but the residual risk score will remain at 8 until the Council agrees the overall Development Framework for the scheme and secures agreements with operators.

It should be noted that the risk profile of the scheme will change over time as the Council completes the demolition works and secures development partners/operators to bring forward development on the cleared sites.

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

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Monthly Risk Registers and Dashboards to Leadership Team and Project Board	Head of Economic Development & Planning	Quarter 1 2025/26	Action completed. Performance Dashboards and Risk Registers have been produced and reported to Project Boards.
Communications to stakeholders, partners and the public - development of Comms Strategy and Plan	Head of Economic Development & Planning, Communications Manager	Quarter 4 2025/26 (Revised from Q1 to Q2 June 25 and from Q2 to Q4 Sept 25)	Target date needs to be revised to quarter 4. It was anticipated that this action would be complete in quarter 2, but the review of the project scope has not yet completed and a further report will be presented to Cabinet in December 2025 to secure approval for the next phase of the project which will affect the approach to comms/PR.
Finalise town centre investment prospectus to set out the Council's vision for the cleared site and undertake soft market testing/early market engagement	Head of Economic Development & Planning	Quarter 2 2025/26	Action completed. Town Centre prospectus was produced for the UKREiiF event in May 2025; the prospectus was well received with the Council organising meetings with 12 x developers and operators.
Agree approach to securing development delivery	Head of Economic Development & Planning	Quarter 3 2025/26	The Council is producing a Development Framework which can be used to guide development within the cleared regeneration site. This will be reported to Cabinet in Quarter 4.
Formal procurement process to appoint development partner(s)	Head of Economic Development & Planning	Quarter 1 - 2026/27	Officers have completed work to research procurement frameworks and other routes to market that could be used to select developers/operators.

Progress Updates

Current Position	Performance Dashboards and Risk Registers have been produced and reported to Project Boards and LT. Meetings with developers/operators are currently taking place as part of the soft market testing to discuss the regeneration opportunity being created by the Council utilising the regeneration funding. Procurement frameworks are currently being researched with the view to understand the optimum route to the market. The Council is currently producing a comprehensive Development Framework which sets out a vision and set of parameters for the cleared development site and this will guide the proposed uses in this area. It is intended that a report will be taken to Cabinet in February 2026 to seek approval for the Development Framework and to recommend a preferred approach to selecting operators/end users for the scheme. During 2026/27 it is anticipated that the Council will be in a position to formally select developers/operators to deliver proposals that accord with the uses set in the Development Framework. The risk profile of the scheme will begin to shift with risk transferred to third party developer/operators rather than the Council and this will impact on the overall risk score.
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Governance Improvement Plan - Progress Report for Quarter 2 2025/26

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Transformation and Assurance
Portfolio:	Resources and Transformation

1 Purpose of Report

- 1.1 To advise Members on the progress in the delivery of the Governance Improvement Plan at the end of Quarter 2 2025-26.

2 Recommendations

- 2.1 To note the progress made in the delivery of the Governance Improvement Plan set out at Appendix 1.

Reasons for Recommendations

- 2.2 The information allows Cabinet to ensure that all appropriate steps are being taken to improve the Council's governance arrangements.

3 Key Issues

- 3.1 The findings of the annual review of the Council's governance arrangements for 2024-25 were reported to the Audit & Governance Committee on 17 June 2025. The report included an action plan to address the findings.
- 3.2 This report sets out the progress made in delivering the action plan up to the end of quarter 2 of 2025/26. Of the 34 actions due to be completed, 24% have been completed or are on target. Progress in quarter 2 has been impacted by work on Local Government Reorganisation taking precedence.

4 Relationship to Corporate Priorities

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

5 Report Detail

- 5.1 The Council has a statutory responsibility to undertake an annual review of the effectiveness of its governance arrangements, which includes the system of internal control and to publish an "annual governance statement" with the annual accounts.

- 5.2 In reviewing the effectiveness of the governance arrangements, the Council has to identify any 'significant governance issues' and what action will be taken to address these. There is no single definition as to what constitutes a 'significant governance issue' and judgement has to be exercised. Factors used in making such judgements include:
- the issue has seriously prejudiced or prevented achievement of a principal objective;
 - the issue has resulted in a need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another service area;
 - the issue has led to a material impact on the accounts;
 - the Chief Internal Auditor has reported on it as significant, for this purpose, in the Internal Audit Annual Report;
 - the issue, or its impact, has attracted significant public interest or has seriously damaged the reputation of the Council;
 - the issue has resulted in formal action being taken by the Chief Financial Officer and/or the Monitoring Officer.
- 5.3 The Annual Governance Statement (AGS) for 2024-25 was approved by the Audit & Governance Committee on 17 June 2025. The statement sets out details of the review undertaken, the "significant governance issues" identified and the actions to be taken to address them. This includes the outstanding actions identified during the VFM review undertaken by the External Auditors.
- 5.4 This report provides an update on the progress in delivering the planned actions at the end of quarter 2 (30 September 2025). Details of the progress is given at Appendix 1 and overall performance is summarised in the table below:

Table 1: Summary of Progress - Governance Improvement Plan

Quarter					No longer applicable	Total Actions
	Action completed	Work on target	< 3 months behind schedule	> 3 months behind schedule		
2024/25	3	1		7	2	13
Q1 2025/26	2		3	7		12
Q2 2025/26	1	1	7			9
TOTAL	6 (18%)	2 (6%)	10 (29%)	14 (41%)	2 (6%)	34 due to date

- 5.5 At the end of Quarter 2 of the 34 actions due for delivery:
- 8 (24%) have been completed or are in progress;
 - 24 (70%) of actions are behind schedule; and
 - 2 (6%) are no longer applicable.
- 5.6 The s151 Officer has decided not to proceed with one action due to ongoing capacity issues within the Finance Team and Local Government Reorganisation.
- 5.7 Limited progress has been made in quarter 2 due to work on Local Government Reorganisation taking precedence and this will continue into quarter 3. Whilst the work on LGR is likely to subside slightly towards the end of quarter 3, there is much uncertainty about future work on this. Furthermore, it has become increasingly clear over the last 6 months that part of our capacity issue is due to an over-reliance on key personnel. An options appraisal to address this issue is to be undertaken, led by the Deputy Chief Executive (Resources) and s151 Officer. As the outstanding actions are unlikely to all be delivered in 2025/26, the review will also include identifying which ones can be rescheduled to 2026/27.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

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

6.5 Equalities and Diversity

None.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Governance Improvement Plan - Summary of Progress

8 Previous Consideration

None.

9 Background Papers

Report to Audit & Governance Committee 17 June 2025.

Contact Officer: Judith Aupers

Telephone Number: 01543 464 411

Report Track: Cabinet 4/12/25 and
Audit & Governance Committee 26/11/25

Key Decision: No

Governance Improvement Plan - Progress Report

Summary of Progress at 30 September 2025

Quarter					No longer applicable	Total Number of Projects
	Action completed	Work on target / progressing	Work < 3 months behind schedule	Work > 3 months behind schedule	N/A	
2024/25	3	1		7	2	13
Q1 2025/26	2		3	7		12
Q2 2025/26	1	1	7			9
Q3 2025/26						5
Q4 2025/26						3
TOTAL	6 (18%)	2 (6%)	10 (29%)	14 (41%)	2 (6%)	34 due to date

Commentary on Progress

Limited progress has been made in quarter 2 due to work on Local Government Reorganisation taking precedence and this will continue into quarter 3 . Whilst the work on LGR is likely to subside slightly towards the end of quarter 3, there is much uncertainty about future work on this and the impact it will have on delivering the actions set out in this improvement plan.

The s151 Officer has decided not to proceed with the action relating to “lessons learnt from the implementation of the finance system” due to the amount of time that has elapsed and ongoing capacity issues within the Finance Team.

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
VFM	Significant Governance Issues from the former VFM Improvement Plan				
VFM1	Financial Sustainability (Statutory Recommendation 1)				
20.	Regular performance monitoring to be re-established with budget managers and Leadership Team.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	The outturn for 2024/25 has been completed and will be reported to Cabinet in November. But due to ongoing capacity issues within the Finance Team, regular budget monitoring for 25/26 has not yet been restored.	
21.	Reporting on the delivery of savings to be established and discussed at Strategic Leadership Team meetings. Where appropriate, project plans will be developed to support the delivery of significant / complex savings.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	It was intended to report on the delivery of savings as part of budget monitoring from 2025/26. But due to ongoing capacity issues within the Finance Team, regular budget monitoring has not yet been restored.	
33.	Lesson learnt exercise to be undertaken of implementation of the finance system	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	Given the length of time that has elapsed, and the ongoing capacity issues within the Finance Team, it has been decided not to proceed with this action.	N/A
34.	Training of managers in budget management and use of the new finance system.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	Completed	
35.	Review of Financial Regulations	Deputy Chief Executive (Resources) & S151 Officer	Quarter 1 - 2025/26	Work has not started on this due to other priorities taking precedence. This has been rescheduled for Q3.	

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
36.	Training for managers on Financial Regulations	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26	This has been rescheduled to Q4 to follow the review of the Financial Regulations.	
68.	Implementation of remaining module of the finance system, ongoing development and maximising use of system functionality	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26	A review is to take place to determine whether it is cost effective to proceed with this action in light of LGR.	
69.	Performance reporting for Cabinet and Scrutiny to be developed. This will be done alongside the review and development of performance and risk reporting.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26	There is currently no capacity within the Finance Team to develop this nor to maintain regular monitoring reports.	
52.	Follow-on zero-based budgeting session with managers to continue work started as part of the 2024/25 budget setting process	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2025/26 for 2026/27 budget setting		
VFM2	Corporate Savings & Transformation Programme (Key Recommendation 1)				
56.	Consultation and engagement to be embedded into the planning for the delivery of key projects where appropriate to ensure schemes meet community needs eg regeneration projects, redevelopment of play areas	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 2 - 2025/26	Due consideration is given in all key projects as to whether consultation/ engagement is required.	

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
VFM3	Risk Management (Key Recommendation 2)				
26.	Training for Leadership Team, managers, team leaders/principal officers on risk management	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2024/25	Completed	★
41.	Develop risk registers for each Directorate, the HRA and ICT	Deputy Chief Executive (Resources), Deputy Chief Executive (Place), Head of Housing & Corporate Assets and Head of Transformation & Assurance	Quarter 1 - 2025/26	The risk registers are being developed. A first draft of the risks has been completed. Limited progress has been made in Q2 to complete the scoring and develop action plans	▲
42.	Establish escalation process between other risk registers and the SRR eg services, projects	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	This is being developed as part of the work on the Strategic Risk Register, the Directorate Risk Registers, etc. This cannot be finalised until work on the directorate risk registers has been completed.	▲
VFM4	IT (Key Recommendation 3)				
27.	Update IT security policy and adopt a cyber security policy	Head of Transformation and Assurance and Chief Technology Officer	Quarter 3 - 2024/25	Completed	★

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
43.	Develop assurance reporting for IT eg report on outcome of annual health check / penetration testing to Leadership Team and Audit Committee	Head of Transformation & Assurance and Chief Technology Officer	Quarter 4 - 2024/25	Work has commenced on the IT Assurance report, but this is behind schedule. This will now be reported in Q3.	✗
44.	Review of what we include in procurements re ICT controls and information governance	Head of Transformation & Assurance, Chief Technology Officer, Head of Law & Governance and Information Manager	Quarter 4 - 2024/25	A revised checklist has been produced and is being tested on a sample of relevant procurements	✓
VFM5	Fraud (Key Recommendation 4)				
57.	Review Anti-Fraud & Bribery Policy	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Work has not yet started on this due to the work on developing and embedding risk management across the Council. It has been rescheduled to Q3.	✗
58.	Review of Confidential Reporting Policy	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Work has not yet started on this due to the work on developing and embedding risk management across the Council. It has been rescheduled to Q3.	✗
59.	Assess compliance against Cipfa 2014 Code for Fraud and develop an action plan as necessary	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Work has not yet started on this due to the work on developing and embedding risk management across the Council. It has been rescheduled to Q3.	✗
79.	Review the information we report on fraud work (including data matching) to the Audit Committee.	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Work has not yet started on this due to the work on developing and embedding risk management across the Council. It has been rescheduled to Q3.	✗

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
73.	Assess fraud risks and include in risk registers as appropriate	Chief Internal Auditor & Risk Manager and Leadership Team	Quarter 2 - 2025/26	Work in progress as part of the development of directorate and operational risk registers.	✓
VFM6	Performance Management (Key Recommendation 5)				
46.	Establish corporate project resources to support transformation work (funding allocated in 2024/25 budget)	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 3 - 2024/25	Although proposals for a Transformation Team were approved by Cabinet as part of the Transformation Strategy (5 December 2024), a report is to be considered by Cabinet in November which proposes to redirect the transformation resources to support the preparatory work needed for LGR and a more modest programme of change.	N/A
47.	Review of all projects, the current governance arrangements and establish project reporting to Leadership Team	Deputy Chief Executive (Resources) and Deputy Chief Executive (Place)	Quarter 4 - 2024/25	Preparatory work has commenced and the review will be completed in Q3.	✗
74.	Develop and adopt a performance management framework to establish golden thread from Corporate Plan to service plans through to employee reviews. Framework to include protocols for ensuring data quality	Head of Transformation & Assurance	Quarter 1 - 2025/26	Discussions are to take place with the External Auditors as part of the VFM review for 2024/25 as to the adequacy of our current arrangements and what, if any, additional work is required.	✗
75.	Review our performance report style - delivery plans and KPIs. To consider the development of performance outcome measures	Head of Transformation & Assurance	Quarter 1 - 2025/26	As for comment above	✗

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
76.	Performance reporting for waste and leisure: - review of KPIs for monitoring and reporting on performance; - establish internal validation process of contract performance; and - review information reported to Cabinet / Scrutiny	Head of Transformation & Assurance, Head of Operations and Head of Wellbeing	Quarter 1 - 2025/26	Performance reporting for leisure has been reviewed as part of the new contract and included in the tender specification. The waste contract performance report has been reviewed. The contractor is to be asked to present their report to the Scrutiny Committee in Q3.	★
45.	Establish a Corporate Project Management Methodology. Provide templates, guidelines, and training for key officers (LT, Service Managers and key Principal Officers/Team Leaders).	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 2 - 2025/26	Work has not commenced on this due to the work on LGR taking priority. It will now be scheduled for Q4.	▲
VFM7	Procurement and Contract Management (Key Recommendation 7)				
17.	Update the contracts register and ensure it is compliant with transparency requirements	Head of Transformation & Assurance and Leadership Team	Quarter 4 - 2024/25	Work is now in progress and will be completed in Q3.	✗
50.	Provide training for managers on procurement and contract management	Head of Transformation & Assurance	Quarter 1 - 2025/26	Training on Procurement and the new Regulations was completed in Q4	★
62.	Work with managers and the County's Procurement Team to develop a procurement pipeline	Head of Transformation & Assurance and Leadership Team	Quarter 3 - 2025/26		

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
63.	Process to be established for publication of key data on the Council's website to meet transparency requirements re spend data, contracts register	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 3 - 2025/26		
VFM8	HR related issues (Improvement Recommendations 1 and 2)				
31.	Complete review of hybrid working. This will inform the development of the workforce strategy and the review of the Code of Conduct as well as support the development of an asset strategy.	Head of Transformation & Assurance and HR Manager	Quarter 3 - 2024/25	Report discussed at Leadership Team on 15 July 2025. Further work is required and will be completed in Q3.	
30.	Establish our culture, values and type of organisation we want to be. This work will inform the other HR related actions	Deputy Chief Executive (Resources) & S151 Officer and Head of Transformation & Assurance	Quarter 4 - 2024/25	Put on hold pending further discussion in light of Local Government Reorganisation. Considering a light touch approach.	
64.	Develop a hybrid working policy and review other related policies and processes	Head of Transformation & Assurance and HR Manager	Quarter 2 - 2025/26	Work cannot commence on this until the review has been completed and agreement reached on the future direction of hybrid working.	
65.	Review and update the Employee Code of Conduct	Head of Transformation & Assurance and Head of Law & Governance	Quarter 3 - 2025/26		

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
80.	Development of a workforce strategy that links to long term transformation / shared services	Head of Transformation & Assurance and HR Manager	Quarter 4 - 2025/26		
VFM9	Other Related Actions				
77.	Review of Code of Governance	Head of Transformation & Assurance	Quarter 1 - 2025/26	Work is in progress. The Code has been reviewed but Cipfa have recently issued updated guidance and this needs to be reflected in the revised Code of Governance. Completion of this has been delayed due to work on LGR taking priority. It is intended to complete the review in Q3.	
67.	Review of Scheme of Delegations as part of shared services transformation. (From AGS 2023-24)	Monitoring Officer and Leadership Team	Quarter 3 - 2025/26		
66.	Establish an inventory of key policies and a programme of periodic reviews	Leadership Team	Quarter 4 - 2025/26		
81.	Development of Assurance Model	Head of Transformation & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2025/26		

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
	New Significant Governance Issues Arising from the 2024/25 Governance Review				
GOV	Governance Framework				
GOV1	Training and reminders for managers on good governance and key components of the framework	Deputy Chief Executive (Resources), Head of Transformation & Assurance and Head of Law & Governance	Initial session Quarter 2 - 2025/26	This has been deferred to Q4 due to work on LGR taking priority.	
GOV2	Monitoring compliance with the governance framework	Deputy Chief Executive (Resources), Head of Transformation & Assurance and Head of Law & Governance	Mid Year Review to be undertaken in Q2	This has been deferred to Q4 due to work on LGR taking priority.	

Housing Services - Quarter 2 Performance Report 2025/26

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

- 1.1 To advise Members on the progress of the Housing Services Improvement Plan and performance at the end of the second quarter of 2025-26.

2 Recommendations

- 2.1 To note the progress at the end of the second quarter relating to the delivery of the Housing Services Improvement Plan as detailed at Appendix 1 and the performance information set out at Appendix 2.

Reasons for Recommendations

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

3 Key Issues

- 3.1 The Housing Services Improvement Plan (HSIP) was approved by Cabinet on 24 April 2025 and the accompanying key performance indicators are taken from those previously reported as part of the corporate performance reporting. These are designed to focus on key strategic and operational priorities for Housing Services.
- 3.2 Overall, 70% of the projects have been delivered or are on schedule to be completed. Progress in delivering the HSIP is summarised in section 5 of the report and set out in detail in Appendix 1.
- 3.3 With regard to the operational performance of the key areas of Housing Services, 88% of targets are on schedule to be met or exceeded. Further details can be found at 5.5 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The HSIP sets out key strategic and operational projects which support the delivery of Housing Services' priorities and contributes directly to the Corporate Priority 3:

Priority 3 - The Community: Improve the housing offer across the District.

The provision of good quality housing in the public sector is a priority for the Council and there is a commitment to achieve this by managing our Council homes efficiently and effectively.

5 Report Detail

Background

- 5.1 The Housing Service Improvement Plan (HSIP) set out in Appendix 1 to this report is the approved plan setting out how Housing Services will achieve progress against its strategic objectives; this plan establishes the actions and timetable for delivery that are the basis for Housing Services' main work programme which feeds into the Council's performance reporting framework.
- 5.2 In addition to the HSIP, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.

Housing Service Improvement Plan (HSIP)

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

Table 1: Summary of progress in delivery of key projects/actions for Quarter 2

Quarter					Total Number of Project Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1	2	9	4	0	15
2	6	15	8	1	30
3					
4					
TOTAL (as at Q2)	6 (20%)	15 (50%)	8 (27%)	1 (3%)	30 (100%)

- 5.4 At the end of quarter 2, of the 30 project actions planned for delivery in this period:
- 20% have been completed;
 - 50% are on target to be completed;
 - 30% are behind schedule.

There are 64 project actions in total, with some projects having a number of actions, so the remaining 34 actions are planned to be completed later in the year and beyond.

The reasons for slippage and the corrective action to be taken is set out in Appendix 1.

Key Performance Indicators (KPIs)

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

Table 2 - Summary of key performance indicators for Quarter 2

Quarter					N/A	Total Number of KPIs
	Performance exceeds target	Performance on target	Performance < 5% below target	Performance > 5% below target	Reported Annually / Measure only	
1	6	9	0	2	7	24
2	6	9	0	2	7	24
3						
4						
TOTAL (as at Q2)	6 (35%)	9 (53%)	0 (0%)	2 (12%)	7	24

- 5.6 Of the 24 indicators due to be reported on in quarter 2:
- 6 indicators show performance above target (35%)
 - 9 indicators show performance on target (53%)
 - 2 indicators show performance below target (12%)
 - 7 indicators are measure only.

The position at Q2 end remains the same as at Q1, just two target indicators not being met. The reasons for underperformance and the corrective action to be taken is set out in Appendix 2.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report. If any of the actions require any additional funding to complete these will be the subject of a separate report.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks Housing Services faces in delivering its priorities. In relation to this report and appendices includes the following risks:

- (i) Failure to meet required housing standards and not being prepared for inspection
- (ii) Health and safety arrangements for properties.

Delivering actions within the Housing Services Improvement Plan and monitoring KPIs are control measures to contribute towards addressing these risks.

6.5 Equalities and Diversity

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

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Housing Services Improvement Plan

Appendix 2: Key Performance Indicators

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer:	James Morgan
Telephone Number:	01543 464 381
Report Track:	Cabinet: 04/12/25
Key Decision:	No

Housing Services Improvement Plan - Quarter 2 2025/26

Summary of Progress for the year 2025/26 to date

Quarter					Total Number of Project Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1	2	9	4	0	15
2	6	15	8	1	30
3					
4					
TOTAL (as at Q2)	6 (20%)	15 (50%)	8 (27%)	1 (3%)	30 (100%)

Summary of Successes for the Year

- First meeting of the newly formed Housing Board held.
- Better demonstrating outcomes for tenants - You Said, We Did feature added to website.
- Majority of policies and procedures now refreshed and in place.
- Stock Condition Surveys were all completed (inc. no accesses).
- Tenant Scrutiny Panel re-introduced and working on first topic.
- Tenancy Agreement reviewed and new implemented.
- New cleaning contract procured and in place.

Summary of Slippage as at the end of Q2 2025/26

- Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, has slipped. Work ongoing by Deputy Chief Executive (Resources) & S151 Officer and Head of Housing & Corporate Assets - subsequently impacts several other actions.
- Development of a rolling programme of planned improvements from SCS data has slipped, to be reported to Housing Board into Q4.
- The absence of ICT resources has impacted on a several project areas/actions as well. A Cabinet report for additional resources was approved in early Q2, however this was subject to further approval on basis of a balanced HRA Business Plan.
- Review existing contract with Grounds Maintenance Team slipped, initial work started but now procured external consultant to review. Some joint estate inspections have also slipped into Q3 and beyond.

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Safety and Quality Standard						
1.	HRA 30 Year Business Plan (GTA)	Delivery of the stock condition survey (SCS)	Head of Housing and Corporate Assets Housing Property Services (HPS) Manager	Q1 2025/26	Completed 3,050 Surveys out of 4,500 surveys on those properties visited (69%). The remainder exhausted the no access procedure (3 contact attempts). A follow-up project to complete surveys on outstanding properties will be undertaken. Data and report received from Rapleys to inform further HRA 30 Year Business Plan project actions.	✓
2.	HRA Compliance (GTA)	Regular inspections of blocks to be undertaken and reported to Housing Board and Cabinet. This includes gas safety, electrical safety, asbestos, water hygiene and fire safety.	Head of Housing and Corporate Assets HPS Manager	Q1 2025/26	Now completed - reported to Housing Board at August meeting. Rolling agenda item, and further validation figures requested by Housing Board will also now be provided alongside.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
3.	HRA 30 Year Business Plan (GTA)	Develop a rolling programme of planned improvements from SCS data and report on progress to the Housing Board.	Head of Housing and Corporate Assets HPS Manager	Q2 2025/26	Not yet produced, therefore will need to be reported during Q4 (January 2026 Housing Board). Reviewing data findings from SCS, links to no.1. Data Officer when in post will help deliver analysis to inform the programme. Deputy Chief Executive (Resources) & S151 Officer will update Housing Board in November 25 on Business Plan and SCS.	
4.	HRA Compliance (GTA) and HRA Governance (Savills)	Review/establish data governance arrangements for housing assets and resident data.	Head of Housing and Corporate Assets			
		i) A full review to be undertaken of all records and information held to data cleanse and identify gaps/weaknesses in the data held.	All Housing Service Managers	Q3 2025/26		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) An on-going reconciliation will be undertaken of the HRA asset register to the health and safety checks completed, compliance data and other inspections to ensure records all in one place (one version of the truth).		Ongoing	Absence of Business Analyst resource has had an impact on all the actions. A report was approved by Cabinet on 31/7/25 for resource approved, subject to Deputy Chief Executive (Resources) & S151 Officer and Housing & Corporate Assets sign-off on basis of a balanced Business Plan. Building Safety Operatives in place and doing checks etc. utilising TIO software.	
		iii) Data Governance Policy/Data Strategy;		Q3 2025/26		
		iv) Performance Reporting Framework; and KPI definition document.		Q3 2025/26		
		v) Housing assets data linked to ICT Review.		Linked to ICT Review.		
		vi) Options for a new single asset register compliance system will be explored.		Linked to ICT review.		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
5.	HRA Compliance (GTA)	Review of existing systems and processes in the HRA and General Fund (commercial properties managed by HRA) to align them to ensure that we have a standardised approach to building safety inspections.	Head of Housing and Corporate Assets HPS Manager			
		i) Review and develop written procedure for existing process in the HRA, including commercial properties (HRA Shops).	Corporate Assets Manager	Q2 2025/26	To complete, issues with access to non-HRA. HPS Compliance team working on. Slipped into Q3.	
		ii) Ensure NEC system holds records of information and ability to report on performance against the process.		Q2 2025/26	Data kept in NEC, TIO and spreadsheet. NEC can hold all data we need – but needs to be built into system. Awaiting Business Analyst.	
		iii) Programme of inspections to be established and completed.		Q3 2025/26		
6.	HRA 30 Year Business Plan (GTA)	Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.	Deputy Chief Executive (Resources) & S151 Officer	Q2 2025/26	Slipped. Deputy Chief Executive (Resources) & S151 Officer to provide update to Housing Board in November.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
7.	HRA 30 Year Business Plan (GTA)	Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey.	Deputy Chief Executive (Resources) & S151 Officer	Q3 2025/26 (linked to budget setting process)		
8.	HRA 30 Year Business Plan (GTA)	Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment: • Business plan to be updated on a rolling basis as stock condition data increases. • Business plan review to be undertaken on a quarterly basis. • HRA recovery lead to develop and roll out training for housing staff on business plan and assumptions.	Head of Housing and Corporate Assets HRA recovery lead Deputy Chief Executive (Resources) & S151 Officer Deputy Chief Executive (Place)	Q4 2025/26		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
9.	HRA and Corporate Asset Management (GTA)	i) Develop HRA Asset Management Strategy - once SCS completed.	Head of Housing and Corporate Assets	2026/27		
		ii) Develop an action plan to follow on from the Corporate asset management strategy already in place.	Corporate Assets Manager	Q4 2025/26		
10.	Decarbonisation & Energy Performance	i) Complete initial project - September 2025	HPS Manager	Q3 2025/26		
		ii) Incorporate into Capital programme of upgrade work and develop KPIs to add to performance.	Climate Change Officer	Q3 2025/26		
		iii) Explore other avenues for funding to support HRA capital budgets.		When available		
		iv) Deliver additional decarbonisation measures if/when additional funding becomes available.		2026/27		
		v) Install measures to meet EPC rating C		2029/30		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
11.	HRA Compliance (Savills)	i) Identifying risks to tenant safety and eliminating or mitigating those risks.	HPS Manager	2026/27		
		ii) External Third-Party independent assurance to be sought. Increase % completed.		Q4 2025/26		
Transparency, Influence and Accountability Standard						
12.	HRA Governance (GTA)	i) First formal meeting of the new Housing Board to enhance governance and oversight of delivery of housing services.	Deputy Chief Executive (Place)	Q1 2025/26	Completed. 13 th May 2025.	★
		ii) Report to Housing Board every quarter - performance and HSIP standing agenda items.	Head of Housing and Corporate Assets	Ongoing	Q1 Performance provided to the Board. Housing Services Performance report (inc. HSIP update and KPIs) scheduled to Board and Cabinet going forward. Performance and HSIP made standing items on Board agenda.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
13.	Policies and procedures (Savills)	Review policies and procedures – principal gaps and others where gaps identified. (Policy Tracker contains detail)	All Managers	Ongoing	Ongoing, see website for completed policies - Housing Strategies and Policies Cannock Chase District Council Easy read versions for tenants also being created. Tenancy Agreement version completed and work commenced on other inc. Rent policies.	✓
14.	Triangulating data for prioritisation or risk management to take place. (Savills)	i) Complete Tenant Profiling Exercise.	All Service Managers	Q4 2025/26		
		ii) Complete SCS as above, (no.1)		Q1 2025/26	See no.1 above.	✓
		iii) Tie information altogether in NECH system.		2026/27		
15.	Demonstrable outcomes for tenants. (Savills)	i) Develop an engagement tracker to record engagements and outcomes.	Housing Services Manager	Q2 2025/26	Engagements recorded in monthly performance reporting. A basic spreadsheet system is in use to record engagements and outcomes. This will be developed in due course, with learning being taken from other providers and Tpas.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) 'You said, we did' extended to website publication, alongside Newsletter and Annual Report.		Q1 2025/26	Completed, see You said, We did Cannock Chase District Council Further developed following recommendation by Independent Housing Board member, to include what it means for all tenants.	★
16.	Tenant Engagement (Savills)	i) Website consultation with tenants	Housing Services Manager	Q2 2025/26	Currently being undertaken with the Tenant and Leaseholder Review Panel (Tenant Scrutiny Panel) as their first topic review. Report will be received by Housing Board when completed.	✓
		ii) Re-introduce Tenant Scrutiny Panel		Q2 2025/26	Panel recruited to and re-introduced. 4 tenants and 1 leaseholder onboard. Named themselves the Tenant and Leaseholder Review Panel.	★
		iii) Complete all Engagement Strategy actions.		Ongoing, strategy duration 2024-27.	Work is ongoing on implementing the required actions. Officer position is still currently seconded to.	✓
17.	Transparency (Savills)	i) Publish quarterly performance information (following consideration by Housing Board and Cabinet) for tenants to be able to scrutinise.	Housing Services Manager	Q2 2025/26	Data was published on the website. Tenant Satisfaction Measures and Performance Information Cannock Chase District Council Updated every quarter, ongoing.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Develop scorecard for compliance/Safety and Quality Standard.		Q3 2025/26		
		iii) Explore external audit of TSM management performance information.		Q4 2025/26		
Tenancy Standard						
18.	Secure tenancy agreement. (Savills)	Review and Implement updated tenancy agreement.	Tenancy Services Manager	Q2 25/26	Complete - Tenancy Agreement Cannock Chase District Council	★
19.	Improve empty property management	i) Reduce average relet times for empty properties.	Tenancy Services Manager	Q4 2025/26		
		ii) Review lettable standard	Housing Maintenance Manager	Q4 2025/26		
		iii) Improve satisfaction with new lettings.		Q1 2026/27		
		iv) Adapted Housing Register to be developed once SCS data is fully updated and analysed.		2026/27		
Neighbourhood and Community Standard						
20.	Safety of shared spaces (Savills)	External environment and grounds maintenance.	Tenancy Services Manager			

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		i) Review existing contract with Grounds Maintenance Team.	Parks and Open Spaces Manager	Q1 2025/26	Work started and site visits held with Grounds Maintenance in early Q2. However, now exploring a new specification with external contractor to draft requirements and cost. Then will need to review with internal GM team.	
		ii) Complete joint estate inspections, to cover: – Tree shrub planting and external environment – street scenes/street cleaning – Communal drying areas & euro bins and their storage.		Q2 2025/26	Some inspections complete. Trees completed with Tree Officers. Some street scene/cleaning inspections done too, complete in Q3. Communal drying areas and bin storage all to do. Links to no.21 below, Safety of shared spaces.	
		iii) Following which, work programme to be established on the priority estates (link to no. 23, already identified)		Q3 2025/26		
21.	Safety of shared spaces (Savills)	i) Review the cleaning contract of communal areas in flatted accommodation.	Tenancy Services Manager	Q1 2025/26	The review of the cleaning service has been completed, with a new specification and on-site confirmation of when the cleaning is completed.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
					For 2026/27 we will be seeking to amalgamate the procurement of the voids property cleaning with the general needs block cleaning.	
		ii) Procure new Cleaning Contract.		Q2 2025/26	New contract procured and in place for one year.	★
22.	Safety of shared spaces (Savills)	Carfax estate improvements. i) Draw up Estate Plan.	HPS Manager	Q4 2025/26		
		ii) Engagement with tenants throughout process (focus groups for design, plan consultation, agreement)	Tenancy Services Manager	Ongoing	Resident Engagement Officer has attended Estate Walk with Neighbourhoods Officer, with some initial items noted for attention. To be further developed with Community Day preparation. Building relationships with tenants is needed and ongoing. Profile information can assist with developing approach.	✓
		iii) Hold initial Community Day.		Q2 2025/26	Not held, as per 22) i), work required first. Delay until Spring 2026.	▲

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
23.	Safety of shared spaces (Savills)	Explore and introduce better methods to record and present outcomes of cooperative work with tenants, other landlords and relevant organisations to ensure the safety of shared spaces (i.e. areas which are not the responsibility of the Council) i.e. research best practice with other providers and further discussions with Savills.	Tenancy Services Manager	Q2 2025/26	We have looked at numerous organisations, LAs and HAs, and most just have a communal area policy with the Tenant Satisfaction Measures perception figures used to monitor and cover outcomes in this area - both of which we have and monitor, available for tenant scrutiny. We have collated a table with activities and outcomes, and will measure this each quarter.	✓
Cross Cutting - All Standards						
24.	Housing ICT System (Savills)	i) Undertake full IT systems review (inc. website) and develop a costed, prioritised roadmap for the housing function (further to the IT review work undertaken to date).	Head of Housing and Corporate Assets Housing Services Manager	2026/27		
		ii) Stabilise the 'Go Mobile' system		Q1 2025/26	Attempted and stabilized as much as possible, with work-arounds. Upgrade and imminent health check will commence in early Q2. Will hopefully be resolved with alternative ICT solution, as per iii).	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
					ICT resources report approved by Cabinet on 31/7/25, subject to Deputy Chief Executive (Resources) & S151 Officer and Head of Housing & Corporate Assets sign-off on basis of a balanced Business Plan.	
		iii) Subject to resource approval, start 'Go Mobile' replacement procurement process.		Q2 2025/26	Cabinet approved 31/7/25, however subject to Deputy Chief Executive (Resources) & S151 Officer and Head of Housing & Corporate Assets sign-off on basis of a balanced Business Plan.	✓
25.	Wider corporate services (Savills)	Establish principles for non-housing function services in the delivery and support of RP responsibilities and produce action plan. <i>Links to no. 20 in part, but also includes arrangements with HR, ICT, Customer Services, Finance, Legal, Procurement etc.</i>	Head of Housing and Corporate Assets	Q4 2025/26		
26.	Staff Resources (Savills)	Identify and recruit to additional roles required to support the Council's RP responsibilities.	Head of Housing and Corporate Assets	Ongoing (subject to resource approvals)	Building Safety staffing resources increased. (4no.) Staffing Report completed. Data Officer for Asset data approved.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
					ICT resources report inc. Business Analyst x 2no., Project Manager and Technical Officer approved by Cabinet on 31/7/25 (subject to further approval, balanced Business Plan).	
27.	Staff Resources (Link to Housing ICT System, no.24)	i) Review responsible officer for Housing ICT.	Head of Housing and Corporate Assets	Q2 2025/26	Still to be determined, discussions with ICT ongoing. HMIT structure to be reviewed.	
		ii) Identify resources required for Housing ICT and management responsibilities (links to no. 24 and 26 above)		Ongoing	As above, no.26, ICT resources report.	
28.	Assurance	i) Complete HQN toolkits on standards, as a self-assessment.	All Service Managers	Q4 2025/26		
		ii) Report to Housing Board.		Q1 2026/27		
29.	Council New Build	Completion of Aelfgar Redevelopment Scheme.	Housing Services Manager	Q1 2026/27		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
30.	Development Pipeline	i) Identify all viable development opportunities, obtain approvals and permission to spend as required.	Housing Services Manager	Q4 2025/26		
		ii) Enable and deliver pipeline scheme(s).		Subject to approvals and resources.		

KPIs for Housing Services

Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
★	Performance exceeds target	6	6			
✓	Performance on target	9	9			
▲	Performance < 5% below target	0	0			
✗	Performance > 5% below target	2	2			
N/A	Reported Annually / Not Applicable	7	7			
	TOTAL	24	24	24		24

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Repairs									
% emergency repairs completed in time	100%	100%	100%	100%				✓	
% of non-emergency repairs completed in time	73.82%	75%	81.91%	80.38%				★	Revised to exclude Planned Priority jobs.
Building Safety/Decency									
% of properties with a valid annual landlord Gas Safety Record	100%	100%	100%	100%				✓	
% of properties with a valid Electrical Certificate (within 5 years)	100%	100%	100%	100%				✓	
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%	100%	100%				✓	
% of buildings that have a current Legionella risk assessment	100%	100%	100%	100%				✓	
% of buildings that have a current Fire risk assessment	100%	100%	100%	100%				✓	
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%	100%	100%	100%				✓	
Proportion of homes that do not meet the Decent Homes Standard at year end.	0.7%	0%						N/A	Measure only - Annual figure.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Tenancy Management									
Housing Applications Processed within 28 days	80%	95%	99%	99%				★	
% of Mutual Exchange applications determined (approved or refused) within 42 days	96%	100%	100%	100%				✓	
% of dwellings that are vacant and available for let (at period end)	0.70%	N/A	0.94%	0.74%				N/A	Measure only. Equates to 37 properties.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Average re-let time for Voids (calendar days)	53.59	40.00	61.90	56.50					An improvement in Q2 but still above target time. Changes now actioned to the Team structure, both operatives and Supervisor support. Q2 included some older major works voids and hard to let voids. This has hindered the improvements for relet time in Q2. Once these older major works voids are out of the system Q3 figures should show further reductions to the average re-let time.
No. of tenants benefiting from disabled facilities work (major and minor)	241	146	48	74					73 is proportioned Q2 target, so exceeded.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
No of tenants awaiting disabled facilities work (registered and work approved (major and minor))	41	<17	27	23					Slight reduction at end of Q2 and remain on target to reduce by end Q4. Currently the contractor, Dodd Group, has reduced DFW teams working due to the inconsistent work flow as a result of Occupational Therapist Provider, NRS going into liquidation. Currently onboarding new OT provider until the end of 25/26. Once in place, we may see an influx of Tenants awaiting works in Q3 while Dodds ramp up to more teams again and then they will work to reduce numbers awaiting to meet the target in Q4. Note, referrals received can fluctuate and this is out of our control.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Rent collected as proportion of rent due.	100.67%	100%	100.18%	100.19%				★	
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA	10.24%	6%	1.82%	5.39%				★	3% is proportioned quarterly target, so exceeded.
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year	12.77	N/A	4.80	5.21				N/A	Measure only
Number of ASB cases which involve hate incidents.	1.20	N/A	0	0				N/A	Measure only
Housing Complaints									
Stage one complaints received per 1,000 homes during the reporting year.	8.98	N/A	1.20	2.40				N/A	Measure only
Proportion of Stage one complaints responded to within 10 days	93%	95%	100%	100%				★	
Stage two complaints received per 1,000 homes during the reporting year.	1.40	N/A	0.60	0.80				N/A	Measure only
Proportion of Stage two complaints responded to within 20 days	100%	100%	100%	100%				✓	
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)	5	N/A	0	0				N/A	Measure only.

Leisure Operator Contract 2026-2036

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Wellbeing
Portfolio:	Community Wellbeing

1 Purpose of Report

- 1.1 This report provides Cabinet with the outcome of the tender process carried out to identify an operator to manage the Council's leisure facilities and seeks approval to award the contract to the highest scoring bidder.

2 Recommendations

- 2.1 Cabinet is asked to approve the award of a leisure services operator contract to the bidder that scored the highest in the recent procurement process.
- 2.2 Cabinet is asked to approve:
- the grant of leases for the facilities Chase Leisure Centre, Rugeley Leisure Centre and Fives Pavilion and Sports Ground to the preferred bidder for the period of up to 10 years;
 - in the Council's capacity as trustee of the land known as Cannock Park, the grant of a lease for Cannock Chase Golf Course to the preferred bidder for the period of up to 10 years.

Reasons for Recommendations

- 2.3 The current contract for leisure services ends on 31st March 2026. A robust and legally compliant procurement process has been undertaken earlier this year to identify a new leisure services operator.
- 2.4 Tenders were received from 3 bidders. Bids were evaluated by council officers, representatives of Staffordshire County Council's procurement team, and the Sport, Leisure and Management Consultancy (SLC) who have assisted the Council throughout. Independent scores were moderated at an evaluation panel meeting. The highest scoring bidder, with an overall score of 78.52% (comprised of Price 40%, Quality 60%) are therefore the preferred bidder to be awarded the contract.
- 2.5 The Council plans to have the new contract completed and ready to deliver from 1st April 2026.

3 Key Issues

- 3.1 Cannock Chase Council, like many other Councils in England is in a financially challenging situation, with significant uncertainty around future funding settlements. It is essential that best value is achieved in all contracts and services the Council delivers.
- 3.2 There is public benefit in health and wellbeing, for the Council to secure the delivery of sustainable leisure services which offer quality access to leisure, sport, and wellbeing facilities, in a financially efficient manner.
- 3.3 If the Cabinet approves the recommendation set out in 2.1, a contract award notice will be published, including details of the winning bidder, contract value, and key terms, as per Section 50 of the Procurement Act 2023. An 8 working day standstill period applies before the contract can be signed.

4 Relationship to Corporate Priorities

- 4.1 Procurement of a new leisure contract supports all priorities in the Council's Corporate Plan 2022-2026; priority 1-Economic Prosperity, priority 2-Health and Wellbeing, priority 3-The Community and, priority 4-Responsible Council.

5 Report Detail

- 5.1 The contract is for the operation of the following authority-owned facilities ("The Facilities"):
 - Chase Leisure Centre
 - Rugeley Leisure Centre
 - Fives' Pavilion and Sports Ground
 - Cannock Park Golf Course.
- 5.2 The procurement procedure used was the open procedure defined in the Procurement Act 2023; this is a robust and legally compliant process of tendering and selection. The contract will commence on 1 April 2026 and will continue for a period of ten years until 31 March 2036. Subject to mutual agreement, the term may be extended by up to five years in accordance with the contract.
- 5.3 On 14th April 2025, the Council published a preliminary market engagement notice. Potential suppliers were invited to engage with the authority through individual engagement meetings held on 28th and 29th April. This enabled officers to explore with attendees, areas including the scope of services, contract term, the structure of the contractual relationship, allocation of risk, investment in facilities and the procurement procedure itself. 5 potential providers requested and attended meetings.
- 5.4 A detailed services specification, invitation to tender and procurement specific questionnaire was produced to set out the Council's requirements from bidders. The approach ensures that the new contract delivers future-proof facility management, actively tackles inactivity, and supports strengthened focus on community wellbeing. The Council was supported by SLC through the procurement preparation and procedure; their work is grounded in national best

practice, including Sport England's Strategic Outcomes Planning Guide, ensuring the Council's tender process aligns with sector-leading standards.

- 5.5 A tender notice and tender documents, including the services specification were published on 4th August 2025, seeking a single supplier. The services include the management of the Authority's leisure facilities as noted in 5.1 and provision of activities and programmes within the facilities to support residents to be more active.
- 5.6 192 pre-submission clarifications were submitted by interested parties, and responded to in writing, or via planned clarification meetings during the period 4th August up to 20th October. Bidders had the opportunity to visit all of the sites included within scope. The deadline for submissions closed on 3rd November 2025.
- 5.7 All submissions underwent a compliance check by the County Council's Procurement Manager, to ensure all questions had been addressed. All bids were deemed compliant. The conditions of participation are set out in the table below.

Conditions of Participation – Part 3 of the Procurement Specific Questionnaire (Minimum requirements – pass / fail)
Economic and Financial Standing
Insurance
Legal capacity – data protection
Technical capacity – relevant experience and contract examples
Technical capacity – experience of sub-contractor management
Technical capacity - Health & Safety
Technical capacity - Health & Safety – enforcement / remedial action orders
Technical capacity - Health & Safety– risk assessment and safety method statements
Technical capacity - Health & Safety – training
Payments in contracts

- 5.8 Assessment was carried out in accordance with the selection criteria and scoring methodology as detailed in the Contract Notice and associated documents. The tender assessment panel was comprised of Cannock Chase District Council officers, Staffordshire County Council Procurement Manager, and consultants from SLC.
- 5.9 Evaluation was based on the most advantageous tender basis, with a technical and commercial % split. The award criteria are set out in the table below. Moderation meetings were held on 17th and 18th November 2025 with the tender assessment panel to agree a single score for each scoring criterion.

Award Criteria

Award Criteria – Part 5 of the Procurement Specific Questionnaire	
Criteria	Percentage
Base Tender Price	20%
Investment Tender Price	12.5%
Fit out and Mobilisation costs	7.5%
Quality – service quality	10%
Quality – programme development	7%
Quality – active wellbeing	7%
Quality – marketing, promotion, and pricing	7%
Quality – asset management (including golf course maintenance)	7%
Quality – staffing training and development	7%
Quality – sustainability	5%
Quality – performance management	5%
Quality – social value	5%
Total:	100%

- 5.10 The recommendation from the tender assessment panel and subject to no challenges being received during the standstill period, is that the preferred supplier are appointed the contract for the period 1st April 2026 to 31st March 2036, and that dependent on the quality of their delivery, that the 60-month service extension be implemented to a final contract end date of 31st March 2041. A contract award recommendation report is included in Appendix 1.
- 5.11 Subject to approval, prior to publishing the contract award notice, all suppliers will be sent an assessment summary providing information as to why its tender was successful or unsuccessful. A contract details notice will be published once the final contract has been signed and sealed.
- 5.12 A mobilisation period will commence following contract completion, this is a critical period, to occur from January to March 2026. During this time, we will continue to work closely with IHL to ensure that service delivery is maintained to a high standard. In their tender response, the preferred bidder has set out clearly how they would manage sensitive transitions such as TUPE transfer of staff to ensure a smooth handover with minimal disruption to staff and customers; this is based on their previous experiences of doing this successfully.
- 5.13 In order to perform the contract, the new provider will need to be granted leases of the facilities. Cannock Chase Golf Course is held by the Council under a trust. Any decisions that the Council makes concerning this piece of land must, therefore, comply with the obligations of the trust and Members must satisfy themselves that this is the case before making decisions on behalf of the trust. The trust requires that their land is only to be used as a public recreation and pleasure ground for the use and benefit of the inhabitants of the Urban District of Cannock. It also states that any buildings shall not be erected on the land without

the approval of CISWO (Coal Industry Social Welfare Organisation). All revenue and income derived from the land must be used to upkeep and maintain trust land which will be transparently demonstrated in accounts. Officers advise that the granting of a lease to the new provider is in accordance with these trust objectives.

6 Implications

6.1 Financial

The approved budget for the current leisure provider is more than the budget that will be required to fund the proposed new leisure contract. It is anticipated that savings will result from the new award. These will be factored into the base budget as they are realised.

6.2 Legal

As set out in the report.

6.3 Human Resources

The appointed contractor will be engaging with Inspiring Healthy Lifestyles through the mobilisation period to co-ordinate consultation and transfer arrangements for those employees transferring to the new provider in line with TUPE Regulations.

Following formal award of the contract the Council will begin discussion with the new provider regarding the TUPE transfer of the staff engaged at Cannock Park Golf Course in line with TUPE Regulations.

In addition, the Council will be required to undertake consultation with the Wellbeing team who are currently employed by Inspiring Healthy Lifestyles and will be subject to a TUPE transfer to Cannock Chase Council effective from 1st April 2026 again in line with TUPE Regulations.

6.4 Risk Management

A delay in awarding the contract risks delaying a new operator's opportunity to mobilise a new contract. This could result in a period without any leisure provision post 1st April 2026, and if no contract is awarded at all, there will be no leisure provision for the foreseeable future beyond April. This would negatively impact on the Council's priorities around the Community, and Health and Wellbeing as it will impede residents' ability to access local facilities which promote physical activity, sport, social connection, wellbeing, and leisure. In terms of Economic Prosperity this would impact on the jobs of local people, causing significant uncertainty and worry. As a responsible council, there is the cost of further procurement activity and potential costs for legal advice to consider due to the risk of challenge from suppliers.

Risks relating to the technical process of progressing to contract award under the Procurement Act are currently managed in collaboration with legal and procurement advice from specialists. Residual risks relate to the process of transferring the contract to a new provider; these are likely to remain until the new contract is bedded in. Until then, they are continuously reviewed and mitigated with clear actions and timelines using an internal risk register.

6.5 Equalities and Diversity

The procurement selection process included requirements for bidders to demonstrate their approach to equality, diversity, and inclusion across several quality award criteria categories. The service specification considered these matters in setting out the council's requirements to ensure that facilities are accessible and inclusive to all. It was required that operators have identified members of staff with specific responsibility for overseeing the delivery of equality, diversity, and inclusion within the contract. The preferred operator is required to prepare a diversity and inclusion plan annually, to proactively increase participation from underrepresented groups in Cannock Chase District.

6.6 Health

Leisure services are an important part of promoting and supporting a populations physical and mental health and wellbeing. Ensuring best value for delivery of these services will ensure that residents of Cannock Chase are able to continue to benefit from these facilities. The current contract has a strong focus on community health and wellbeing, and this is something that will be equally important going forward.

6.7 Climate Change

The Council's Climate Change Officer participated in the both the preparation of tender documents and the tender assessment panel. The service specification and invitation to tender each included requirements for tackling climate change and for suppliers to take account of the authority's climate change strategy and action plan. The Climate Change Officer provided their evaluation of bidder proposals under the sustainability criteria.

Consultation will take place with the Climate Change Officer to ensure the future contract supports the Council's Climate Change Strategy. This will include, but not be limited to, consideration of carbon reduction initiatives and the sustainability of the facilities.

7 Appendices

Appendix 1: Contract Award Recommendation Report.

8 Previous Consideration

None.

9 Background Papers

3 July 2025 - Cabinet - Leisure Contract Procurement

9 October 2025 - Cabinet – Capital investment to Chase and Rugeley Leisure Centres and Cannock Park Golf Course.

Contact Officer:	Anna Nevin
Telephone Number:	01785 619 176
Report Track:	Cabinet: 04/12/25
Key Decision:	Yes

Contract Award Recommendation Report

IA3592 – Leisure Operating Contract

To: Tim Clegg, Chief Executive
Report Date: 19th November 2025
Contact: REDACTED
Designation: Procurement Manager
Contracting Authority: Cannock Chase District Council

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1. Introduction

1.1. Purpose of the Report

The purpose of this report is to gain approval in accordance with the Procurement Regulations for the awarding of the contract for the provision of the above Services.

2. Executive summary

2.1. Key details

Commissioner	Anna Nevin
Procurement Manager	REDACTED
Department / Programme team / SRO / PRO	Cannock Chase District, Wellbeing
Sourcing strategy approval date	4 th August 2025
Budget holder name and department	Chris Forrester
Date budget approved	12 th February 2025

2.2. Contract details

Duration of contract initial period	1 st April 2026 – 31 st March 2036 (120 Months)
Initial period contract value (excl extensions)	£40,000,000 (ex VAT)
Options for extension	1 st April 2036 – 31 st March 2041 (60 Months)
Total figure for the agreement (Inc extensions)	£20,000,000 (ex VAT)
Financial breakdown of contract (FYs):	REDACTED
Contract start date	1 st April 2026
Contract expiry date	31 st March 2041

Have all applicable spend controls been obtained i.e. Cabinet approvals

Cabinet decision to enter preferred bidder status is expected 4th December 2025

Conditions of approval (if applicable, this includes conditions set by cabinet):

Decision is applicable to Call in – Call in is expected to expire on the 16th December 2025.

Confirmation that conditions of approval have been met (if applicable):

2.3. Recommendation summary

Name of winning bidder

Bidder 1

Rationale of award decision and key milestones

The following key strategic objectives have been identified for the Contract to be delivered by the Operator. These are designed to contribute to the Authority's wider local strategic outcomes:

1. To deliver a high-quality and financially sustainable service through an inclusive, innovative and dynamic approach to programming, marketing and promotion, facility investment, income generation and operational efficiencies.
2. To take a proactive partnership role in supporting health, arts / culture, wellbeing and physical activity initiatives across the District through a range of methods including direct delivery, promotion and signposting, support and capacity-building and provision of facilities and resources.
3. To increase participation in sport and physical activity and provide affordable and equitable access for all residents from beginner to competition level, with a focus on less active groups and those at higher risk of experiencing health inequalities, excess weight, obesity or long-term health conditions or disability.
4. To operate, maintain and invest in the facilities throughout the term of the contract to ensure the Authority's assets are protected, operated in the most efficient and sustainable way possible and support the delivery of a high-quality service that meets current and future need.
5. To deliver wider social value across the District through strong and proactive partnership working with the Council, its partners, local clubs, community groups and organisations and third sector providers.

A business continuity plan will be provided prior to the contract commencement date, to ensure appropriate arrangements are in place to provide continuity of service up to full transition to the new supplier. The business continuity plan inc. the annual service plan is to be maintained over the contract period and re-issued to the authority as it's updated.

Following the evaluation process and subsequent moderation of the evaluation process, Bidder 1 scored highest overall and are therefore deemed the Most Advantageous Tender

3. Procurement process

3.1. Background summary



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3.2. Key personnel

Roles and responsibilities during the procurement process, including contractors, consultants and third-party organisations.

Name	Organisation and or department	Roles & responsibilities
REDACTED	Director @ SLC – Appointed Consultants	Preparation of tender documents and lead consultant
REDACTED	Principal Consultant @ SLC – Appointed Consultants	Preparation of tender documents and lead consultant
REDACTED	Managing Director @ SLC – Appointed Consultants	Preparation of tender documents and lead consultant
REDACTED	Director @ SLC – Appointed Consultants	Preparation of tender documents and lead consultant
REDACTED	Procurement Manager – Staffordshire County Council	Lead Procurement Manager
REDACTED	Head of Wellbeing – Lead Commissioner -	Lead Commissioner
REDACTED	Housing Assistance, Health and Leisure Services Manager – Lead Commissioner	Lead Commissioner

3.3. Conflicts of interest

A conflicts assessment was prepared at the start of the procurement process. Details of perceived conflicts are contained with the conflict assessment document.

3.4. Preliminary market engagement

A pre-market engagement notice was issued on the 14th April 2025, inviting potential providers to engage with the Council. The invite was to conduct individual market engagement meetings to discuss the upcoming procurement process.

The agenda covered introductions, background and context, scope of services, the proposed procurement process and its timeframes. Areas of discussion during the meetings were contract terms, investment in facilities, agency model proposals and allocation of risks

5 potential providers requested a meeting and 30-minute teams meetings were held with all.

3.5. Procurement process

The Council opted for an open Procurement Act procedure due to time constraints. A tender notice was published on the central digital platform on 4th August 2025.

After the publication of the tender notice, all potential suppliers were able to raise clarification questions until 30th September 2025. 2 rounds of supplier clarification meetings were built into timetable (20th & 21st August and 22nd & 25th September) Bidders were required to provide questions for discussion prior to the meetings and then unless a question was deemed commercial sensitive, all questions together with the answers were documented and broadcasted via the Proactis e-Tendering Portal.

The tender deadline was extended on the 25th September to 20th October 2025, with the clarification deadline being extended to 30th September 2025.

The tender deadline was further extended on the 7th October 2025 to 3rd November 2025, with the clarification deadline being extended to 20th October 2025.

On the 9th October the award criteria for the process was amended, a notice detailing the change was published.

192 tender clarifications were received, regarding the procurement process such as, specification, criteria, methodology and the terms and conditions of contract, that may help continuous improvement for the next procurement exercise

The final deadline for the submission of tenders was 12 Noon on Monday 3rd November 2025.

Prior to the circulation of the bids, evaluators were asked to sign and return declaration forms regarding potential conflicts of interest. Details of this can be located in the Conflicts Assessment.

3.6. Tender assessment panel

Name	Job title	Organisation and or department	Roles & responsibilities
REDACTED	Procurement Manager	Staffordshire County Council Procurement Team	Compliance and Evaluation Moderator
REDACTED	Information Manager	Cannock Chase DC	Evaluator - Data Protection Q3-4
REDACTED	Head of Wellbeing	Cannock Chase DC	Evaluator – Technical Capacity, Service Quality, Programme Development, Active Wellbeing, Marketing/Promotion/Pricing/, Asset Management, Staffing/training/development, Sustainability, Performance Management & Social Value
REDACTED	Housing Assistance, Health and Leisure Services Manager	Cannock Chase DC	Evaluator – Technical Capacity, Service Quality, Programme Development, Active Wellbeing, Marketing/Promotion/Pricing/, Asset Management, Staffing/training/development, Sustainability, Performance Management & Social Value
REDACTED	Leisure Officer	Cannock Chase DC	Evaluator – Technical Capacity, Service Quality, Programme Development, Active Wellbeing, Marketing/Promotion/Pricing/, Asset Management, Staffing/training/development, Sustainability, Performance Management & Social Value
REDACTED	Health & Safety Officer	Cannock Chase DC	Evaluator - Health & Safety
REDACTED	Chief Internal Auditor & Risk Manager	Cannock Chase DC	Evaluator - Health & Safety
REDACTED	Marketing & Campaigns Officer	Cannock Chase DC	Evaluator – Marketing/Promotion/Pricing
REDACTED	Asset Project Manager	Cannock Chase DC	Evaluator – Asset Management, Sustainability

Name	Job title	Organisation and or department	Roles & responsibilities
REDACTED	Streetscene Manager	Cannock Chase DC	Evaluator – Asset Management
REDACTED	HR Manager	Cannock Chase DC	Evaluator – Staffing/Training/Development
REDACTED	Climate Change Officer	Cannock Chase DC	Evaluator - Sustainability
REDACTED	Head of Transformation & Assurance	Cannock Chase DC	Evaluator – Social Value, Performance Management
REDACTED	Deputy S151 Officer	Cannock Chase DC	Evaluator – Pricing
REDACTED	Deputy Chief Executive Resources 151	Cannock Chase DC	Evaluator – Pricing
REDACTED	Director	SLC – Appointed Consultants	Evaluator – Technical Capacity, Service Quality, Programme Development, Active Wellbeing, Marketing/Promotion/Pricing/, Asset Management, Staffing/training/development, Sustainability, Performance Management, Social Value and Pricing
REDACTED	Principal Consultant	SLC – Appointed Consultants	Evaluator – Technical Capacity, Service Quality, Programme Development, Active Wellbeing, Marketing/Promotion/Pricing/, Asset Management, Staffing/training/development, Sustainability, Performance Management, Social Value and Pricing

Name	Job title	Organisation and or department	Roles & responsibilities
REDACTED	Director	SLC – Appointed Consultants	Evaluator – Technical Capacity, Service Quality, Programme Development, Active Wellbeing, Marketing/Promotion/Pricing/, Asset Management, Staffing/training/development, Sustainability, Performance Management, Social Value and Pricing

3.7. Conditions of participation (Exclusions (excluded or excludable suppliers) including those picked up from the debarment list

A total of 3 bids were received

All submissions underwent a compliance check to ensure that all questions had been addressed and that all documents requested had been attached. The compliance check was carried out by REDACTED

A number of minor errors or omissions were noted with some of the submissions, and action taken to clarify these.

The following Conditions of Participation were required for the procurement

Conditions of Participation – Part 3 of the Procurement Specific Questionnaire (Minimum requirements – pass / fail)
Economic and Financial Standing
Insurance
Legal capacity – data protection
Technical capacity – relevant experience and contract examples
Technical capacity – experience of sub-contractor management
Technical capacity - Health & Safety
Technical capacity - Health & Safety – enforcement / remedial action orders
Technical capacity - Health & Safety– risk assessment and safety method statements
Technical capacity - Health & Safety – training
Payments in contracts

All bids were deemed compliant

Assessment was carried out in accordance with the selection criteria and scoring methodology as detailed in the contract notice and associated documents.

Experian checks were conducted for all submissions.

No submissions were deemed non-compliant, see table below for details:

3.8. Technical and commercial evaluation

Technical assessment

Tenders were issued to the assessment panel listed in section 3.6 above. Evaluation was based on the Most Advantageous Tender (MAT) basis, with a technical (%) and commercial (%) split, in accordance with the tender notice and associated documents.

The Award criteria for the procurement was as follows: -

Award Criteria – Part 5 of the Procurement Specific Questionnaire	
Criteria	Percentage
Base Tender Price	20%
Investment Tender Price	12.5%
Fit out and Mobilisation costs	7.5%
Quality – service quality	10%
Quality – programme development	7%
Quality – active wellbeing	7%
Quality – marketing, promotion and pricing	7%
Quality – asset management (including golf course maintenance)	7%
Quality – staffing training and development	7%
Quality – sustainability	5%
Quality – performance management	5%
Quality – social value	5%
Total:	100%

Individual moderation meetings were held on Monday 17th and Tuesday 18th November with the tender assessment panels to agree a single score for each scoring criterion. The moderation meeting was chaired by **REDACTED**, Procurement Lead, who facilitated discussion, consolidated scores and collated scoring rationale. A final review meeting was held with the lead client team on Wednesday 19th November to agree and finalise the results.

Commercial assessment

The price element of the assessment of Tender submissions will be an assessment of the Tender Price Submissions contained within the Tender Price Schedule as completed by suppliers. The price assessment accounts for 40% of the overall score and will be split between three separately scored elements:

- A Base Tender Price (with no Authority capital fund for supplier-led investments) – 20%
- An Investment Tender Price (which includes supplier-led investments to be funded by Authority capital) – 12.5%
- Fit out and mobilisation costs – one off costs incurred in Year 1 on the contract as part of fit out of facilities for contract commencement, in Years 1 – 3 for the replacement of any equipment handed over at contract commencement, and mobilisation which apply equally to both the Base and Tender Price and should be excluded from those Tender Price submissions – 7.5%

The final commercial assessment details are provided in Annex 2

Combined technical and commercial scores

Combined technical and commercial assessment can be found in Annex 1

The Evaluation Spreadsheet data was completed by **REDACTED** and a peer review undertaken by **REDACTED** who has not otherwise been involved with this Tender Exercise.

Technical assessment

Moderated technical scores and ranking are as follows:

Technical split (*e.g.60%**)

Ranking	Supplier name	Score % of 60
1	Bidder 1	51.80%
2	Bidder 2	39.00%
3	Bidder 3	24.00%

3.9. Procurement modification

Due to a large number of clarifications, and documents that needed to be updated (Framework Agreement and Call off Terms) the tender deadline was extended tender to 20th October 2025 and then extended for a second time to 3rd November 2025.

On the 9th October the award criteria for the process was amended.

The original contract notice (posted on the 4th August) was updated as follows: -

- 25th September 2025 – Closing Date Amended
- 7th October 2025 – Closing Date Amended
- 9th October 2025 – Award Criteria Amended

3.10. Contract award recommendation

The recommendation from the evaluation panel and subject to no challenges being received during the standstill period, is that Bidder 1, are appointed the contract for the period 1st April 2026 to 31st March 2036 and that dependent on the quality of their delivery, that the 60-month service extension be implemented to a final contract end date of 31st March 2041.

Anna Nevin, Head of Wellbeing is the Lead Commissioner for this procurement and is in agreement with this recommendation.

Subject to approval, prior to publishing the contract award notice, all suppliers will be sent an assessment summary providing information as to why its tender was successful or unsuccessful. A contract details notice will be published once the final contract have been signed and sealed.

3.11. Benefits and savings

The Authority recognises the challenge in terms of cashflow that would be faced by the supplier in the early years of the contract as a result of the averaging of the management fee / annual payment over the contract term.

Similarly, the Authority is facing significant medium-term budgetary constraints and requires a management fee profile that minimises any further pressure on its financial position.

REDACTED

3.12. Risk and mitigations

Key risks and mitigations:

Risk	Mitigation
Provider ceases trading	There are several providers in the marketplace, who would be able to provide the services. Financial checks can be conducted to identify any risks early.
Provider cannot deliver the service to the standard required	A supplier will be appointed to the contract following evaluation of the capability/capacity to perform the requirements. Measures to monitor performance, including clear requirements in the specification and service credits will be in place.
Local Government Reorganisation causes a central instruction to cease procurement activities.	The council will progress a condensed timetable for this procurement with the contract commencement taking place 2 years prior to LGR.

Other risks and mitigations:

Risk	Mitigation
Social Value	To deliver wider social value across the District through strong and proactive partnership working with the Council, its partners, local clubs, community groups and organisations and third sector providers
Carbon Reduction	The Operator must be aware of the Authority's environmental policy and perform their work to maximise opportunities to reduce the carbon footprint of the services.

4. Spend controls

4.1. Savings and Abnormally Low Bid

Provide details of any savings or efficiencies achieved as a result of the tender.?

This tender has resulted in annual savings when compared to the current provider.

Abnormally High / Low Bid

The tender has been checked (with auditable evidence available) and the evaluation panel do not consider the winning bid(s) to be abnormally low or abnormally high

The winning bid is not abnormally low or high. Income projections are similar in the two higher scoring bids and there are justifiable reasons why expenditure on the winning bid is lower, including their investment in energy efficiency, their upfront investment reducing longer term maintenance requirements, lower head office and profit margins from the winning bidder and a more efficient VAT model.

4.2. Exit Strategy and TUPE

Exit strategies with the current provider/s have been/will be agreed and will form part of the mobilisation phase.

Yes

TUPE will/will not apply to this contract/framework agreement.

TUPE is applicable to this contract, and the new provider will need to work with the incumbent provider to ensure all TUPE requirements are applied and adhered to.

5. Internal approvals

By signing below, I hereby give my approval to the above recommendation and confirm that I am appropriately authorised to give that authority (to sign/seal) in accordance with CCDCs constitution and relevant sub-scheme of delegation as at the date of this Contract Award Report and my signature below: -

5.1. Approvals in accordance with the Contracting Authority's Procurement Regulations

Appropriate Band Signature

Name	Tim Clegg
Position	Chief Executive
Signed	REDACTED
Approver of the recommendation has no conflicts	No
Link to conflicts form	106-Procurement-Instruction-Declaration-of-Interests-25.05.21.doc
Date	

Budget Holder

Name	Chris Forrester
Position	Deputy Chief Executive and S151 Officer
Signed	REDACTED

**Approver
of the
recommen
dation has
no
conflicts**

No – Form completed and available in the conflicts assessment report

Date

Lead Commissioner

Name

Anna Nevin

Position

Head of Wellbeing

Signed

REDACTED

**Approver
of the
recommen
dation has
no
conflicts**

No – Form completed and available in the conflicts assessment report

Date

21st November 2025

5.2. Commercial approval

Procurement Advisor

Name

REDACTED

Position

Procurement Manager

Signed

REDACTED

Date

19th November 2025

6. Annex 1 – Detailed Technical Evaluation Criteria and Scores

6.1. Detailed Technical Evaluation Criteria and Scores

Final overall quality/price scoring

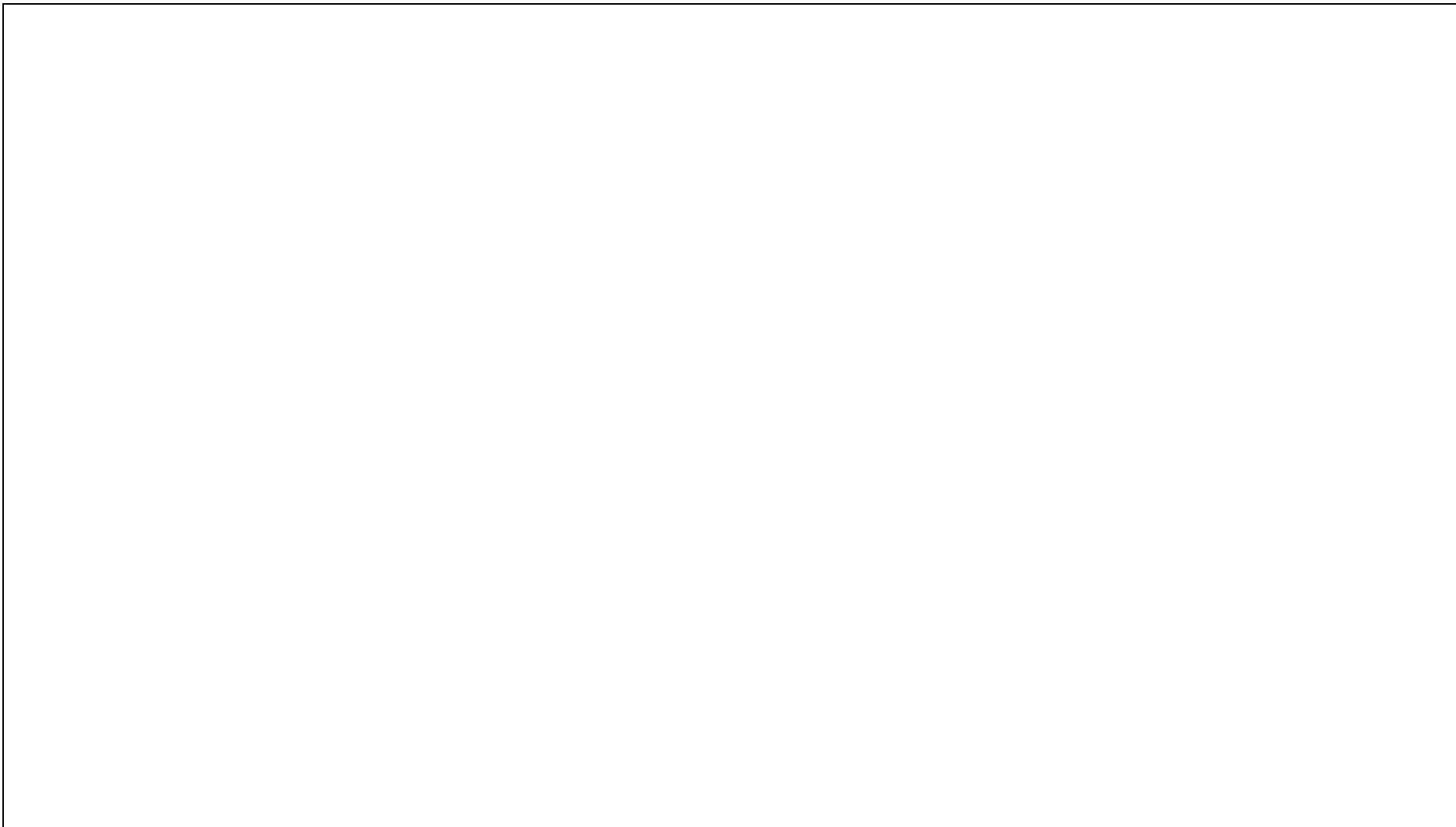
	Compliance	Quality	TOTAL PRICE SCORE	Total	RANK
Percentage Available	Pass/Fail	60.00	40.00	100.00	
PROVIDER					
Bidder 3	Pass	24.00	19.81	43.81	3
Bidder 2	Pass	39.00	7.81	46.81	2
Bidder 1	Pass	51.80	26.72	78.52	1

Individual quality scoring

		Bidder 3		Bidder 2		Bidder 1	
	% WEIGHT		score		score		score
Quality Evaluation							
5-1 Service Quality	10.00	2	4.00	3	6.00	4	8.00
5-2 Programme Development	7.00	2	2.80	3	4.20	5	7.00
5-3 Active Wellbeing	7.00	2	2.80	2	2.80	4	5.60
5-4 Marketing, promotion and pricing	7.00	2	2.80	3	4.20	4	5.60
5-5 Asset Management (including golf course maintenance)	7.00	2	2.80	4	5.60	4	5.60
5-6 Staffing, training and development	7.00	2	2.80	3	4.20	5	7.00
5-7 Sustainability	5.00	2	2.00	4	4.00	4	4.00
5-8 Performance management	5.00	2	2.00	4	4.00	4	4.00
5-9 Social value	5.00	2	2.00	4	4.00	5	5.00
Adjusted Score			24.00		39.00		51.80

Individual pricing scores

		Bidder 3	Bidder 2	Bidder 1
Base Tender Price				
MARKS OUT OF 40 > > > >		REDACTED	REDACTED	REDACTED
TOTAL NUMBER OF POINTS	40.00			
Percentage Weighting	20			
Total Adjusted Score				
Investment Tender Price				
MARKS OUT OF 40 > > > >		REDACTED	REDACTED	REDACTED
TOTAL NUMBER OF POINTS	40.00			
Percentage Weighting	12.5			
Total Adjusted Score				
Fit out & Mobilisation				
Percentage Weighting	7.5	REDACTED	REDACTED	REDACTED
Total Adjusted Score				
TOTAL PRICE SCORE				
40		19.81	7.81	26.72



7. Annex 2 – Pricing analysis

7.1. Pricing analysis

Base Bid

REDACTED

Investment Bid

REDACTED

Fit out and Mobilisation Costs

REDACTED

8. Annex 3 – Proposed sub-contractors of the successful supplier

8.1. Proposed sub-contractors

REDACTED

Planning Enforcement Policy

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Economic Development and Planning
Portfolio:	Regeneration & High Streets

1 Purpose of Report

- 1.1 To request authority to implement a new Planning Enforcement Policy for Cannock Chase District Council to be applied at a time to be agreed between the Head of Economic Development and Planning in conjunction with the Cabinet Member for Regeneration & High Streets.

2 Recommendations

- 2.1 That Cabinet agree and adopt the Planning Enforcement Policy 2025 (Appendix 1).
- 2.2 That Cabinet agree to delegating the date of implementation to the Head of Economic Development and Planning in consultation with the Cabinet Member for Regeneration & High Streets.
- 2.3 That Cabinet agree to delegate approval of minor amendments to the Enforcement Policy to the Head of Economic Development and Planning in consultation with the Cabinet Member for Regeneration & High Streets.

Reasons for Recommendations

- 2.4 The recommendations in the report are necessary to introduce a new and efficient approach to planning enforcement within the District. The policy will promote good practice and facilitate the prioritisation of investigations of breaches of planning control. This should enable a better alignment of resources to the demands placed on the service for the benefit of service users.

3 Key Issues

- 3.1 The Enforcement Team carries a large workload that places a significant demand on resources. The team's capacity is hindered by the volume of cases requiring investigation and leaves little time to allow prioritisation that would allow efficient caseload management.
- 3.2 The Council receives a high number of complaints relating to alleged breaches of planning control. The lack of an up-to-date and clear policy is contributing to the handling of the volume of complaints received. Clear guidance would be helpful to set out the type and nature of complaints that would be taken forward for investigation and those that would not require further investigation. This would allow the prioritisation of limited staff resources to those cases where the greatest harm is experienced.

4 Relationship to Corporate Priorities

- 4.1 The Development Management and Planning Policy services are key statutory services and contribute to the delivery of the Council's corporate priorities. These service areas directly contribute to:
- Priority 1 - Economic Prosperity - attract investment to develop the District's economy, rejuvenate our town centres
 - Priority 2 - Health and Wellbeing - provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing.
 - Priority 3 - The Community - ensure our communities are well designed, accessible, and inclusive environments
- 4.2 The Enforcement Policy would contribute to Priority 3 - The Community to ensure Cannock Chase is a place that residents are proud to call home.

5 Report Detail

- 5.1 The planning system operates to regulate development and the use of land in the public interest. The effective and proper enforcement of planning controls is essential to protect the local environment and interests of the residents, visitors, and businesses from the harmful effects of unauthorised development.
- 5.2 The Council has a duty to investigate alleged breaches of planning control. A breach of planning control broadly means the carrying out of development or change in the use of a building or dwelling without the grant of planning permission from the Council or deemed permission by government order. A breach will also include the carrying out of development without compliance with the approved plans or any conditions attached to a planning permission. Unauthorised works to listed buildings, trees covered by Tree Preservation Orders, trees within a Conservation Area and advertisements also come within the scope of planning control, but unlike the breaches identified above constitute a criminal offence. The Council also investigates offences under the Hedgerows Regulations 1997 and High Hedge complaints under Part 8 of the Anti-social Behaviour Act 2003.
- 5.3 The main objectives of planning enforcement are:
- a. To remedy undesirable effects of unauthorised development
 - b. To bring unauthorised activity under control to ensure that the credibility of the planning system is not undermined.
- 5.4 The Council's enforcement powers are discretionary and will only be exercised when it is considered expedient to do so. In considering the issue of expediency, the Council will have regard to:
- whether the breach of planning control unacceptably harms public amenity, or the existing use of land and buildings merit protection in the public interest.
 - ensuring any enforcement action is commensurate with the breach of planning control to which it relates. Enforcement action may not be taken to remedy trivial or technical breaches of control which are considered to cause no harm to amenity. For example, work that is slightly larger than Permitted Development Rights allow for.

- ensuring that, if initial attempts to persuade an owner or occupier of a site to voluntarily remedy the harmful effects of unauthorised development fail, negotiations should not be allowed to hamper or delay whatever formal enforcement action may be required to make the development acceptable on planning grounds, or to compel it to stop.
 - statutory time limits for taking enforcement action.
 - relevant planning policies and other material considerations.
- 5.5 The demands on the enforcement service are such that alleged breaches of planning control will need to be prioritised to align with the current resources available. Current caseloads are not sustainable, and this is partly due to the current policy which is too general and ambiguous. To make the most effective use of available resources, the Councils will investigate alleged breaches of planning control in accordance with set priorities. The priorities take into account the significance and impact of the breach, the level of harm caused and also the need to react expediently. The Councils should not investigate every complaint received but only take forward those where harm has been assessed and enforcement action may be necessary.
- 5.6 Reporting an alleged breach will need to accord with a set standard requiring
- Name and contact details of complainant. Anonymous complaints will not be accepted.
 - The exact location of the site.
 - A description of the activity or development.
 - The date it began (if known).
 - The date work has completed (if known).
 - Details of harm (such as noise, visual impact, or safety issues)
 - Photographs or supporting evidence.
- 5.7 The identity of complainants is confidential. Where complainants are not willing to provide details, they can be requested to speak to their ward member.
- 5.8 The Enforcement Policy proposes a two-stage assessment process where the initial assessment considers the nature of the breach as well as harm experienced and a score assigned during the two-step assessment. These two tables are used in conjunction, for example, untidy land (1) that has been causing an issue for more than 6 months (1) and causes a highway safety issue (2) would score 4 overall. If a case scores 3 or more, an investigation will take place, and the case will progress to Tier 2. There may be negotiations as part of the initial investigation, to remedy the breach.
- 5.9 At the second stage the impact will be scored against an Expediency Assessment identifying whether the impact is low, medium, or significant harm. A cumulative score will indicate whether the case proceeds to an investigation, or no further action and the complainant will be advised that the Council will close the case. Cases that go forward to investigation will be prioritised as high, medium, lower, and low priority which will dictate the timescale for investigation.

Table 1: Initial Assessment

Low Harm – 1 point	Medium harm – 2 points	Significant harm – 3 points
Unauthorised signage and advertisements	Unauthorised development that would adversely affect the character and appearance of a conservation area or the setting of a listed building	Unauthorised works to a listed building or ancient monument
Unauthorised telecommunications equipment or satellite dishes on residential dwellings	Development of poor-quality housing, including large houses of multiple occupancy, flat conversions, and residential use of outbuildings	Development/changes of use with serious implications upon the continued health and wellbeing of the public in Stafford or Cannock.
Unauthorised fences, walls, and gates	Unauthorised telecommunications equipment not on a dwelling	Large scale development where a serious impact is felt over a wide area
Any breach of planning control which is temporary in nature	Breaches of planning conditions that result in harm to general amenity	Unauthorised works in progress to a tree protected by a tree preservation order or tree within a conservation area
Untidy land	Residential extensions that do not benefit from permitted development rights	

Descriptor	0	1	2
Is the breach in a conservation area?	No	Yes	
Is the breach in the greenbelt?	No	Yes	
Has the untidy land been causing an issue for more than 6 months?	No	Yes	
Does this require a site visit to determine the extent, prominence, scope, or scale of the breach?	No		Yes
Is there a highway safety issue?	No		Yes
Is there a tree preservation order breach?	No	Yes	
Is this a statutory listed building?	No	Yes	

Table 2: Expediency Assessment

Significant harm = 3 points	There is a serious harmful impact on the built environment or a serious impact on public health or amenity. It is not considered that planning consent would be granted.
Medium harm = 2 points	There is some impact on the built environment or some impact on public health or amenity. In cases where there is medium harm in some instances planning consent may not be granted. However, insufficient harm is caused by the development to warrant formal action. This will be based on experience and the likelihood of success at appeal of any enforcement proceedings.
Low harm = 1 point	There is a small impact on the built environment or a small impact on public health or amenity. In these cases, planning permission would likely be granted.
No harm = 0 points	There is no harm.

- 5.10 If a breach is confirmed and negotiation does not resolve the issue, officers assess whether formal enforcement is expedient. This involves considering the level of planning harm caused and the likelihood of success if enforcement action is taken. A breach that scores 3 (significant harm) in any area will usually proceed directly to enforcement. If no individual issue scores 3, but the total score is 4 or more, enforcement is likely to be considered. If the cumulative score is 3 or below, no further action will be taken.
- 5.11 It is proposed to formally apply the new Enforcement Policy when workloads have reduced, however case prioritisation will be carried out immediately once the policy is approved. It is envisaged the new policy will formally be introduced at some stage in 2026, although this is dependent on either recruiting to the vacant Enforcement Officer post or retaining the current agency enforcement officer to reduce the backlog of cases. Each time an officer leaves, it results in a rise in the backlog of cases and delays while replacements are recruited.
- 5.12 There will be occasions where cases will bypass the enforcement policy whereby immediate action is necessary such as when a temporary stop notice or temporary injunction is required to deal with a serious breach.

6 Implications

6.1 Financial

There are no direct financial implications for the Council as a result of this Policy report.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The main risks associated with not having a Local Enforcement Policy in place are:

- Backlog of cases continue to grow.
- Lack of transparency in managing enforcement caseload and prioritisation.
- Lack of effective case management.
- Failure to make best use of planning enforcement resources.

The Enforcement Policy will ensure that breaches of planning control are investigated in accordance with good practice and legislation.

Case prioritisation will be carried out within the framework of the new policy and those cases causing greatest harm will be prioritised.

The policy will provide a transparent process to decision making and case prioritisation. This will also provide an audit trail of decisions linked to the policy.

Case management will be more efficient allowing cases to be triaged and not immediately added to the caseload (or backlog) for investigation. Only those cases that pass through the initial assessment will be taken forward to investigation.

Through the introduction of the Enforcement Policy, the residual risks are seen as low.

6.5 Equalities and Diversity

None

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1: Planning Enforcement Policy.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer:	Sushil Birdi
Telephone Number:	01543 464 326
Report Track:	Cabinet: 04/12/25
Key Decision:	Yes

Appendix 1

Planning Enforcement Policy

For Stafford Borough Council and Cannock Chase District Council

Draft – September 2025

1. Introduction

This Planning Enforcement Policy sets out how Stafford Borough Council and Cannock Chase District Council will investigate and respond to suspected breaches of planning control. It supports the councils' shared enforcement team in delivering a consistent, proportionate and transparent service for residents, businesses and communities. Effective enforcement is important to maintain public confidence in the planning system. Although enforcement action is discretionary, this policy explains how both councils will decide what action to take, based on the level of harm and what is in the public interest.

Stafford and Cannock now operate a shared planning enforcement team. However, each council still has its own planning committees, decision-making structures and delegation arrangements. Where these differ, the policy clearly indicates which council a particular procedure applies to.

This document is based on national guidance, including the National Planning Policy Framework (NPPF), relevant legislation, and examples of good enforcement practice from across the country.

2. What Is Planning Enforcement?

Planning enforcement is about making sure that development happens in line with national legislation, local planning policies and any conditions attached to planning permissions. It plays a key role in protecting the local environment and ensuring a fair and lawful planning system.

Most breaches of planning control are not criminal offences. However, enforcement action can be taken where development has occurred without the correct permission, or where planning conditions have not been followed.

Some types of unauthorised development are considered criminal offences from the outset. These include:

- Carrying out unauthorised works to a listed building
- Carrying out works to trees protected by a Tree Preservation Order (TPO), or to trees within a Conservation Area
- Displaying advertisements without the required consent

All other breaches are treated as civil matters unless a formal Enforcement Notice is served and not complied with, which then becomes a criminal offence.

3. What Is a Breach of Planning Control?

A breach of planning control can include:

- Building or engineering works that do not have planning permission
- A material change of use of land or buildings without permission
- Not following the approved plans or conditions attached to a planning permission
- Failing to comply with planning obligations
- Unauthorised works to listed buildings or protected trees
- Displaying advertisements without consent
- Land or buildings left in an untidy condition where this harms local amenity

Planning enforcement time limits vary: a 10-year period applies to most development and use changes on or after April 25, 2024, while a 4-year period applies only to such breaches completed before that date. There is no time limit for breaches of listed building legislation, and some situations, like deliberate concealment, can extend these periods.

In rare cases where development has been deliberately concealed, the council may apply for a Planning Enforcement Order to allow late action.

4. What We Can and Cannot Investigate

We will investigate alleged breaches of planning control that fall within our legal powers and planning responsibilities. These include:

- Unauthorised building works or extensions
- A change of use of land or buildings
- Works to protected trees
- Works to listed buildings
- Untidy land that significantly affects the amenity of the area
- Development not in line with approved plans or planning conditions
- Unauthorised signs or advertisements
- Demolition in a Conservation Area without consent

There are some matters we cannot investigate through planning enforcement, such as:

- Neighbour disputes about land ownership or boundaries
- Breaches of private covenants or deeds
- Parking of vehicles on the highway or verges (this is a County Council or Police matter)
- Party wall issues or building control concerns
- Business activity from home where there is no clear harm or material change of use
- Issues of noise, smell, anti-social behaviour or pollution (these are investigated by Environmental Health or other agencies)
- Works that have planning permission or fall under permitted development rights

Where a concern falls outside the scope of planning enforcement, we will try to redirect it to the appropriate team or agency.



5. How to Report a Breach of Planning Control

You can report a suspected breach of planning control using the councils' online forms. Providing clear and detailed information helps us to investigate the matter more efficiently.

When you report a breach, we require:

- Your name and contact details. Anonymous complaints will not be accepted.
- The exact location of the site
- A description of the activity or development you are concerned about
- The date it began (if known)
- Any harm you believe it is causing (such as noise, visual impact or safety issues)
- Any photographs or supporting evidence you may have

Both councils treat the identity of complainants in confidence. However, if a case proceeds to appeal or prosecution, you may be asked to provide a witness statement or attend a hearing. We will always discuss this with you first.

6. Confidentiality

All enforcement enquiries are treated confidentially. Your name and contact details will not be shared with the person or organisation under investigation. If your evidence is essential to the case and a formal appeal or legal action is required, we will contact you to discuss whether you are willing to be involved.

To assist in our investigation, you may be asked to complete a diary sheet of times and dates when you notice the alleged breach occurring, as part of your normal day to day activities. This is to assist the Council in planning effective visits and help demonstrate the intensity and impact of a suspected breach of planning control.

7. Assessing Harm and Deciding Whether to Act

The shared enforcement team uses a two-stage assessment to decide whether a breach should be formally investigated and, if necessary, whether enforcement action is justified. This includes a harm scoring system to ensure consistency and fairness.

Tier 1 – Initial Assessment

Each case is first assessed against a set of questions to understand the type and level of harm involved. Points are allocated based on the nature and location of the breach.

These two tables are to be used in combination. For example, untidy land (1) that has been causing an issue for more than 6 months (1) and causes a highway safety issue (2) would score 4 overall.

If a case scores 3 or more, an investigation will take place, and the case will progress to Tier 2. There may be negotiations as part of the initial investigation, to remedy the breach.

Low Harm – 1 point	Medium harm – 2 points	Significant harm – 3 points
Unauthorised signage and advertisements	Unauthorised development that would adversely affect the character and appearance of a conservation area or the setting of a listed building	Unauthorised works to a listed building or ancient monument
Unauthorised telecommunications equipment or satellite dishes on residential dwellings	Development of poor-quality housing, including large houses of multiple occupancy, flat conversions and residential use of outbuildings	Development/changes of use with serious implications upon the continued health and wellbeing of the public in Stafford or Cannock.
Unauthorised fences, walls and gates	Unauthorised telecommunications equipment not on a dwelling	Large scale development where a serious impact is felt over a wide area
Any breach of planning control which is temporary in nature	Breaches of planning conditions that result in harm to general amenity	Unauthorised works in progress to a tree protected by a tree preservation order or tree within a conservation area
Untidy land	Residential extensions that do not benefit from permitted development rights	

Descriptor	0	1	2
Is the breach in a conservation area?	No	Yes	
Is the breach in the greenbelt?	No	Yes	
Has the untidy land been causing an issue for more than 6 months?	No	Yes	
Does this require a site visit to determine the extent, prominence, scope or scale of the breach?	No		Yes
Is there a highway safety issue?	No		Yes
Is there a tree preservation order breach?	No	Yes	
Is this a statutory listed building?	No	Yes	

Tier 2 – Expediency Assessment

If a breach is confirmed and negotiation does not resolve the issue, officers assess whether formal enforcement is expedient. This involves considering the level of planning harm caused and the likelihood of success if enforcement action is taken.

A breach that scores 3 (significant harm) in any area will usually proceed directly to enforcement. If no individual issue scores 3, but the total score is 4 or more, enforcement is likely to be considered. If the cumulative score is 3 or below, no further action will normally be taken.

Significant harm = 3 points	There is a serious harmful impact on the built environment or a serious impact on public health or amenity. It is not considered that planning consent would be granted.
Medium harm = 2 points	There is some impact on the built environment or some impact on public health or amenity. In cases where there is medium harm in some instances planning consent may not be granted. However, insufficient harm is caused by the development to warrant formal action. This will be based on experience and the likelihood of success at appeal of any enforcement proceedings.
Low harm = 1 point	There is a small impact on the built environment or a small impact on public health or amenity. In these cases, planning permission would likely be granted.
No harm = 0 points	There is no harm.

8. Prioritisation and Timescales

To make the best use of available resources, enforcement cases are prioritised based on the potential harm caused. Each case is assigned a priority rating, which determines how quickly an investigation, which may include a site visit, will be carried out.

Priority	Type of breach	Timescale for investigation
Priority 1 – High	Serious harm or potential for irreversible damage, e.g.: - Works to listed buildings (demolition/alteration/disrepair) - Demolition or significant development in a conservation area - Works to trees covered by a Tree Preservation Order or in a Conservation Area - Development causing serious and immediate/irreparable harm, particularly to protected ecology or causing serious danger to the public	1-2 working days
Priority 2 - Medium	Development in progress that may cause harm or become immune from enforcement, e.g.: - Operational development already in progress causing medium level of harm impacting upon the wider area - Development where potentially immune from enforcement within 6 months - Development causing serious harm to amenity - Breaches of condition/non compliance with approved plans causing serious harm to amenity	10 working days
Priority 3 – Lower	Development complete, but causing some harm or minor breaches of conditions, e.g.: - Operational development already in progress causing a lower level of harm than priority 2 and only to the immediate area - Changes of use resulting in some harm to amenity - Advertisements (other than flyposting) - Breaches of condition/non-compliance with approved - Plans causing non-serious harm to amenity	15 working days
Priority 4 – Low	Minor breaches or untidy land issues, including: - Changes of use resulting in no harm to amenity - Untidy land (other than where comes under Environment & Health legislation)	20 working days

After the investigation, we aim to provide a response or update within 10 working days.

9. How Breaches Are Resolved

When a breach of planning control is confirmed, the enforcement team will consider a range of actions depending on the nature of the breach and the level of harm caused. These options include:

- No further action: Where the breach is minor, technical, or not causing harm.
- Further investigation: Where more evidence or site visits are needed to assess the breach.
- Negotiation: Informal contact with the owner to resolve the breach voluntarily.
- Invite a retrospective planning application: Where permission might be granted to regularise the development.
- Formal enforcement action: Where harm is significant or where negotiation has failed.

10. Enforcement Tools and Powers

The following is a list of some of the enforcement tools that may be used where it is considered proportionate and in the public interest:

Type of Enforcement Action	When we may use it	What it does
Section 330 Notice	Where it appears to the Council that a breach of planning control has occurred	Enables the Council to obtain information such as the name and address of any person with an interest in land and the start and end date of any use and the name and address of any person who has used the land for that purpose.
Planning Contravention Notice	Where it appears to the Council that a breach of planning control has occurred	Enables the Council to require information about ownership and interest in land and ask specific bespoke questions relevant to the investigation of the suspected breach of planning control. A failure to complete or return a notice within 21 days is an offence, as is providing false or misleading information on the notice
Temporary Stop Notice	Where it appears to the Council that a breach of planning control has occurred	A temporary stop notice can require an activity to cease or reduce or minimise the level of activity for a period of up to 56 days. The "immediate" cessation of activities should allow for the shutting down and making safe of an activity A temporary stop notice may not prohibit the use of a building as a dwelling house. Temporary Stop Notice can now be issued in respect of suspected breaches of Listed building control.
Enforcement Warning Notice	Where it appears to the Council that a breach of planning control has occurred	Where a local planning authority considers that unauthorised development has a reasonable prospect of being acceptable in planning terms, it can issue an enforcement warning notice.

Type of Enforcement Action	When we may use it	What it does
		The notice will set out the matters that appear to be a breach of planning control and state that, unless an application is made by a specified date, further enforcement action may be taken. The issue of an enforcement warning notice constitutes taking enforcement action for the purposes of section 171B of the Town and Country Planning Act 1990.
Enforcement Notice and Listed Building Enforcement Notices	An Enforcement Notice should only be issued where the local planning authority is satisfied that it appears to them that there has been a breach of planning control and it is expedient to issue a notice, taking into account the provisions of the development plan and any other material considerations.	Specifies the reason(s) for it's service, the steps required to remedy the breach, the date it takes effect and the timeframe for compliance. There is a right of appeal against an Enforcement Notice. Non-compliance with the requirements of an extant Enforcement Notice is an offence. The requirements of an Enforcement Notice run in perpetuity with the land upon which it is served.
Stop Notice	Where a breach of planning control is causing very serious harm to public amenity and the environment and this harm could not be removed or alleviated by the imposition of conditions on a planning permission, the Council will consider a Stop Notice (after the service of an Enforcement Notice) in cases where urgent action is necessary to bring about a cessation of a relevant activity before the expiry of the period of compliance of the related Enforcement Notice.	The Stop Notice will refer to the Enforcement Notice to which it relates, specify the activity or activities that are required to cease, and the date that it takes effect.
Breach of Condition Notice	Where the breach of planning control relates to non-compliance with a condition on a planning permission or a limitation on a deemed planning permission has been exceeded, the Council will consider the expediency of serving a Breach of Condition Notice.	The Breach of Condition Notice will specify the steps required to comply with the condition(s) or limitation(s), the date that it takes effect and the time period for compliance. There is no right of appeal against a Breach of Condition Notice

Type of Enforcement Action	When we may use it	What it does
Section 215 Notice (Untidy Land Notice)	In cases where the amenity of an area is adversely affected by the condition of land or buildings, the Council will consider the expediency of serving a Notice under s.215 of the Town and Country Planning Act 1990.	The Notice will specify the steps required to be taken to remedy the condition of the land or buildings, the time period within which the steps must be taken and the date that it takes effect. There is a right of appeal against a Section 215 Notice to the Magistrates Court
Prosecution	The Council will consider commencing a prosecution in the Courts against any person who has failed to comply with the requirement(s) of any of the following Notices where the date for compliance has passed and the requirements have not been complied with (i) Enforcement Notice (ii) Listed Building Enforcement Notice Conservation Area Enforcement Notice Breach of Condition Notice (iii) Section 215 Notice (iv) Stop Notice The Council will also consider commencing a prosecution in the Courts where: a) unauthorised works have been carried out to trees subject to a Tree Preservation Order, or in a designated Conservation Area b) an advertisement is being displayed without the necessary consent and the Council's request to remove it within a specified timescale has been declined or ignored c) unauthorised works have been carried out to a Listed Building d) unauthorised demolition has taken place in a Conservation Area	Before commencing any legal proceedings the Council will be satisfied that there is sufficient evidence to offer a realistic prospect of conviction and that the legal proceedings are in the public interest.

Type of Enforcement Action	When we may use it	What it does
	e) the recipient of a Planning Contravention Notice has failed to provide a response within the prescribed time period or has supplied false or misleading information	
Injunction	Where an Enforcement Notice has not been complied with and a prosecution is not considered expedient or previous prosecution(s) have failed to remedy the breach of planning control, the Council will consider applying to the Courts for an injunction. Such action will only normally be considered if the breach is particularly serious and is causing, or likely to cause, exceptional harm.	Stop unauthorised works from being carried out.
Direct Action	Where any steps required by an Enforcement Notice have not been taken within the compliance period (other than the discontinuance of the use of land), the Council will consider whether it is expedient to exercise its power under s.178 of the Town and Country Planning Act 1990 (as amended)	The Council can enter the land and take the steps to remedy the breach; and recover from the person who is then the owner of the land any expenses reasonably incurred by them in doing so.

Each case is assessed on its own merits. Any action must be proportionate to the harm caused. In all cases, the councils will follow the relevant legal processes and offer the right to appeal where applicable.

11. Unauthorised Encampment

The travelling community can experience difficulties finding an approved place to stay. This means that sometimes they stop on land without permission, including highway verges and lay-bys. This Council's approach is based on preventing unlawful occupation of land.

Encampments on Council land will result in legal proceedings to evict the travellers. In the case of highway land, such as verges and lay-bys, the matter will be taken up with Staffordshire County Council, which is the local highway authority.

Trespassing on land is a civil matter, with prevention of trespass being the responsibility of the landowner. Landowners will need to seek appropriate legal advice in these circumstances.



12. Proactive Monitoring

In addition to responding to complaints, the enforcement team will proactively monitor a sample of developments to check compliance with approved plans and conditions. This helps to ensure that development is taking place as expected and supports early intervention where needed.

Monitoring will be informed by building control data and site visits, with a random sample of permissions reviewed regularly.

13. Customer Service and Complaints

We aim to deliver a fair and responsive enforcement service. If you feel that we have handled a case well, we welcome your feedback.

If you are unhappy with how a case has been dealt with, please contact the officer handling the matter in the first instance. If your concerns are not resolved, you may use the council's formal complaints process. Complaints about the outcome of a planning decision will not normally be revisited unless new evidence has come to light.

14. Equality and Human Rights

Planning enforcement decisions must be taken with regard to the Human Rights Act 1998 and the Equality Act 2010. We will consider the effect of any proposed action on the rights and circumstances of those affected. This includes ensuring that decisions do not discriminate and take account of protected characteristics such as age, disability, race, religion or belief, sex, and gender reassignment.

Where appropriate, we will also consider how action may affect family life, home, and the peaceful enjoyment of property.

15. Reviewing This Policy

This joint policy will be reviewed periodically to ensure it remains up to date and reflects any changes in law, guidance or operational arrangements. Future updates may include changes to timescales, decision-making processes or how resources are shared between the two councils.

Cannock Town Centre Regeneration Programme Update and Next Steps

Committee:	Cabinet
Date of Meeting:	4 December 2025
Report of:	Head of Economic Development and Planning
Portfolio:	Regeneration and High Streets

1 Purpose of Report

- 1.1 To update Cabinet on the progress made to date with delivery of the Cannock Town Centre Regeneration programme and to request the necessary permissions and delegations to support the delivery of the updated programme being brought forward at pace.

2 Recommendations

- 2.1 That Cabinet note the progress made on delivery of the programme to date.
- 2.2 That Cabinet agree to the updated programme scope for the Cannock town centre regeneration as set out in **Appendix 1**.
- 2.3 That Cabinet note the updated scope of programme and the consequential reallocation of funding captured within 2.4.
- 2.4 That Cabinet approve permission to spend of £6.615 million, this being the balance of the approved programme (comprising existing grant funding and Town Centre Investment Fund allocations) and recommend to Council that the capital programme allocation be updated in respect of those works identified in **Appendix 1**.
- 2.5 That Cabinet agree in principle, subject to a detailed business case and further report, that Cannock Chase District Council relocates from the Civic Centre to facilitate the further regeneration of Cannock town centre as set out in 5.18.
- 2.6 That Cabinet agree to the inclusion of the leasehold property as set out in the **Confidential Appendix 2** and 5.17 within the red line for the regeneration programme with the intention to demolish, subject to planning consent, as set out in 5.23.
- 2.7 That Cabinet agree to the inclusion of the former Prince of Wales theatre within the red line for the regeneration programme with the intention to demolish, subject to planning consent, as set out in 5.25.
- 2.8 That Cabinet agree to the creation of a revenue budget to support the delivery of the Civic Centre relocation project as set out in 5.28.
- 2.9 That Cabinet support the proposal to apply for additional capital and revenue funding as it becomes available to support delivery of the Cannock town centre regeneration programme as detailed in **Appendix 1**. This includes, but is not limited to, funding from Homes England and One Public Estate.

- 2.10 That Cabinet delegate authority to the Head of Economic Development and Planning in consultation with the Deputy Chief Executive - Place, Deputy Chief Executive - Resources, Head of Law & Governance, Portfolio Leader for Regeneration and High Streets and the Levelling Up Fund Programme Board to take all steps to implement the overall programme within the agreed scope (as detailed in **Appendix 1**) and budget.

Reasons for Recommendations

- 2.11 Following the notification¹ of funding simplification on 2 September 2025 amendments to LUF (now known as Local Regeneration Fund) programmes no longer require sign off from the Ministry for Housing, Communities and Local Government (MHCLG) however this does not remove the requirement for the Council to approve specific spending proposals.
- 2.12 Significant interest has been generated by developers and end users for Council owned sites within the town centre and the regeneration site boundary requires formal confirmation to proceed.

3 Key Issues

- 3.1 In March 2024 Cabinet approved the revised scope for the Cannock town centre regeneration programme which introduced a phased approach to delivery. This phased approach was recommended by officers to ensure that risks relating to the spend of grant monies were minimised as far as possible as failure to meet MHCLG deadlines could result in the loss of funding. As such Phase 1 was designed to be delivered independently of Phase 2 so that should delays occur in Phase 2 those delays couldn't compromise the demolition of the former multi storey car park and the delivery of the Northern Gateway.
- 3.2 Following Cabinet's approval to proceed with the land assembly that underpins Phase 2 in June 2024, Members were asked to note that officers were looking at options to fully utilise the grant funding subject to a further report to Cabinet. Following a period of public consultation, the permanent closure of the Prince of Wales Theatre was confirmed within the General Fund Revenue Budget and Capital Programme 2024-2028 report to full Council on 12 February 2025. Whilst works connected to the Prince of Wales Theatre formed part of the original regeneration programme, in light of the Cabinet's decision of 4 September 2025 in respect of not agreeing a Community Asset Transfer of the theatre, officers have considered alternative projects against which the remaining funding can be allocated within the context of the emerging Development Framework.
- 3.3 Following the publication of guidance relating to funding simplification on 2 September 2025 MHCLG have confirmed that the Council must have all Levelling Up Fund (now known as Local Regeneration Fund; LRF) monies spent by 31 March 2028.

¹ As notified by MHCLG and published on the gov.uk website 2 September 2025 [Local Regeneration Fund: technical guidance - GOV.UK](#)

- 3.4 This report therefore updates on the progress made to date and the proposed projects that will complete the town centre regeneration programme.

4 Relationship to Corporate Priorities

- 4.1 The Cannock Town Centre Transformation Programme supports delivery of the following priorities within the Council's Corporate Plan 2022-26:

- i) Economic Prosperity
- ii) Health and Wellbeing
- iii) Responsible Council

By leading on site assembly and clearance works the regeneration programme is addressing longstanding issues around deliverability that could continue to deter investment in Cannock town centre. A redevelopment opportunity that offers the potential for a variety of uses can support both the local economy and the delivery of housing.

- 4.2 The Programme is also consistent with the development strategy as set out in the emerging Cannock Chase District Local Plan 2018-2040.

5 Report Detail

- 5.1 In October 2021 the Council secured £20m from the first round of the Levelling Up Fund (LUF) to support an ambitious and transformational town centre regeneration scheme with a further £6.8m investment from the Council's Capital Programme. The original deadline by which all grant monies had to be spent was 31 March 2025.

- 5.2 To progress work to secure technical support and land assembly Cabinet resolutions secured permission to spend up to £1.9 million in June 2022 in respect of multi-disciplinary consultants and £330,500 in respect of the acquisition of Cannock Shopping Centre units 1-3 in June 2023.

- 5.3 The bid winning scheme was complex with dependencies across different elements, parts of which relied on land assembly to deliver the regeneration works. Following a lengthy Compulsory Purchase Order process that sought to secure control of key pieces of land, and in light of concerns around land availability, cost control and deliverability, officers worked closely with MHCLG to agree a deliverable amended scheme. In March 2024 a new phased approach to delivery, supported by MHCLG, was agreed by Cabinet and updated further in June 2024 when details of Phase 2 were confirmed.

Phase 1 Progress Update

- 5.4 At their meeting in March 2024 Cabinet agreed to proceed with the revised scope for Phase 1 as follows:

- i) Demolition of the former Multi-Storey Car Park and Indoor Market Hall site; creating a development platform for a new cultural hub.
- ii) Creation of the Northern Gateway, removing the existing subway and connecting the town centre to the bus station and Beecroft Road car park via new high quality public realm and creation of a new café unit.

- iii) Refurbishment of Beecroft Road car park, including improved accessibility and installation of electric vehicle charging points, bike hub and associated landscaping works.
- 5.5 A budget of £9,000,000 was agreed based on estimates at the time. In terms of the individual workstreams, the demolition of the former retail units is complete, and the demolition of the multi-storey car park is on track for completion by the end of 2025.
- 5.6 As the programme has progressed and details refined the current estimated costs as of November 2025 for Phase 1 (including contingency) are £7.14m, however this does not include any budget for the Northern Gateway works relating to the highway and café scheme.
- 5.7 Following the completion of detailed technical design work the cost of the highways improvements element of the Northern Gateway was reaching a level considered to be disproportionate with the scale of the works offering poor value for money. Furthermore, the projected cost of the Northern Gateway café scheme also increased significantly. The value for money assessment is set out in the **Confidential Appendix 2**. It is recommended that Cabinet remove the highway and café works from the scope and progress an appropriately scaled public realm improvement scheme and Beecroft Road refurbishment that is within the previously agreed budget and delegations for Phase 1 works as approved in March 2024.
- 5.8 Members are asked to note that whilst an appropriate sum has been budgeted for the refurbishment of Beecroft Road car park, included within the £7.14m referenced above, Cabinet should also note that officers are currently exploring whether there may be appetite from the private sector to deliver a decked car park on the same site thereby increasing the number of spaces. That would be subject to a further Cabinet report to consider the impacts to the Council's revenue budget.

Phase 2 Progress Update

- 5.9 Phase 2 of the programme focussed on creating a redevelopment opportunity that will attract significant investment into Cannock town centre achieved via strategic land assembly and site preparation works. At their meeting in June 2024 Cabinet approved the following Phase 2 scope of works:
- i. Acquisition and demolition of the Forum Shopping Centre
 - ii. Acquisition and partial demolition of retail units along Church Street, Market Street and Market Hall Street
 - iii. Public realm works
- 5.10 A Phase 2 budget of £8,750,000 was agreed based on estimates at the time. As the programme has progressed and details refined the current estimated costs as of November 2025 for Phase 2 (including contingency) are £5.05m.
- 5.11 In terms of the individual workstreams, leasehold acquisitions of the Forum shopping centre, Market Hall Street and Church Street retail units and freehold acquisition of the former Barclays Bank were all completed in February 2025. Vacant possession of the Forum was secured in March 2025, and one occupier

remains in the properties along Church Street which are earmarked for demolition. A planning application for demolition of the Forum was submitted in June 2025 with permission subsequently issued in October 2025. Demolition is estimated for completion in June 2026. A planning application for demolition of the former retail units along Church Street will be submitted in early 2026.

- 5.12 Whilst the Forum Shopping Centre was earmarked for demolition within the business case for the acquisition, Members were advised that the retail units along Market Hall Street were mostly occupied and the Council would need to consider whether to retain these units in the long term or to consider onward disposal to a third party, or further demolition. An options appraisal will be presented to Cabinet in a separate report at a later date.

Programme Delivery Scope

- 5.13 As the enabling works as set out within Phases 1 and 2 move into their final stages, the programme focusses on the individual redevelopment projects. Prior to the introduction of the phased enabling works approach in March 2024, the regeneration scheme originally included works relating to the Prince of Wales Theatre. As reported to Cabinet in June 2024 officers were looking at options to fully utilise the £20m of LUF funding subject to a further report to Cabinet. One of those options was works in respect of the Prince of Wales Theatre building.
- 5.14 In November 2024 Cabinet considered the findings of a review into leisure, culture and heritage provision and proposals to reduce Council spend on the service. Following a period of public consultation, the permanent closure of the Prince of Wales Theatre was confirmed within the General Fund Revenue Budget and Capital Programme 2024-2028 report to full Council on 12 February 2025. Further to this, Cabinet resolved on 4 September 2025 to not proceed with a Community Asset Transfer in respect of the theatre which concludes any plans for capital investment via LRF monies.
- 5.15 This means that the Council now hold an asset that requires significant investment to repurpose it and in the absence of a business case to support the continuation of theatre provision of a similar scale in that location without the continued need for subsidy the site needs to be decommissioned to avoid further additional ongoing costs. As the Council currently has access to grant funding to address this, but only within a limited timeframe, it is recommended that Cabinet make the decision to include the theatre building within the red line of the regeneration programme and that work progresses, subject to planning consent. The Council is mindful of the future of cultural provision in Cannock town centre and will embed the consideration of performing arts and cultural space within the Development Framework as set out in 5.30.
- 5.16 As a result of this, and in the context of the current budgets for Phases 1 and 2, officers have explored alternative options to further support the regeneration of Cannock town centre. Due to the constraints of repurposing the building, the site is being reviewed as part of the emerging Development Framework which will recommend redevelopment options across the town centre sites. The Framework will be reported to Cabinet in the new year.

- 5.17 Members will recall that the original vision for the town centre involved a broader scheme of demolition works. At the time the occupiers of one of the key sites were not in a position to vacate and an alternative scheme was developed (now known as Phase 1) as approved by Cabinet in March 2024. When that decision was made the grant conditions required all LUF monies to be spent by 31 March 2025, however that position was subsequently revised by MHCLG in January 2025 (to 31 March 2026), in April 2025 (to 31 March 27) and in September 2025 (to 31 March 2028). In connection with the Development Framework exercise, officers have revisited discussions with the leaseholder and on the basis that an appropriate alternative town centre location becomes available, the leaseholder is prepared to move thereby enabling demolition of the existing store.
- 5.18 The land upon which the Civic Centre is sited meets the leaseholder's requirements but for that land to become available to facilitate the relocation alternative office provision is required for the Council and its partners. The potential for a broader scheme has remained part of the strategic vision for Cannock town centre to maximise the regeneration opportunity and remove a dated building from such a prominent location. The issue has been around finding a suitable, nearby alternative and being able to do so within the tight deadlines imposed by the funding conditions. The extended deadline of March 2028 could enable the Council to relocate its own functions (or those of a new unitary Council currently under consideration by Government as part of Local Government Reorganisation) to new, appropriately sized, office space in the area formerly occupied by the multi-storey car park, whilst also supporting the regeneration programme by generating additional footfall in the retail area.
- 5.19 To enable officers to progress this proposal with the leaseholder the Council need to demonstrate a commitment to their own relocation. This is so that the leaseholder can proceed with the necessary work to support the creation of a new store which will incur cost to their organisation. If Members are minded to support the inclusion of a Council relocation project to enable a retail relocation project within the regeneration programme, three distinct but related decisions are required.
- 5.20 Firstly, an in-principle decision is required on the relocation of Council staff and services from the Civic Centre to the town centre to enable detailed feasibility and design work to commence. The existing Civic Centre is larger than required to deliver Council services and due to the age of the building is expensive to run. This decision will be subject to a detailed business case, the necessary consultations and the due diligence required to undertake the relocation which will be presented in a future report to Cabinet. The business case will review current and requirements for the Council and associated costs and benefits of any options put forward.
- 5.21 The intention is that the Council would relocate to new office space within the town centre once built, therefore removing the need for a temporary relocation and avoiding the associated disruption this could cause. This means that the timescale for the relocation of the leaseholder could be around 2 years, it being the final move in a sequence that sees the new offices built, Council services relocating, demolition of the existing Civic Centre and new retail store built and ready for occupation. The timescales associated with this sequencing will form part of the detailed business case to be reported to Cabinet at a future date.

- 5.22 Members should note that the project referenced in 5.17 only relates to the front of the existing Civic Centre site but that the redevelopment of the wider site could also result in new build affordable social housing. Positive conversations have already taken place with Homes England, and a detailed business case will be presented to Members at a future Cabinet meeting.
- 5.23 Secondly, on the basis of an in principle decision to relocate Council services, Members are asked to agree to progress discussions concerning relocation of the leaseholder, with the subsequent demolition of the existing retail unit and the creation of a town centre office development being subject to planning consent and the results of the feasibility study. A further report will follow specifically relating to the commercial business case.
- 5.24 As referenced in 5.19, as a result of formally progressing this project the leaseholder will incur costs related to the creation and submission of a planning application for their new store. As such Members are asked to agree a financial undertaking not exceeding £25,000 which would become payable should the outcome of the detailed business case for the Council's relocation make the leaseholder's move undeliverable. The full revenue budget requirement is set out in 5.28.
- 5.25 Finally, on the basis of 5.14 above, Members are asked to agree inclusion of the demolition of the former theatre building within the regeneration programme, subject to planning consent.

Regeneration Programme Permission to Spend

- 5.26 Cabinet are asked to agree permission to spend for the capital works to deliver the acquisitions, demolitions, and improvement works as set out in the body of this report and the enable the delivery of the programme scope as set out in **Appendix 1**.
- 5.27 Members are also asked to note that the programme may be subject to change as a result of the Fair Funding Review.

Revenue Budget Creation

- 5.28 As the works relating to the creation of a new town centre office space that could accommodate Council services alongside consideration of an integrated cultural space are currently entering the feasibility stage the associated work required to build the business case will be revenue costs rather than capital. An initial cost estimate is in the region of £125,000. This will support completion of the full business case, creating the evidence base of surveys and reports underpinning that, project management and the costs undertaking relating to the leaseholder as set out in 5.24 above. Members are therefore asked to support the creation of a revenue budget of £150,000 including the £25,000 set out in paragraph 5.24. A further revenue requirement may be identified as a result of the business case recommendations for the relocation of staff, but this will be discussed within the associated Cabinet report.

Cannock Town Centre Development Framework and Delivery Strategy

- 5.29 In anticipation of attendance at the UKREiiF² event in May 2025 officers commissioned a high-level piece of work to demonstrate the scale of the redevelopment opportunity being created in Cannock town centre. As a result, a number of meetings took place with investors, developers and end users and those conversations have helped to inform the scope of the opportunity.
- 5.30 By acquiring and clearing land in the town centre the Council has created a significant footprint for development but to convert that aspiration into a deliverable programme the feedback from the UKREiiF meetings (including subsequent discussions in the town centre itself) now needs to guide investment that is right for Cannock. As such a Development Framework has been commissioned and will be reported to Cabinet in the new year. Consideration is being given to a variety of complimentary uses across the town centre that both support each other and the vitality of the town centre whilst also responding to the Council's wider placemaking aspirations and developing Cannock's cultural offer.
- 5.31 In advance of the completed Framework and as a result of the strong interest the private sector have shown in Cannock town centre, officers are in discussions with a number of developers and end users. Residential, commercial and multi-purpose building requirements have all generated positive feedback. Further detail on this will accompany the next Cabinet report recommendations associated with the completed Framework and delivery strategy.

6 Implications

6.1 Financial

As set out in the report permission to spend of £6.615 million is requested for the balance of the capital programme budget for LUF/LRG.

The latest budget estimates for phases 1 and 2 are detailed within the report, there are also programme management costs which form part of the overall budget spend. The budget allocated to all phases is £26.265 million. Scheme delivery will operate within this overall envelope and budget reallocated across the phases where necessary.

There are two requests within the report for revenue funding, the first is in relation to support for the leaseholder in relation to creation and submission of a planning application for their new store which would become repayable if the outcome of the detailed business case for the Council's relocation make the leaseholder's move undeliverable at a value of £25,000. The second relates to the feasibility work as set out in paragraph 5.28 to determine if there is a viable business case for the Council relocation, this is a cost of £125,000. Both of these elements will be funded from reserves at a level of £150,000 in total.

² UKREiiF is the UK Real Estate, Investment and Infrastructure Forum which is an annual event held in Leeds. Further information can be found here: [UKREiiF 2025 | Real Estate Investment & Infrastructure Forum](#)

The future workstream elements set out in appendix 1 for the civic hub and the leasehold retail units are dependent upon the future report to come after the business case.

In relation to the highway and café works as a result of not moving forward with those elements there will be abortive costs which are currently being reviewed.

6.2 Legal

The Cannock Town Centre Regeneration programme is already identified. Within the Council's capital programme but Cabinet approval is required for permission to spend.

Whilst the LUF/LRG award now benefits from the funding simplification arrangements as set out in 3.3, officers do still need to ensure that all associated grant conditions are monitored and met.

All elements of procurement must follow the relevant procurement regulations when awarding contracts.

6.3 Human Resources

If the proposal to relocate Cannock Chase District Council staff proceeds as a result of the full business case being reported to a future Cabinet meeting this will have an impact on all employees whose current place of work is designated as the Civic Centre. Employees will be kept informed and advised when a new location is confirmed. Any individual concerns arising from this would be considered in line with relevant Council policy.

6.4 Risk Management

The Cannock Town Centre Regeneration Programme is already included in the Council's Strategic Risk Register. The overarching programme risk focuses on the ability to deliver the regeneration projects with controls to mitigate the risk including all key decisions being taken by Cabinet and dedicated programme management support having been procured. That enables the Council to operate a robust governance structure that encompasses budget and risk management and change control processes.

The recommendations of this report represent the actions required to increase the viability and deliverability of the regeneration opportunity and seek to mitigate the risks associated with securing development partners. focus This can be achieved by confirming the extent of the opportunity site, demonstrating commitment to the leaseholder and allocating funding to the remainder of the programme scope. Conversely, if the actions aren't progressed the risk of securing a developer partner is potentially increased.

As with any property related project there is an acknowledgement that, for technical or commercial reasons, following initial feasibility studies a project may not be deliverable in its intended form. In the case of the leaseholder/ Civic Centre relocation project this risk could relate either to the Council's ability to move or equally to the leaseholder. As such, this report asks for in principle decisions to enable the initial feasibility work with full approval subject to the detailed business cases. As noted in 5.28 above, a revenue budget is required to complete the

feasibility stage, and those costs fall due to the Council whether the project proceeds or not.

Due to the nature of regeneration projects and the complexity of progressing projects that are dependent on one another ensuring there is capacity to deliver is key. The cost of this, couple with the fluctuating nature of the cost of works is recognised in the contingencies budgets applied to each area of the programme.

6.5 Equalities and Diversity

An Equality and Impact Assessment is in place for the project - there are no direct implications for this report. This will be refreshed as the programme is confirmed following the feasibility work referenced throughout this report.

6.6 Health

It is recognised that a redevelopment of this scale will have significant impacts on many of the wider determinants of health and the Programme Delivery Team will work with colleagues and partners to ensure opportunities to reduce health inequalities are maximised.

6.7 Climate Change

Where demolition works form part of a regeneration project climate change implications and treatment of waste materials are considered as part of the contractor procurement exercise.

7 Appendices

Appendix 1: Cannock Chase Town Centre Regeneration Programme Scope

Confidential Appendix: Leasehold plan; Northern Gateway Highway Works Costs

8 Previous Consideration

Cabinet: 2 February 2022, 16 June 2022, 15 June 2023, 28 March 2024, 12 June 2024

9 Background Papers

[Local Regeneration Fund - GOV.UK](#)

File available in Economic Development and Planning

Contact Officer: Michelle Smith

Report Track: Cabinet: 04/12/25

Council: 21/01/26

Key Decision: Yes

Cannock Chase Town Centre Regeneration Programme Scope

Project	Workstream	Current Status
Phase 1		
Demolition	Multistorey Car Park	On track for completion 2025.
Northern Gateway	Units 1-3, Cannock Shopping Centre	Leasehold acquired, vacant possession secured, demolition complete, remedial works underway.
Northern Gateway	Beecroft Road Car Park Resurfacing	Sequencing delayed due to highways works complexity; can be reprogrammed following Members approval of the revised scope.
Northern Gateway	Steps, ramp and public realm at the entrance to the town centre	Subject to Member approval, revised scheme without highway works to be designed.
Phase 2		
Land Assembly	Forum Shopping Centre	Acquired February 2025, vacant possession from March 2025.
Land Assembly	Retail units along Market Hall Street, Market Place and Church Street	Acquired February 2025.
Demolition	Forum Shopping Centre	Planning consent issued October 2025 for demolition of the shopping centre; preparatory works underway.
Demolition	Church Street and Market Place Retail Units	Planning application being prepared, one tenant in situ but relocation discussions ongoing.
Future Workstreams		
Demolition	Former theatre	Subject to Member approval a planning application for demolition will be prepared.
Land Assembly	Leasehold Retail Units, Cannock Shopping Centre	Subject to Member approval, heads of terms and costs undertakings to be agreed to facilitate a relocation to the site of the existing Civic Centre.
Demolition	Leasehold Retail Units	Subject to Member approval, a planning application for demolition consent will be progressed to enable demolition after the leaseholder relocates which in turn is subject to new Civic building delivery.
Civic Hub	Business case to support the delivery of new town centre offices, including consideration of integrated cultural space	Subject to Member approval, full business case to be reported to Cabinet.
Redevelopment Proposals	Development Framework	Strategic vision for the redevelopment of each plot within the town; this document is being drafted and nearing completion. Document to be reported to Cabinet early 2026.
Programme Management	Across all Cannock town centre workstreams	Programme management resource procured.