



**Please ask for:** Matt Berry  
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3 June 2026

Dear Councillor,

**Cabinet**

**6:00pm on Thursday 11 June 2026**

**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:**

Jones, P.	Leader of the Council and Regeneration and Corporate Strategy Portfolio Leader
Craddock, R.	Deputy Leader of the Council and Regulatory Services and Sustainability Portfolio Leader
Jeffery, G.	Community Safety and Wellbeing Portfolio Leader
Mandry, R.	Housing and Corporate Assets Portfolio Leader
Parkes, J.	Operational Services and Parks Portfolio Leader
Deakin, M.	Leisure, Culture and Heritage Portfolio Leader
Bell, M.	Resources and Corporate Services 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. Updates from Portfolio Leaders

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

### 4. Forward Plan

Forward Plan of Decisions for June to August 2026 (Item 4.1 - 4.2).

### 5. Recommendation Referred from the Health, Wellbeing and The Community Scrutiny Committee

To consider the following recommendation from the Health, Wellbeing and The Community Scrutiny Committee made at its meeting held on 17 March 2026:

“That the Housing Services Fencing Policy, as detailed in Appendix 3 of the 17 March 2026 committee report, be approved.”

The accompanying report for the above recommendation can be viewed on the [17 March 2026 Health, Wellbeing and The Community Scrutiny Committee](#) meeting page on the Council's website.

### 6. End of Year Performance Report 2025/26

Report of the Head of Business Support and Assurance (Item 6.1 – 6.33).

### 7. Updated Strategic Risk Register

Report of the Head of Business Support and Assurance (Item 7.1 – 7.39).

### 8. Governance Improvement Plan – Progress Report for 2025/26

Report of the Head of Business Support and Assurance (Item 8.1 – 8.18).

### 9. Housing Services – Quarter 4 Performance Report 2025/26

Report of the Head of Housing and Corporate Assets (Item 9.1 - 9.30).

### 10. Cabinet Representatives on Outside Bodies for 2026/27

Report of the Chief Executive (Item 10.1 - 10.4).

### 11. Proposed Direct Action on Non-compliance with Section 215 Notices and High Hedges Remediation Notices and Other Measures

Report of the Head of Economic Development and Planning (Item 11.1 - 11.12).

**12. Proposed New Surcharges for Development Management Services**

Report of the Head of Economic Development and Planning (Item 12.1 - 12.7).

**13. Adoption of the Cannock Chase Design Guide Supplementary Planning Document and Revocation of Additional Supplementary Planning Documents**

Report of the Head of Economic Development and Planning (Item 13.1 - 13.112).

**14. Commencement of New Local Plan for Cannock Chase District**

Report of the Head of Economic Development and Planning (Item 14.1 - 14.10).

**15. Revenues and Benefits Collection Report – Quarter 4 2025/26**

Report of the Deputy Chief Executive Resources (Item 15.1 - 15.6).

The appendix to the report (Item 15.6) is confidential due to the inclusion of:

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

## CCDC Forward Plan of Decisions to be taken by the Cabinet: June to August 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](mailto: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
<b>June 2026</b>						
End of Year Performance Report 2025/26	Head of Business Support and Assurance / Resources and Corporate Services Portfolio Leader	11/06/26	No	No	N/A	N/A
Updated Strategic Risk Register	Head of Business Support and Assurance / Resources and Corporate Services Portfolio Leader	11/06/26	No	No	N/A	N/A
Governance Improvement Plan – Progress Report for 2025/26	Head of Business Support and Assurance / Resources and Corporate Services Portfolio Leader	11/06/26	No	No	N/A	N/A
Housing Services – Q4 Performance Report 2025/26	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio Leader	11/06/26	No	No	N/A	N/A
Cabinet Representatives on Outside Bodies for 2026/27	Chief Executive / Leader of the Council	11/06/26	No	No	N/A	N/A

**Item No. 4.2**

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
Proposed Direct Action on Non-compliance with Section 215 Notices and High Hedges Remediation Notices and Other Measures	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	11/06/26	No	No	N/A	N/A
Proposed New Surcharges for Development Management Services	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	11/06/26	Yes	No	N/A	N/A
Adoption of Cannock Chase Design Guide Supplementary Planning Document and Revocation of Additional Supplementary Planning Documents	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	11/06/26	Yes	No	N/A	N/A
Commencement of New Local Plan for Cannock Chase District	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	11/06/26	Yes	No	N/A	N/A
Revenues and Benefits Collection Report – Q4 2025/26	Deputy Chief Executive-Resources / Resources and Corporate Services Portfolio Leader	05/03/26	No	Yes (Appendix only)	Information relating to any individual and likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person (including the Council).	None

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
<b>July 2026</b>						
Complaints Monitoring 2025/26	Head of Law and Governance / Resources and Corporate Services Portfolio Leader	16/07/26	No	No	N/A	N/A
Cannock Town Centre Redevelopment	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	16/07/26	Yes	No	N/A	N/A
Hemlock Farmhouse	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio leader	16/07/26	No	No	N/A	N/A
Cotswold Road Play Area Improvements	Head of Operations / Operational Services and Parks, Portfolio Leader	16/07/26	No	No	N/A	N/A
Climate Action Plans 2026/27	Head of Regulatory Services / Regulatory Services and Sustainability Portfolio Leader	16/07/26	No	No	N/A	N/A
Permission to Spend – Local Improvement Framework Funding	Head of Wellbeing / Community Safety and Wellbeing Portfolio Leader	11/06/26	No	No	N/A	N/A
Cannock Chase Community Wellbeing Strategy 2026-28	Head of Wellbeing / Community Safety and Wellbeing Leader	11/06/26	No	No	N/A	N/A
<b>August 2026</b>						
TBC.						

## End of Year Performance Report 2025/26

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Business Support and Assurance
<b>Portfolio:</b>	Resources and Corporate Services

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### 1 Purpose of Report

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

### 2 Recommendations

- 2.1 To note the progress at the end of 2025/26 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, 73% 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, 57% 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 2025-26**

Performance Rating	Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	Not Applicable	Total Number of Actions
<b>Corporate Plan Priority</b>					N/A	
<b>Economic Prosperity</b>	10	1	3	1	2	<b>17</b>
<b>Health and Wellbeing</b>	5			1		<b>6</b>
<b>Community</b>	11	1	3	1		<b>16</b>
<b>Responsible Council</b>	12	1	2	1	1	<b>17</b>
<b>Total</b>	<b>38</b>	<b>3</b>	<b>8</b>	<b>4</b>	<b>3</b>	<b>56</b>

5.5 At the end of 2025/26, of the 56 actions planned for delivery in this period:

- 41 (73%) have been completed or are on target;
- 12 (22%) are behind target; and
- 3 (5%) is no longer applicable.

5.6 The key achievements/deliverables during 2025/26 have been:

- The completion of the main demolition works in Cannock Town Centre, which is a significant milestone in the Council’s ambitious regeneration plans;
- The adoption of the Local Plan;

- The procurement and successful mobilisation of a new leisure contractor, alongside improvements to the leisure facilities;
- The distribution of the Council's food waste containers on schedule ready for the introduction of the new weekly food waste collection service in April 2026;
- The replacement of play equipment at the Union Street Play Area, through the use of UKSPF monies; and
- The setting up of a new Climate Action Board.





5.7 2025/26 also saw the submission of a proposal to the Government for the creation of two new unitary Councils to replace the current two-tier local authority arrangements in Staffordshire as part of the Government's proposals for Local Government Reorganisation. A decision on this is expected in the summer.

5.8 Whilst overall performance has fallen by 12% compared to last year, a number of the projects delivered this year are significant in both scale and importance to the future of the District and its residents.

### Key Performance Indicators (KPIs)

5.9 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 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	
<b>Economy Prosperity</b>	5		2			<b>7</b>
<b>Health &amp; Wellbeing</b>					1	<b>1</b>
<b>Community</b>	4	1	2	2	3	<b>12</b>
<b>Responsible Council</b>	5	1	2	4	1	<b>13</b>
<b>Total</b>	<b>14</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>33</b>

5.10 Of the 28 indicators due to be reported on in quarter 4:

- 16 (57%) indicators show performance on or above target; and
- 12 (43%) indicators show performance below target.

5.11 Whilst overall there is a 20% drop in performance when compared to last year, there are still a significant number of services that have exceeded their performance targets:

- Processing of planning applications;
- Waste collection
- Homelessness
- Community Safety
- Processing of new benefit claims and changes of circumstances
- Customers Services Team – calls answered and wait times
- Responding to FOI requests

- 5.12 It should be noted that the actions and performance relating to the Housing Service have been removed from this report and are being reported separately as part of the arrangements to support the work of the 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 464 411  
**Ward Interest:** All Wards  
**Report Track:** Cabinet 11/06/26  
**Key Decision:** No

**Priority Delivery Plan for 2025/26**

**Priority 1 - Economic Prosperity**

**Summary of Progress as at end of Quarter 4**






				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Not Applicable	
10	1	3	1	2	17

<b>Summary of Successes as at Quarter 4</b>
<ul style="list-style-type: none"> <li>• Cannock Town Centre Regeneration; significant milestone achieved with the completion of main demolition works to the former Multi-storey car park and Forum Shopping Centre with pre-demolition works commencing for the Cabot units. The demolition works form part of the Council’s ambitions to create a significant regeneration opportunity for the town centre.</li> <li>• Cannock Chase Local Plan 2018-2040 was formally adopted 23<sup>rd</sup> March 2026 which represents a significant achievement for the Council.</li> </ul>



<b>Summary of Slippage as at Quarter 4</b>
<ul style="list-style-type: none"> <li>• Cannock Town Centre Regeneration; pause in presenting the Development Framework and delivery options to Cabinet due to the Council decision in January not to release capital funding to deliver the regeneration programme agreed by Cabinet in December 2025.</li> <li>• S106 review; review deferred due to capacity issues.</li> </ul>

## Priority 1 - Economic Prosperity

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Delivery of major economic growth regeneration projects	<b>Cannock Town Centre Regeneration - Phase One</b>						
	<ul style="list-style-type: none"> <li>Complete demolition works including former Multi-storey car park</li> </ul>			X		Main demolition works completed in Q3 as scheduled	★
	<ul style="list-style-type: none"> <li>Commence construction works for Northern gateway</li> </ul>		X			Cabinet resolved on 4 December 2025 to revise the scope of the Northern Gateway element of the scheme which will be subject to a new programme of works. The PDP will be updated with revised actions in 26/27.	N/A
	<b>Cannock Town Centre Regeneration - Phase Two</b>						
	<ul style="list-style-type: none"> <li>Submit planning application for phase two of the demolition works</li> </ul>	X				The Phase 2 planning application in respect of the Forum Shopping Centre was submitted in June 2025	★
	<ul style="list-style-type: none"> <li>Commence demolition works for phase two (Forum and Cabot units)</li> </ul>			X		Forum demolition works commenced on site November 2025 and Cabot pre-demolition works in March 2026	✓
<ul style="list-style-type: none"> <li>Agree preferred development delivery option for cleared development sites</li> </ul>			X		Due to be reported to Cabinet in Q4. Delayed due to the proposed change of site boundary as reported to Cabinet on 4 December 2025	▲	

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	<b>Investment and growth projects</b>						
	<ul style="list-style-type: none"> <li>Promote Cannock town centre development prospectus at UKREiiF 2025</li> </ul>	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	
	<ul style="list-style-type: none"> <li>Agree programme of projects for UKSPF for 2025/26</li> </ul>	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.	
	<ul style="list-style-type: none"> <li>Refresh Economic Growth Strategy</li> </ul>				X	This was due to commence during Q4 but due to the changes within the Town Centre Regeneration programme this has moved to Q1 2026/27	
	<ul style="list-style-type: none"> <li>Develop pipeline of future projects</li> </ul>				X	This is aligned with the refresh of the Economic Growth Strategy. This was due to commence during Q4 but due to the changes within the Town Centre Regeneration programme this has more to Q1 2026/27	
Local Plan	<ul style="list-style-type: none"> <li>Local Plan Examination and adoption</li> </ul>			X		Cannock Chase Local Plan 2018-2040 was formally adopted 23 <sup>rd</sup> March 2026.	





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	<ul style="list-style-type: none"> <li>Review Statement of Community Involvement in Line with New Regulations - scope out extent of changes required</li> </ul>				X	Based on the new Local Plan regulations published by Government, it has been determined that Statement of Community Involvement will be replaced in new plan-making system.	★
	<ul style="list-style-type: none"> <li>Community Infrastructure Levy - Prepare specification for CIL Viability Assessment</li> </ul>				X	Immediate Local Plan review will formally commence June 2026. This workstream will not be progressed at this time.	N/A
	<ul style="list-style-type: none"> <li>Design SPD - secure budget, prepare specification and appoint consultant. (Local Plan Examination requiring new SPD Spring 2026)</li> </ul>				X	Draft Design SPD prepared utilising internal resources rather than consultants.  Report will go to Cabinet in April to seek approval to undertake a consultation on draft Design SPD April to June 2026.	★
	<ul style="list-style-type: none"> <li>Local Validation Checklist - consider need for new update and consultation.</li> </ul>				X	Officers have reviewed the need for an update to the checklist and have determined that an update should be carried out later in 2026. This will form part of the Priority Delivery Plan for 2026/27.	★
	<ul style="list-style-type: none"> <li>New Local Plan - Green Belt Assessment - consultant team procurement</li> </ul>			X		Consultant appointed and inception meeting held October 25.  Report nearing completion.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Planning Obligations - Review of Policy and Allocations	<ul style="list-style-type: none"> <li>• Charging schedules for Section 106 and Biodiversity Net Gain (BNG) monitoring fees               <ul style="list-style-type: none"> <li>○ Introduce Monitoring Fees</li> </ul> </li> </ul>	X				Fees were introduced from 1 April 2025.	
	<ul style="list-style-type: none"> <li>• Planning obligations Working Group               <ul style="list-style-type: none"> <li>○ Project Identification, prioritisation and monitoring</li> </ul> </li> </ul>		X			<p>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.</p> <p>With LGR and other competing priorities, it is proposed to deprioritise this action and remove from the PDP for 26/27.</p>	

**Priority Delivery Plan for 2025/26**

**Priority 2 - Health & Wellbeing**

**Summary of Progress as at end of Quarter 4**

				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			1		6

**Summary of Successes as at Quarter 4**

Procurement of a new leisure contractor has been the key focus of 2025/26. Having awarded the new contract just before Christmas, Quarter 4 saw strong joint working between the Council, Everyone Active and the outgoing provider, Inspiring Healthy Lifestyles. Mobilisation of the new contract was successful with staff transitioning to Everyone Active, facilities handed over and customer and supplier data transferred. Improvements to the facilities started in quarter 4 and will be continuing throughout 2026/27. The new contract went live on 01 April 2026.

**Summary of Slippage as at Quarter 4**

The Community Wellbeing Strategy is still to be finalised, resource has been focussed on the time critical mobilisation of the leisure contract.





## Priority 2 – Health &amp; 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 <sup>th</sup> August 2025.	★
	Evaluation of submissions for the new leisure contract			X		3 bids were received and evaluated. Permission was given by Cabinet to award to the provider who scored highest on both quality and cost.	★
	Award of contract and mobilisation period				X	The contract between the Council and Everyone Active was signed in quarter 4. Work was undertaken throughout the quarter to successfully mobilise the contract.	★
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		Draft strategy has been produced. Final amendments being made. Implementation plans are being developed.	✘

## Priority Delivery Plan for 2025/26

## Priority 3 - Community

## Summary of Progress as at end of Quarter 4

				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	
11	1	3	1		16

**Summary of Successes as at Quarter 4**

Quarter 4 saw the successful distribution of the Council's food waste containers, kitchen caddies and information leaflets to all homes, ready for the introduction of the new weekly food waste collection service in April 2026. It also saw the end of the performance review period for the new waste collection contract 2025-2034 and collection round changes. The results of the review will be reported to Cabinet and relevant Scrutiny Committee in the new municipal year.

In addition, the funding structure was agreed for the development of the joint tree team along with the funding for the outsourcing of the next round of tree inspections and follow up works.

UKSPF work was undertaken to replace play equipment in the Union Street Play Area during Q4 with a report for further funding to be present to Cabinet during Q1 2026/27.

**Summary of Slippage as at Quarter 4**

Progress in implementing the new tree management system and commissioning inspections is behind schedule but work has been reprioritised. The intention is to upload tree data to the new system so that this can be used to commission the inspection of trees in red (high risk) zones. This work will commence in Q1 2026/27. Monitoring arrangements are also being put in place to ensure revised plans are delivered to target.





The preparation of the Cabinet report on the results of the play area rationalisation consultation has been delayed, following feedback from the initial consultation where further work was identified. The report will therefore now be presented in the new municipal year.

The housing strategy has yet to be commissioned. This is in part due to the unexpected new Government requirement to complete a supported housing strategy by 31 March 2027. A review is currently underway on how best to take forward both of these pieces of work given the overlap between them.

## 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		Specification has been finalised and is with Staffordshire County Council.	▲
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	Completed – to be reported to Cabinet and the relevant scrutiny committee as part of the new municipal year / cycle.	★
	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.	★





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Launch of communications plan for food waste introduction with residents			X		Food waste communications successfully launched on social media during Q3 according to the Councils communications plan.	★
	Distribute new food waste caddies and new service information to residents				X	Distribution of new food waste caddies completed on schedule with the new service due to begin 27.04.26.	★
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 briefing undertaken on new system.	★
	Commence procurement of outsourced routine health and safety tree inspections			X		The procurement of the inspections was being delayed to allow for the new tree management system to be implemented first so that all data from the inspections could be input directly to the new system. However, this approach has been revised with inspections of trees in red zones being prioritised. Procurement process to commence in Q1.	✘

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Implement joint tree management system				X	Work on implementing the new tree management system is in progress but behind schedule due to vacancies creating capacity issues in the team. Priority is to be given to uploading tree data so that inspection work for red zones can be commissioned. Work to commence in Q1.	
	Prepare joint investment strategy and work programme as part of the budget setting process				X	Completed – funding and structure agreed for the development of the joint tree team. Funding agreed for the outsourcing of the next round of tree inspections and follow up works.	
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 on Phase 1 of the Cannock Park master plan has been completed. Heath Hayes Park master plan consultation has been carried out, with a view to submitting planning application in Q1 2026/27. UKSPF works completed to Union Street Play Area, Bridgtown.	
	Begin consultation around the rationalisation of play areas identified within the above 2024/25 play area development programme report.			X		Consultation with the elected ward members has begun where the 5 play areas have been identified for rationalisation.	
	Prepare Cabinet report on the results of the play area rationalisation consultations				X	Following feedback from the initial consultation further work is to be undertaken. The report will now be presented in the new municipal year.	

Priority Delivery Plan for 2025/26

Priority 4 - Responsible Council

Summary of Progress as at end of Quarter 4

				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 / superseded	
12	1	2	1	1	17

**Summary of Successes as at Quarter 4**

Climate Action Board is now in place and scheduled to meet quarterly.







Progress has been made in implementing the Digital Strategy with work on improvements to the infrastructure (new switches) completed and the new shared intranet has gone live.

A comprehensive database has been created to capture compliance information. The long standing vacant Corporate Asset Manager post was recruited to and the new manager started in February 2026.

**Summary of Slippage as at Quarter 4**

Compliance work has slipped due to vacancies/lack of capacity. A new manager has started and is reviewing the position.

## 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		Work has commenced on a phased approach to catching up on the backlog of unaudited accounts	
	VFM review 23/24			X		Work on the VFM review for 23/24 has concluded and been reported on. Work has also been completed on the 24/25 review and a draft report has been received from the External Auditors	
Transformation Strategy & Plan	Report to Cabinet setting out impact of LGR on Shared Services /Transformation work and agree proposed approach		X			The report was approved by Cabinet in November 2025.	
Digital Strategy (inc replacement of IT Systems)	Installation of new switches	X	X			Work on the replacement of the switches has been completed.	
	SharePoint File Migration - development of business case and work plan		X			Approximately 50% of the migration has been completed to date and we are aiming to complete the majority of the remaining files by the end of 2026/27. Progress has been affected by other work taking precedence	
	Development of new Shared Services Intranet		X			The new shared intranet went live in March	





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Climate Change Strategy	Climate Change Strategy to be adopted	X				Council adopted the Strategy	★
	Climate Action Board in place			X		The first Board meeting took place on 6 <sup>th</sup> November 2025 and are scheduled for every quarter	★
	Data gathered for reporting to Climate Action Board		X			Q1 and Q2 data gathered from all service areas. Action plan progress reported to Climate Action Board November 25.	★
	Climate Action Board reports to Cabinet			X		Verbal update given at Cabinet briefing	★
Strategic asset management including the review of key assets	Building Condition Surveys - Budget to be allocated to undertake essential remedial works				X	Surveys are complete, recommended works are still being compiled into a programme over a 5 year project – most high risk works have been completed or started.	▲
	Statutory Compliance for all Council owned buildings:						
	<ul style="list-style-type: none"> <li>Complete Insurance Reinstatement Valuations for outstanding buildings</li> </ul>				X	In progress – The high risk Buildings have been completed as part of phase one. Further buildings have been identified and a Contractor has been appointed to undertake the Reinstatement Valuations.	▲

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Complete Lease & Asset Reviews:						
	<ul style="list-style-type: none"> <li>Appoint Agency Estates Surveyor</li> </ul>		X			Complete	★
	<ul style="list-style-type: none"> <li>Compliance of Leased Buildings</li> </ul>				X	This action has been superseded. The Legal Team have confirmed that Commercial Leaseholders are not required to submit the Compliance Certifications. An annual reminder will be sent to all Leaseholders.	N/A
	<ul style="list-style-type: none"> <li>Lease Reviews Lease Negotiations</li> </ul>				X	10 Lease Reviews have been completed	★
	<ul style="list-style-type: none"> <li>Asset Reviews</li> </ul>				X	The 2 planned Asset Reviews have been completed.	★
	<ul style="list-style-type: none"> <li>Implement TIO to record Compliance Data across all buildings</li> </ul>				X	It has been decided not to proceed with TIO. Instead, a comprehensive database has been developed to capture compliance data.	★

### Summary of Key Performance Indicators (KPIs) – End of Year 2025/26

Symbol	Description	Economic Prosperity	Health & Wellbeing	Community	Responsible Council	Total
★	Performance exceeds target	5		4	5	14
✓	Performance on target			1	1	2
▲	Performance < 5% below target	2		2	2	6
✘	Performance > 5% below target			2	4	6
N/A	Reported Annually / Not Applicable		1	3	1	5
	<b>TOTAL</b>	<b>7</b>	<b>1</b>	<b>12</b>	<b>13</b>	<b>33</b>

## KPIs for Priority 1 - Economic Prosperity

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







## 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	1	1	1
	<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Leisure</b>									
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	As the contract is due to end on 31 March 26, it has been agreed that an Annual report will not be produced. The focus will be on supporting the mobilisation of the new contract.

## KPIs for Priority 3 - The Community

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

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Operations - Waste &amp; Recycling</b>									
% collections completed first time	99.96%	99.90%	99.95%	99.98%	99.96%	99.97%	99.97%	★	Year end target achieved with a slight improvement on 24/25.
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	13 per 100,000	16 per 100,00	27 per 100,00	★	Year end target achieved, almost identical to 24/25 figure.
% Household waste sent for re-use, recycling and composting	36.10%	45%	39.45%	36.81%	33.86%	32.40%	35.70%	✘	Target not met. Varying factors including a national trend of downturned recycling %'s, less garden waste tonnage due to chargeable collections and adverse weather during Q4.
Amount of residual waste collected per household (Kgs)	492.71 kg	<480 kg or 120 kgs / qtr. (equivalent)	117.60 kg	120.39 kgs	120.66 kgs	124.29 kgs	482.94 kgs	▲	Slightly over target which is due to additional waste from the-Christmas period.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Environmental Health</b>									
% of food businesses inspected	100%	100%	27%	52%	76%	100%	100%		
% of food businesses inspected which are broadly compliant (rating of 3 or better)	98%	N/A	97%	96%	98.5%	98%	98%	N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	91%	95%	94%	93%	91%	93%	93%		Small number of service requests Q4 (16/783) out of target. Improved outturn for 25/26 over 24/25
<b>Housing Assistance</b>									
No of DFGs completed	86	85	10	11	16	17	58		Grant works that were completed in Q1 and Q2 have been reported late due to system updates, therefore the overall year end figure is greater than the sum of each quarter. The overall completion volume is lower than target due to staff vacancies and new system integration in the first half of the year.





Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Strategic Housing &amp; Homelessness</b>									
% households had a positive outcome and secured accommodation for 6 + months	50%	39%	55%	47%	38%	41%	44%	★	The target is the national percentage, allowing comparison to local performance
<b>Community Safety &amp; Partnerships</b>									
Number of residents/cases dealt with by the CAB	3,275	N/A	841	823	846	951	3461	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	£1,439,341	£1,398,185	5,299,134	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 referrals 100% closed	28 referrals 100% closed	25 referrals 100% closed	110 referrals 98.75% 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	5	5	5
✓	Performance on target	1	2	2	1	1
▲	Performance < 5% below target	1	1		2	2
✘	Performance > 5% below target	1			4	4
N/A	Reported Annually / Not Applicable	6	6	6	1	1
	<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Local Taxation and Benefits</b>									
Days taken to process new HB/CT Claims	17.4	20 days	18	19.7	14.2	12.9	16.3	★	
Days taken to process new HB/CT change of circumstances	4.3	9 days	2.2	2.1	2.6	3.7	2.6	★	
% of Council Tax collected annually	97%	98% by year end	28%	54.7%	81.6%	96.8%	96.8%	▲	The slight dip in collections mirrors a local and national trend and seems to reflect residents being faced with increasing costs of living.
% National non-domestic rates (NNDR) collected	98.3%	98% by year end	26.1%	53.8%	80.8%	97.9%	97.9%	▲	A dip in collections was expected due to increased charges made to Retail, Leisure and Hospitality businesses. The 0.1% deficit against target is accounted for by 40K worth of rates relating to properties which have been demolished and awaiting being taken out of rating.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Transformation &amp; Assurance</b>									
% of calls answered	94.5%	95%	96.2%	96.7%	97.1%	96.7%	96.7%	★	Despite an increase in calls in Q4, the number of calls answered and the response time have exceeded the target
Average call wait time	90 sec	90 seconds	44 secs	32 secs	33 secs	40 secs	37 secs	★	
Number of calls answered	86,466	N/A	20,602	17,404	17,089	20,015	75,110	★	
<b>Law &amp; Governance</b>									
FOI requests within time i.e. 20 working days	84.6%	85%	74%	91.2%	92.3%	86.4%	86%	★	
<b>Corporate Assets</b>									
% of buildings with a valid annual landlord Gas Safety Record	100%	100%					76.92%	✘	There were 2 expired gas services at year end. The orders have been placed – we are awaiting the final certification. This figure now includes mothballed / vacant properties – which have not previously been reported on

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
% of buildings with a valid Electrical Certificate (within 5 years)	100%	100%					88.2%		There were 4 expired EICR's at year end. The orders have been placed – we are awaiting the final certification. This figure now includes mothballed / vacant properties – which have not previously been reported on
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%					100%		
% of buildings that have a current Legionella risk assessment	100%	100%					48%		At year end 13 properties were overdue and orders have been placed – we are awaiting the certification.
% of buildings that have a current Fire risk assessment	100%	100%					56.6%		At year end 13 properties were overdue and orders have been placed – we are awaiting the final certification. This figure now includes mothballed / vacant properties – which have not previously been reported on

## Updated Strategic Risk Register

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Business Support & Assurance
<b>Portfolio:</b>	Resources and Corporate Services

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### 1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1<sup>st</sup> April 2026.

### 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 updated for 1<sup>st</sup> April 2026, and the Council's risk profile is summarised in the table below:

<b>Risk Status</b>	<b>Number of Risks at 31<sup>st</sup> December 2025</b>	<b>Number of Risks at 1<sup>st</sup> April 2026</b>
Red (High)	6	7
Orange (Medium)	6	5
Yellow (Moderate)	0	0
Green (Low)	0	0
<b>TOTAL</b>	<b>12</b>	<b>12</b>

### 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 28<sup>th</sup> 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 1<sup>st</sup> April 2025.

5.5 A further full review has been carried out, and the updated Strategic Risk Register is attached as **Appendix 1**. Work has continued 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 continue to change as Leadership Team develops 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 the updated risk register as at 1st April 2026 at Appendix 1 and detailed information on all risks at Appendix 2.
- 5.8 Cabinet and Audit Committee will receive the summary risk register and detailed information on Red Risks throughout the year with Leadership Team monitoring the actions on all risks.
- 5.9 At the 1<sup>st</sup> April, some actions had been completed, and others are being progressed. Progress updates against the position in December is set out in **Appendix 2**. An additional comment has been added to each risk to explain any movement or stability in the residual risk score across the 2025-26 year.
- 5.10 As part of the review, it is proposed that 1 risk will be removed from the Strategic Risk Register: Risk 2025-05 – Sustainable Leisure Provision. With the successful letting and mobilisation of a new contractor, and the development of new contract monitoring arrangements, it is felt that this is no longer a strategic risk and can be managed operationally. The remaining actions will be managed through operational risk registers.
- 5.11 In addition, Risk 2025-01 has had the scope of the risk reviewed and amended to remove the internal factors relating to the financial stability risk and focus solely on external factors.

The wording has changed from

*“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.”*

to

*“Central government policy changes which impact the Council’s financial position.”*

- 5.12 A decision has been taken to separate out Risk 2025-02, Safety and Compliance Arrangements, into two separate risks: 2025-02A Safety & Compliance arrangements for Housing properties and 2025-02B Safety & Compliance arrangements for Corporate Properties. Over the course of 2025-26 the actions and comments were becoming specific to housing or corporate properties, and separate progress updates were being provided, so it made sense to formally split them into separate risks.

## **6 Implications**

### **6.1 Financial**

None

### **6.2 Legal**

None

**6.3 Human Resources**

None

**6.4 Risk Management**

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

**6.5 Equalities and Diversity**

None

**6.6 Health**

None

**6.7 Climate Change**

None

**7 Appendices**

Appendix 1 – Summary of Strategic Risks – 1 April 2026

Appendix 2 – Strategic Risk Register – 1 April 2026

**8 Previous Consideration**

None.

**9 Background Papers**

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

**Contact Officer:** Stephen Baddeley

**Telephone Number:** 01543 464 415

**Ward Interest:** All

**Report Track:** Cabinet 11/06/26

Audit & Governance Committee 30/06/26

**Key Decision:** No

**Cannock Chase Council**  
**Summary of Strategic Risk Register as at 1<sup>st</sup> April 2026**

Risk Ref	Risk Owner	Risk Name	Inherent Risk Score	Residual Risk Score Dec	Residual Risk Score April	Direction of Travel in Period	Target Score
2025-01	Deputy Chief Executive (Resources)	Financial Stability	16	12	12	↔	12
2025-02A	Housing & Corporate Assets	Safety & Compliance arrangements for Housing properties	16	12	12	↔	8
2025-02B	Housing & Corporate Assets	Safety & Compliance arrangements for Corporate Properties	16	12	12	↔	8
2025-03	Chief Executive	Local Government reorganisation	16	12	12	↔	8
2025-09	Operations	Safe Management of Trees	16	12	12	↔	8
2025-15	Economic Development & Planning	Delivery of Town Centre Regeneration Project	16	12	12	↔	8
2025-04	Business Support & 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
2025-06	Chief Executive	Corporate capacity is insufficient to maintain provision of core services and deliver major projects	16	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

**Risk Removed since the last Update**

Risk Ref	Risk Owner	Risk Name	Inherent Risk Score	Residual Risk Score Dec	Residual Risk Score April	Direction of Travel in Period	Target Score
2025-05	Wellbeing	Sustainable leisure provision	12	8	8	↔	8

**Key to Direction of Travel**

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased
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**Cannock Chase Council  
Strategic Risk Register as at 1<sup>st</sup> April 2026**

<b>Risk Ref</b>	2025-01
<b>Risk Owner</b>	Deputy Chief Executive (Resources)
<b>Risk Name</b>	Financial Stability
<b>Risk Description</b>	Central government policy changes which impact the Council's financial position.
<b>Consequences</b>	s114 notice / Government intervention Damage to reputation with stakeholders May affect ability to bid for funding Poor PR
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Financial

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
<b>Target Score</b>		<b>12</b>

**Comment on Target Score:**

The three-year financial settlement announced in December 2025 has not increased certainty of funding moving forwards as it was varied at the last moment and there is continuing uncertainty around the funding levels contained in it. The provisional funding allocated has allowed the Council to balance a 3-year budget with use of reserves. This has reduced the Council's financial resilience.

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

Controls	Assurances
Business cases required for drawdown of reserves to ensure VFM and appropriate use of monies	S151 Officer and Deputy / Leadership Team

**Actions**

Actions Planned	Person Responsible	Timescale	Progress/Comments
Quarterly review of reserves to be undertaken	s151 Officer	Ongoing	

**Progress Updates**

<b>Current Position</b>	A balanced 3-year budget has been approved. This is a major step forwards for the council. As above, this required the use of reserves which could be safely released to fund the position and increased investment in services.
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
12	12	↔

<b>Comment on Direction of Travel in the Year</b>	The internal/external risk has been removed. This is due to the council not currently planning to restart more regular budget monitoring as LGR is imminent and the focus being on delivering existing on-going projects and LGR. Budgets will be reported on twice a year as part of outturn and budget setting. In year budget managers have been trained to use real time dashboards to monitor their budgets.
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<b>Risk Ref</b>	2025-02A
<b>Risk Owner</b>	Head of Housing & Corporate Assets
<b>Risk Name</b>	Safety & Compliance arrangements for Housing properties
<b>Risk Description</b>	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.
<b>Consequences</b>	Death or serious and minor injury, Prosecution by HSE and private legal action. Reputational damage. Deterioration in condition of buildings Depreciation of buildings
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Health & Safety

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
<b>Target Score</b>		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 – New Asset Condition & Safety Report in place for full assurance reporting Quarterly
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.	

<b>Controls</b>	<b>Assurances</b>
Training database records.	
Compliance Checks carried out by appropriately qualified staff	

**Actions Housing - 2A**

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Monthly data validation to be carried out	Assistant Manager (Compliance)	Quarter 3 2025-26	Complete
Following results of Stock Condition Survey address identified Category 1 hazards	HPS Manager	Quarter 2 2026/27	Cat 1 Hazards identified and works completed in the 69% properties that have been surveyed. Remaining 31% of stock condition surveys to be completed by Summer 2026.
NEC Housing Information System to be further developed to ensure all Building Safety testing and monitoring data is collected (additional elements/fields to be built)	NEC Consultant / HMIT	Quarter 3 2026/27	This work has now started. Due to the time taken to appoint a resource, HPS have taken the lead on this exercise. Elements have been created and are in the process of being tested. Weekly import from Tio digital logbook system to be established.
Procedures to be developed for the Compliance Polices that have been approved 8 Procedures (Asbestos, Building Safety, Electrical, Fire Safety, Gas Safety and Heating, Water hygiene (Legionella), Lifting Equipment and Damp and Mould) to be developed In addition, an over-arching Access Procedure to be produced	Housing Maintenance Manager and HPS Manager.	Quarter 3 2026-27	This work has now started. Due to the time taken to appoint a resource, HPS have taken the lead on this exercise. Elements have been created and are in the process of being tested.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Increase third party assurance of inspections by third party company to carry out 10% audit of Gas Safety inspections and Electrical Inspection Condition Reports.	HPS Manager	Quarter 2 2026-27	Budget has been approved to take this forward. Procurement can now be progressed
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	A basic system is in place to capture the data and provide monitoring. Action complete.
Building Safety Spreadsheet information that contains all Service/test/RA dates to be put into NEC, following above element/field system build.	Assistant Manager (Compliance)	Quarter 2 2026/27	This work has now started. Due to the time taken to appoint a resource, HPS have taken the lead on this exercise. Elements have been created and are in the process of being tested. Weekly import from Tio digital logbook system to be established.

**Progress Updates Housing - 2A**

<b>Current Position</b>	<p>Ensuring NEC holds building safety information in process. Elements built and being tested by HPS team.</p> <p>Damp &amp; Mould work complete with a basic system in place.</p> <p>NEC Housing Information System to be further developed to ensure data is collected (additional elements/fields to be built) - this is resource intensive project, and the initial timescales were ambitious.</p>
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
12	12	↔

<b>Comment on Direction of Travel in the Year</b>	<p>Actions have been completed but due to the complex nature of the work it will take time for sufficient progress to be made in order for the risk score to be reduced.</p>
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<b>Risk Ref</b>	2025-02B
<b>Risk Owner</b>	Head of Housing & Corporate Assets
<b>Risk Name</b>	Safety & Compliance arrangements for Corporate Properties
<b>Risk Description</b>	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.
<b>Consequences</b>	Death or serious and minor injury, Prosecution by HSE and private legal action. Reputational damage. Deterioration in condition of buildings Depreciation of buildings
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Health & Safety

<b>Inherent Impact</b>	<b>Inherent Likelihood</b>	<b>Inherent Risk Score</b>
4	4	16
<b>Residual Impact</b>	<b>Residual Likelihood</b>	<b>Residual Risk Score</b>
4	3	12
<b>Target Score</b>		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.

<b>Controls</b>	<b>Assurances</b>
Fire Evacuation procedure	Monitoring of spreadsheets by management
	Internal Audit Reviews Improvement Plan External Audit - VFM Reviews
Periodic training for staff. Training database records.	
Compliance & FM Tracker in place for Corporate Assets	

**Actions Corporate Property - 2B**

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Monthly validation of corporate assets data to ensure all properties are recorded centrally.	Corporate Asset manager	Quarter 4 2025/26	A central list has been collated and is being checked on a regular basis. Completed
Statutory Compliance for all Council owned Buildings needs to be validated on an ongoing basis.	Corporate Asset Manager	Quarter 2 2026-27	The new Corporate Asset Manager started early February and is reviewing processes to improve evidence of compliance monitoring.
Asset Reviews will be carried on all Council properties.	Corporate Asset Manager	Quarter 4 2026-27 (on-going)	Owing to lack of resources and direction regarding a large-scale review ahead of LGR this is on hold, but reviews will be carried out on an ad-hoc basis when vacant or other activity prompts the need for review. (Asset Transfer Request etc)
Review of core compliance policies needed. CDM Policy and Fire Safety Policy to be produced and Asbestos Policy updated.	Corporate Asset Manager	Q4 2026-27	New action added.

**Progress Updates Corporate Property - 2B**

<b>Current Position</b>	The new Corporate Asset Manager started in early February 2026 and is reviewing policies, procedures, and compliance arrangements. This has led to some new actions being created and further work is needed to address the risk and reduce the residual score. Work is planned throughout 2026-27 to deliver the required actions.
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<b>Risk Score April 2025</b>	<b>Risk Score April 2026</b>	<b>Direction of Travel in the Year</b>
12	12	↔

<b>Comment on Direction of Travel in the Year</b>	The risk score has remained at 12 as detailed work is required. These actions will take a significant time to produce results that will reduce the residual risk score.
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<b>Risk Ref</b>	2025-03
<b>Risk Owner</b>	Chief Executive
<b>Risk Name</b>	Local Government reorganisation
<b>Risk Description</b>	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.
<b>Consequences</b>	Core Services and major projects fail to be delivered Reputational damage
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
<b>Target Score</b>		<b>8</b>

**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 potentially 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
Development of action plan for internal preparation, pending decision	Head of Business Support and Assurance	Q1 26-27	

## Progress Updates

<b>Current Position</b>	All of the actions planned for 25/26 have been completed and the proposal has been submitted to the government for consideration. Whilst a decision is awaited from the Government of a County wide project structure has been set up to oversee the planning for LGR and initial preparatory work. As part of this workstreams have been set up and will meet for the first time in April. Preparatory work continues to focus on corporate and support services at this stage. Alongside this work, planning has commenced on the internal preparatory work needed and an internal action plan is being developed.
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
12	12	↔

<b>Comment on Direction of Travel in the Year</b>	Although work regarding LGR has not impacted on front line service delivery to date, there has been an impact on corporate and support services who have been leading on the work relating to the proposals for the new unitary council model for Staffordshire.  In view of this, the wider capacity issues that the Council is facing and the ongoing uncertainty around LGR until a decision is made, the residual risk score remains unchanged.
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<b>Risk Ref</b>	2025-04
<b>Risk Owner</b>	Head of Business Support and Assurance
<b>Risk Name</b>	IT Resilience
<b>Risk Description</b>	Risk of unplanned disruptions to the IT infrastructure, network and systems which prevent accessibility and service delivery. This includes but is not limited to cyber-attacks, equipment failure, natural disasters, and human error.
<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Data, Systems and Applications inaccessible potentially for several months</li> <li>• Inability to deliver Council services including a reduction of services to the public</li> <li>• Cybercrime/ Fraud/ Ransom demands/ Financial harm</li> <li>• Reputational damage locally and nationally</li> <li>• Data Loss causing a breach of Data Protection Act (DPA) and GDPR. Possible fine from the ICO.</li> <li>• Financial Loss</li> </ul>
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	IT/Technology

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

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

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

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Replacement of network infrastructure hardware	Infrastructure Manager	Quarter 3 2025-26	This work has now been completed.
Researching options to improve vulnerability scanning.		Quarter 1 26/27	Addition funding has been provided through the budget. Once research has been completed, further actions will be developed to procure and implement the preferred solution
Data files will continue to be moved to the cloud (SharePoint) during 2025/26	Technology Service Manager	Quarter 2 2026-27	Approximately 50% of the migration has been completed to date and we are aiming to complete the majority of the remaining files by the end of 2026/27.

## Progress Updates

<b>Current Position</b>	<p>At the end of the year, progress has been made with essential work on upgrading the infrastructure completed. Work on completing the move to SharePoint has slipped but has been rescheduled into 26/27</p> <p>As a result of additional funding secured through the budget, research is to be undertaken into options to improve our ability scan for cyber threats and this work will take place during 2026/27.</p>
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
8	8	↔

<b>Comment on Direction of Travel in the Year</b>	<p>There has been no change in the residual risk score, and we are at our target score. Due to the ever-evolving nature of cyber-attacks, the focus is on maintaining the risk and the current level and not letting it increase.</p>
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<b>Risk Ref</b>	2025-06
<b>Risk Owner</b>	Chief Executive
<b>Risk Name</b>	Corporate capacity is insufficient to maintain provision of core services and deliver major projects
<b>Risk Description</b>	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.
<b>Consequences</b>	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
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Capacity / Service Delivery

<b>Inherent Impact</b>	<b>Inherent Likelihood</b>	<b>Inherent Risk Score</b>
4	4	16
<b>Residual Impact</b>	<b>Residual Likelihood</b>	<b>Residual Risk Score</b>
4	3	12
<b>Target Score</b>		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.

<b>Controls</b>	<b>Assurances</b>
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**

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Development of work plans for the next 2 years. This will allow us to assess capacity and pinch points and prioritise work accordingly.	Leadership Team	Quarter 1 26/27	Work is underway with each Head of Service developing a summary work plan and a detailed delivery plan for their service area.
Monitoring delivery of workplans	Leadership Team	From Quarter 2 onwards	Progress monitoring template being developed
Monitoring capacity	Leadership Team	From Quarter 2 onwards	Template to monitor vacancies being developed. Sickness reporting being updated
Management of expectations / discussion with Cabinet	Chief Executive / Leadership Team	Revised to Q4 from Q2 2025/26 and ongoing (Jan 26)	Discussions will take place once the work plans have been drafted. Likely to be March/April 2026.

**Progress Updates**

<b>Current Position</b>	<p>Capacity has been an ongoing issue throughout 2025/26. Recruitment in a number of service areas is difficult and there continues to be a reliance on the use of agency staff and consultants to cover vacancies.</p> <p>Workload continues to increase with a number of major projects underway which impact a range of front line and corporate/support services. In order to help to manage this workplans are being developed setting out the key projects for the next 2 years.</p> <p>At present the workplans only include some initial preparatory work for LGR; this will increase substantially once the Government announces the decision on the unitary council model for Staffordshire which is expected in July 2026. As the work required for LGR becomes clearer, the workplans will be reviewed and it may be necessary to stop work on some projects.</p> <p>Whilst some funding has been made available in the budget for 2026/27 to provide additional support, this is directed at services currently experiencing problems and is not expected to significantly improve the situation. Leadership Team is continuing to focus on managing capacity within the current resources and maintaining the current position so that this does not deteriorate.</p>
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
12	12	↔

<b>Comment on Direction of Travel in the Year</b>	<p>The status quo has been maintained, in line with the stated position for this risk.</p> <p>However, workloads are expected to increase in 2026/27 with preparatory work for LGR due to commence so it will be essential to keep capacity under review.</p>
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<b>Risk Ref</b>	2025-07
<b>Risk Owner</b>	Head of Housing & Corporate Assets
<b>Risk Name</b>	Failure to meet required housing standards and not being prepared for inspection.
<b>Risk Description</b>	The current provision of Housing in the District fails to meet the required standards impacting on the health and quality of life of residents leading to a loss of reputation for the Council and meaning that the Council would fail an inspection by the Regulator of Social Housing (RSH).
<b>Consequences</b>	Reputation damage. RSH intervention. Death, serious and minor injury. Not demonstrating VFM with rent income.
<b>Corporate Objective CCDC</b>	Responsible Council/ The Community
<b>Main Risk Category</b>	Service Standards and Management of Performance

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
<b>Target Score</b>		4
<b>Comment on Target Score:</b>		

Controls	Assurances
Savills review and annual self-assessments against standards carried out.	Housing Board Cabinet Scrutiny Committee
Pro-active discussions with the Regulator of Social Housing on issues arising.	Savills assessment against standards Mock Inspection by Housing Quality Network
Housing Improvement Plan.	RSH Inspection
Service standards in place.	
Housing Ombudsman Complaint Handling Code self-assessment carried out annually and performance report submitted. New Housing Complaints Policy Produced (April 2026)	Housing Ombudsman Annual Report
Tenancy Agreement	12 Month Review
Learning from Complaints	On-going

## Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Self-assessment against RSH consumer standards	Housing Services Manager	Quarter 4 2025-26	Self-assessment complete.
Action Plan following consumer standards self-assessment (feeds into Housing Improvement Plan)	Housing Services Manager	Quarter 1 2026-27	Follows completion of self-assessment.
Delivery of the over-arching and ongoing Housing Improvement Plan.	Housing & Corporate Assets	Q4 2026-27	At the end of quarter 4 of the 50 project actions planned for delivery in this period: 64% have been completed or are on target to be completed. Q4 report scheduled to Housing Board in January and Cabinet in May.
Tenant Profiling exercise	Housing Services Manager	Quarter 4 2025-26	Tenant Profile exercise complete. Data being input into IT system. Completed
Housemark benchmarking, comparison with peers and learning.	Housing Services Manager	Ongoing	Return finalised and submitted.

## Progress Updates

<b>Current Position</b>	At the end of Quarter 4 progress continues to be made against all the above actions, some slippage on the Housing Improvement Plan actions, but reasons and corrective action included within Q4 Cabinet report.
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
8	8	↔

<b>Comment on Direction of Travel in the Year</b>	Work has progressed. Whilst actions have been completed further work is required to reduce the residual risk score to the target level.
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<b>Risk Ref</b>	2025-09
<b>Risk Owner</b>	Operations
<b>Risk Name</b>	Safe Management of Trees
<b>Risk Description</b>	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 severe damage to a property or the death or serious injury of an individual/s.
<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Death/Serious Injury</li> <li>• Damage to property</li> <li>• HSE Investigation/Prosecution</li> <li>• Corporate Manslaughter</li> <li>• Insurance Claims</li> </ul>
<b>Corporate Objective CCDC</b>	Climate Change, Nature Recovery, and the Environment
<b>Main Risk Category</b>	Capacity/Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
<b>Target Score</b>		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. Tree and TPO officers covered by consultants	IA Reviews.
Tree Surveys	Management Information
Policies and Procedures for Tree Management, urban forest strategy best practice.	
Trees maintained using recognised tree risk management process	
Urban Forestry Strategy	

<b>Controls</b>	<b>Assurances</b>
Allocation of semi-dedicated management resource.	
Knowledge of tree locations	
Historic/recent tree inspections	
Historical tree database/system in place	

### **Actions**

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Review tree service, TPOs and procedures	Natural Environment Manager	Q3 2026/27	In progress – several requirements identified including tree team, full TPO review.
Joint Tree Team Structure to be developed and implemented	Natural Environment Manager	Q1- 2027/28	In progress, structure has been agreed and costed and the first posts going out to recruitment have been job evaluated. Posts going out to advert in Q1 27/28
Implement new full risk-based tree management procedure	Natural Environment Manager	Q3 2026/27	In progress, trees are now in the process of being managed on a developing shared risk basis methodology
Implement new joint tree management ICT GIS based system	Natural Environment Manager	Q2 2027/28	System procured, data cleansing and preparation in progress. Data cleansing will take several months. Priority to be given to uploading tree data so that inspection work for red zones can be commissioned
Outsource next round of tree inspections for all trees to create new baseline data (78,000 trees) and ongoing inspections	Natural Environment Manager	Q4 2026/27	Trees in red zones are to be prioritised. Procurement process to commence in Q1.
Deliver and monitor tree risk-based works and ongoing inspections	Natural Environment Manager	Ongoing	Progress against Tree Management action plan to be monitored and reported to Trees Oversight Group

**Progress Updates**

<b>Current Position</b>	<p>Consultant tree officers have been brought in to cover vacant posts until permanent staff can be recruited and a large amount of tree maintenance works are being contracted out.</p> <p>The limited capacity currently available within the team is being prioritised and focussed on responsive inspections and tree works. Notwithstanding this, progress is being made to deliver the actions planned to improve the service.</p> <p>The Tree Management structure across both Councils has been finalised and provision made within the budget for 2026/27. The recruitment process for all Tree Officer posts will commence in Q1. Two officers are to be seconded in Q1 to support the implementation of the new tree management system to allow for the input of tree data which can then be used to inform tree inspection works.</p> <p>Work is to commence in Q1 on procuring a contractor to undertake inspections of trees in red zones as a priority, with inspections of other areas to follow.</p> <p>Due to the nature of the risk, it is considered the overall residual likelihood score will not be reduced until the full tree inspection survey has been completed and the majority of the high-risk remedial tree works identified from this has been carried out. This may take upward of 2-3 years.</p>
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<b>Risk Score April 2025</b>	<b>Risk Score April 2026</b>	<b>Direction of Travel in the Year</b>
12	12	↔

<b>Comment on Direction of Travel in the Year</b>	<p>Although the risk score remains at 12, actions are progressing but will take time to complete. Delivery of project work has been affected by vacancies with resources focussed on operational response. The plans have been reviewed and refocussed for 2026/27 to allow for work to commence in stages with a focus on higher risk areas.</p>
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<b>Risk Ref</b>	2025-10
<b>Risk Owner</b>	Deputy Chief Executive (Resources)
<b>Risk Name</b>	Failure to deliver good governance
<b>Risk Description</b>	The Council does not have in place or comply with Governance Best Practice processes leading to negative Annual Governance Statement, External Audit or other regulator comment, and/or Statutory Intervention. E.g. Statutory Officer Advice is not complied with; Members and Employees fail to follow Codes of Conduct and the Constitution
<b>Consequences</b>	Government intervention Negative PR/reputation damage
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Reputation, Customer/ Public Perception

<b>Inherent Impact</b>	<b>Inherent Likelihood</b>	<b>Inherent Risk Score</b>
4	4	16
<b>Residual Impact</b>	<b>Residual Likelihood</b>	<b>Residual Risk Score</b>
4	2	8
<b>Target Score</b>		4
<b>Comment on Target Score:</b>		

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

### Actions

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Review of Code of Governance	Head of Business Support & Assurance	Quarter 1 2026/27	Further work on the review of the Code of Governance has been undertaken. It will now be taken through the democratic cycle for approval in Q1 26/27.

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Regular Statutory Officer meetings - golden triangle	Chief Exec / s151 Officer / Monitoring Officer / Chief Internal Auditor	Quarter 1 2025/26 onwards	Meetings are taking place on an ad hoc basis
Reminders and training for Leadership Team and Service Managers on key policies, processes, and good governance	Deputy Chief Executive (Resources) / Head of Business Support & Assurance / Head of Law & Governance	Q2 2026/27	This has been deferred to 26/27 and will now take place once the updated Code of Governance has been approved.
Delivery of Governance Improvement Plan	Deputy Chief Executive (Resources) / Head of Business Support & Assurance	Quarter 4 2026/27	Work on this is ongoing and will not be completed until 2026/27.

### Progress Updates

<b>Current Position</b>	Some progress has been made in delivering a number of the actions in the Governance Improvement Plan. The outstanding actions in the improvement plan will be reviewed and rescheduled at the end of March, alongside consideration of the findings of the External Auditor's VFM review for 2024/25 a draft of which has been received recently.
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<b>Risk Score April 2025</b>	<b>Risk Score April 2026</b>	<b>Direction of Travel in the Year</b>
8	8	↔

<b>Comment on Direction of Travel in the Year</b>	A stable position has been maintained during 2025/26. Some progress has been made in completing the outstanding actions in the Governance Improvement Plan, but not sufficient to reduce the risk score.
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<b>Risk Ref</b>	2025-12
<b>Risk Owner</b>	Chief Executive
<b>Risk Name</b>	Inability to demonstrate and implement adequate health and safety arrangements for people
<b>Risk Description</b>	Operational procedures and working practices are not sufficient to adequately ensure the safety of tenants, employees, or visitors, leading to death or serious injury.
<b>Consequences</b>	HSE Investigation Prosecution, Injury to employees, Personal Injury Claims, Corporate Manslaughter,
<b>Corporate Objective CCDC</b>	Responsible Council
<b>Main Risk Category</b>	Health & Safety

<b>Inherent Impact</b>	<b>Inherent Likelihood</b>	<b>Inherent Risk Score</b>
4	3	12
<b>Residual Impact</b>	<b>Residual Likelihood</b>	<b>Residual Risk Score</b>
4	2	8
<b>Target Score</b>		4
<b>Comment on Target Score:</b>		

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

### Actions

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
HAVS & Noise procedures reviewed and updated	Head of Operations/ Health & Safety Team	Quarter 4 2025/26	Policy finalised and for Leadership Team approval April 2026 Completed
Monitoring to be introduced for CCDC Grounds Maintenance & Housing	Head of Operations/ Health & Safety Team	Quarter 4 2025/26	Monitoring being rolled out April 2026

Actions Planned	Person Responsible	Timescale	Progress/Comments
A review of Health & Safety Training will be carried out in to determine a new package of mandatory training and refreshers.	Chief Internal Auditor & Risk Manager and Health and Safety Team	Q2 2026-27	
An awareness campaign and reminders on Health & Safety matters will be rolled out	Chief Internal Auditor & Risk Manager and Health and Safety Team	Q2 2026-27	
Specific H&S Training to be delivered to Leadership Team and managers/supervisors	Chief Internal Auditor & Risk Manager and Health and Safety Team	Q3 2026-27	
A programmed review of High-Risk Service Areas will be carried out to cover reviewing risk assessments and regular engagement with relevant management teams.	Chief Internal Auditor & Risk Manager and Health and Safety Team	Q2 2026-27	
Work will be carried out to determine a corporate approach to monitoring Health & Safety compliance on outsourced contracts.	Chief Internal Auditor & Risk Manager and Health and Safety Team	Q3 2026-27	
A more formalised assurance and reporting regime will be established for the Health & Safety Team to ensure that regular information and reports are passed to Leadership Team covering H&S compliance and incidents.	Chief Internal Auditor & Risk Manager and Health and Safety Team	Q2 2026-27	

### Progress Updates

<b>Current Position</b>	<p>HAVS policy and framework has been updated and is with Leadership Team to approve before roll-out in Q1. Monitoring arrangements have been developed and will be introduced in Q1 2026-27.</p> <p>A review of the H&amp;S training will be carried out, and a new mandatory list of training and refreshers will be developed. There is a need to raise awareness and to do more substantive assurance work to provide additional assurance to those charged with governance.</p>
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
8	8	↔

<b>Comment on Direction of Travel in the Year</b>	The risk has remained the same across the year, and additional actions have been identified to reduce the score.
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<b>Risk Ref</b>	2025-14
<b>Risk Owner</b>	Head of Housing & Corporate Assets
<b>Risk Name</b>	HRA Financial Sustainability
<b>Risk Description</b>	That the income collected and resources available to the Housing Revenue Account are insufficient to meet the ongoing and future needs of the HRA.
<b>Consequences</b>	The HRA is unable to maintain its stock, deliver services or meet its wider obligations
<b>Corporate Objective CCDC</b>	Responsible Council/The Community
<b>Main Risk Category</b>	Reputation, Customer/ Public Perception, Financial

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

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

### Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Completion of HRA related actions in the VFM Improvement plan (now the Housing Improvement Plan)	Head of Housing	As per the improvement plan	Improvement Plan reported to Cabinet alongside Corporate quarterly performance reporting. Progress reported to Housing Board each quarter as well. Next meeting 27 <sup>th</sup> May 2026

Actions Planned	Person Responsible	Timescale	Progress/Comments
Complete stock condition survey	Head of Housing	Quarter 2 2026/27	100% properties visited - 69% of Surveys completed. Sufficient data has been received for all our archetype properties. Data Officer in in the process of producing a programme of works. Two Agency Surveyors will be appointed in April 2026 to complete the remaining 31% of Surveys. Further related actions contained in the Housing Improvement Plan.
Revision of the 30-year Business Plan,	Head of Housing	Quarter 2 2026/27	With S151 Officer Savills will be appointed to continue to support with the revision of the Business Plan
Regularly reviewed stock condition survey (20% per annum on rolling basis)	Head of Housing	Quarter 3 2026/27	

**Progress Updates**

<b>Current Position</b>	<p>Housing Improvement Plan - Quarter 4 Performance Report is being produced</p> <p>Stock Condition Survey 3,883 completed out of 5,620 surveys commissioned in total (includes communal spaces). Remainder being picked up internally – Completion due to be by end of Q2 2026-27. Rolling programme to follow.</p> <p>Data Officer employed in Q4 2025-26 – working on a full programme of work for external ready to procure contractor by end of Q3.</p>
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
8	8	↔

<b>Comment on Direction of Travel in the Year</b>	The risk score is unlikely to change as a number of factors in relation to access will require cross team working to gain access to properties where tenants are not engaging.
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<b>Risk Ref</b>	2025-15
<b>Risk Owner</b>	Head of Economic Development & Planning
<b>Risk Name</b>	Delivery of Town Centre Regeneration Project
<b>Risk Description</b>	<p>There is a risk that the high profile large regeneration projects may not deliver as anticipated, to time or to budget, leading to reputational risks to the Council and creating financial risks that impact on the Council's financial position and could impact on service delivery and hinder the Council's wider ambition to secure economic prosperity for the District.</p> <p>There is a risk that either the Council may not be able to deliver the demolition phase of the project or secure a development partner to re-develop the cleared sites.</p>
<b>Consequences</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Reduced growth and economic prosperity for local residents</li> <li>• Decline of town centres / impact on major redevelopment proposals</li> <li>• Council exposed to unplanned financial risks and pressure on revenue resources which impacts on delivery of core services</li> <li>• Clawback of funding for non-delivery</li> <li>• Increased pressure on already stretched services/functions of the council which have capacity issues.</li> <li>• Cleared sites could sit empty for indeterminate period if developer interest doesn't materialise</li> </ul>
<b>Corporate Objective CCDC</b>	Economic Prosperity
<b>Main Risk Category</b>	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
<b>Target Score</b>		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.

Although the demolition works to the former MSCP and Forum Shopping Centre are largely completed and there has been a strong level of interest in the town centre from potential operators 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
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
Communications to stakeholders, partners, and the public - development of Comms Strategy and Plan	Head of Economic Development & Planning, Communications Manager	Quarter 1 2026-27	<p>A revised comms plan for the project will be developed when the Development Framework has been presented to Cabinet and agreed (see next action).</p> <p>It is anticipated that there will be a public engagement exercise once Cabinet have agreed the Development Framework for the Town Centre.</p>
Agree approach to securing development delivery	Head of Economic Development & Planning	Quarter 1 2026/27	<p>The Council has produced a draft. The intention of the Framework is to guide development within the cleared regeneration site.</p> <p>Due to the local elections the reporting of the Framework has been delayed to Quarter 1 26/27.</p>
Formal procurement process to appoint development partner(s)	Head of Economic Development & Planning	Quarter 1 - 2026/27	<p>Officers have completed work to research procurement frameworks and other routes to market that could be used to select developers / operators.</p> <p>Due to the delay in presenting the Development Framework to Cabinet this action will be delayed until Quarter 2 26/27.</p>
Business case to review opportunity for Council to relocate from the Civic Centre site	Chief Exec Deputy Chief Exec - Resources Deputy Chief Exec – Place Head of Economic Development & Planning Head of Housing & Corporate Assets	Quarter 1 2026/27	<p>This workstream is currently on hold due to Council not agreeing the funding in the Capital Programme (Council 21 January 2026).</p>

## Progress Updates

<b>Current Position</b>	<p>Performance Dashboards and Risk Registers have been produced and reported to Project Boards and LT.</p> <p>Meetings with developers/operators are continuing to take place as part of the soft market testing to discuss the regeneration opportunity being created by the Council utilising the regeneration funding. Procurement frameworks have been researched and identified with the view to understand the optimum route to the market.</p> <p>Officers have produced a draft Development Framework which sets out a vision and set of parameters for the cleared development site and the intention is that this will guide the proposed uses in this area.</p> <p>It was intended to present the Development Framework to Cabinet in Quarter 4 25/26, but this report was deferred due to local elections.</p> <p>Officers will prepare a report for members in Quarter 1 of 26/27 following the local elections to present the Development Framework and seek approval to move forward with a preferred approach to selecting developers/operators for the scheme.</p> <p>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.</p>
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Risk Score April 2025	Risk Score April 2026	Direction of Travel in the Year
12	12	↔

## Risk Removed from the Strategic Risk Register – April 2026

<b>Risk Ref</b>	2025-05
<b>Risk Owner</b>	Head of Wellbeing
<b>Risk Name</b>	Sustainable leisure provision
<b>Risk Description</b>	Not being able to secure affordable and sustainable leisure provision now and in the future.
<b>Consequences</b>	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.
<b>Corporate Objective CCDC</b>	Health & Wellbeing
<b>Main Risk Category</b>	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	3	12
Residual Impact	Residual Likelihood	Residual Risk Score
4	2	8
<b>Target Score</b>		8

**Comment on Target Score:**

Leisure is delivered by a single provider therefore the impact will remain serious if there are factors that lead to the loss of that partner. 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
New contract framework agreed with the new provider.	
Partnership meetings have been established	Regular meetings with the provider
Monitoring of Capital works by Interim Asset Manager.	

**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	New contractor in place from 1st April 2026 Completed

<b>Actions Planned</b>	<b>Person Responsible</b>	<b>Timescale</b>	<b>Progress/Comments</b>
Contract mobilisation	Head of Wellbeing/ DCE (Resources)	Quarter 4 2025-26	New contract mobilised and running from 1 <sup>st</sup> April 2026 Completed
Contract monitoring	Head of Wellbeing	Q1 2026 onwards	Monitoring arrangements are in place enabling close oversight of the contract.
Replacement Irrigation system to be procured and installed at Cannock Golf Course	Head of Wellbeing	Q4 2026-27	Procurement is open for this, and we are awaiting bids to be submitted.
Padel courts to be procured and installed	Head of Wellbeing	Q3 2026-27	In the process of appointing architects to design a scheme ready for planning and approve Cannock Park Trust.

### Progress Updates

<b>Current Position</b>	Quarter 4 focussed on mobilisation of the new leisure provider, handover from the old provider and finalising the contract documentation. The contract between CCDC and Everyone Active was signed in quarter 4 and handover completed for a successful launch on 01 April 2026. This has put the leisure services on a sustainable footing for the future. That said, risk does remain but will be monitored as part of the departmental risk register, an example being the risk of significant energy price increases as a result of the Iranian war.
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<b>Risk Score April 2025</b>	<b>Risk Score April 2026</b>	<b>Direction of Travel in the Year</b>
12	8	↓

<b>Comment on Direction of Travel in the Year</b>	The position at the end of 25/26 is strong. The Council have moved from an unaffordable contract with the old provider to a new contract offering excellent leisure provision and a wellbeing service for residents at a financially advantageous position for the Council. This is a 10-year contract and locks in delivery for the long term.
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## Governance Improvement Plan - Progress Report for 2025/26

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Business Support and Assurance
<b>Portfolio:</b>	Resources and Corporate Services

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### 1 Purpose of Report

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

### 2 Recommendations

- 2.1 To note the progress made in the delivery of the Governance Improvement Plan set out at Appendix 1.
- 2.2 To approve the revised Governance Improvement Plan for 2026/27 set out at Appendix 2, subject to any further additions arising from the Annual Governance Statement for 2025/26.

#### Reasons for Recommendations

- 2.3 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 2025/26. Of the 42 actions due to be completed in 2025/26, 38% have been completed. Taken together with the actions completed in 2024/25, this gives a total of 59%.
- 3.3 The External Auditors have recognised the considerable progress made in their VFM review for 2024/25 and have reduced the number of key recommendations from 7 to 3 and this follows the removal of 3 statutory recommendation last year. (This includes the removal of 1 key recommendation and 2 statutory recommendations for Housing).





### 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 2025/26. 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	5			4	4	13
Q1 2025/26	7			3	2	12
Q2 2025/26	2			5	2	9
Q3 2025/26	2			2	1	5
Q4 2025/26			1		2	3
<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>11</b>	<b>42</b>

- 5.5 At the end of 2025/26 of the 42 actions due for delivery:
- 16 (38%) have been completed;
  - 15 (35%) of actions are behind schedule; and
  - 11 (26%) are no longer applicable or not being actioned.
- 5.6 A number of outstanding actions were completed in the final quarter of the year, but it has not been possible to catch up on all of the slippage from earlier in the year. When taken with the 22 actions completed in 2024/25, a total of 38 actions have been completed which amounts to 59% of the original number of actions planned. This excludes the actions relating to Housing which were included in the original action plan but were moved at the start of 2025/26 to a standalone improvement plan.
- 5.7 The External Auditor's draft VFM assessment for 2024/25 has recently been received. The report recognises the considerable progress that has been made over the last 2 years and as a result, the number of key/significant recommendations has been reduced from 7 to 3. This follows the removal of the 3 statutory recommendations last year. Three minor improvement recommendations have been identified. In light of this, and the anticipated work expected to prepare for Local Government Reorganisation, a full review of the outstanding actions has been undertaken and a revised action plan for 2026/27 has been produced. The review has considered the resources available and the priority of the recommendations in order to determine which actions are to be progressed. The revised action plan is attached at Appendix 2.

## **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

Appendix 2: Revised Governance Improvement Plan for 2026/27

**8 Previous Consideration**

None

**9 Background Papers**

Report to Audit & Governance Committee 17 June 2025

**Contact Officer:** Judith Aupers

**Telephone Number:** 01543 464411





**Ward Interest:** All Wards

**Report Track:** Cabinet 11/06/26 and  
Audit & Governance Committee 30/06/26

**Key Decision:** No

## Governance Improvement Plan - Progress Report

## Summary of Progress at 31 March 2026

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	
<b>2024/25</b>	5			4	4	13
<b>Q1 2025/26</b>	7			3	2	12
<b>Q2 2025/26</b>	2			5	2	9
<b>Q3 2025/26</b>	2			2	1	5
<b>Q4 2025/26</b>			1		2	3
<b>TOTAL</b>	<b>16 (38%)</b>		<b>1 (2%)</b>	<b>14 (33%)</b>	<b>11 (26%)</b>	<b>42</b>





**Commentary on Progress**

A number of outstanding actions have been completed in Q4 but it has not been possible to catch up on all of the slippage from earlier in the year.



The External Auditor's draft VFM assessment for 2024/25 has recently been received. The report recognises the considerable progress that has been made over the last 2 years and as a result, the number of key/significant recommendations has been reduced from 7 to 3. This follows the removal of the 3 statutory recommendations last year. In light of this, and the anticipated work expected to prepare for Local Government Reorganisation, a full review of the outstanding actions has been undertaken and a revised action plan for 2026/27 has been produced.





No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
<b>VFM</b>	<b>Significant Governance Issues from the former VFM Improvement Plan</b>				
<b>VFM1</b>	<b>Financial Sustainability (Statutory Recommendation 1)</b>				
20.	Regular performance monitoring to be re-established with budget managers and Leadership Team.	Deputy Chief Executive (Resources) & S151 Officer	Quarter 3 - 2024/25	Due to ongoing capacity issues within the Finance Team, budget monitoring for 25/26 has not been restored to quarterly, and reporting will remain as twice yearly. The outturn for period 6 2025/26 has been completed and is to be reported as part of the budget to Cabinet in January.	N/A
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	Following the financial settlement and the balanced 3 year programme, no savings are planned for delivery	N/A
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 Q2 26/27.	✘
36.	Training for managers on Financial Regulations	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 - 2025/26	This has been rescheduled to Q2 26/27 to follow the review of Financial Regulations.	✘






No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
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	In light of LGR and ongoing capacity issues, the s151 Officer has decided not to implement the outstanding module of the Finance system.	N/A
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	Due to ongoing capacity constraints and LGR, a decision has been taken not to pursue this action.	N/A
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	Follow on sessions have taken place with budget managers to discuss budget variations that are needed for 26/27.	★
<b>VFM2</b>	<b>Corporate Savings &amp; Transformation Programme (Key Recommendation 1)</b>				
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 Business Support & Assurance	Quarter 2 - 2025/26	Due consideration is given in all key projects as to whether consultation/ engagement is required.	★
<b>VFM3</b>	<b>Risk Management (Key Recommendation 2)</b>				
26.	Training for Leadership Team, managers, team leaders/principal officers on risk management	Head of Business Support & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2024/25	Completed	★

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
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 Business Support & Assurance	Quarter 1 - 2025/26	Risk registers are being developed for the HRA and ICT. Instead of producing directorate risk registers, it is now proposed to develop departmental risk registers (Head of Service level) to accompany workplans which are currently being developed. The workplans will be completed in Q1 and the risk registers in Q2 2026/27.	
42.	Establish escalation process between other risk registers and the SRR eg services, projects	Head of Business Support & Assurance and Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Once the new departmental risk registers are in place, it is intended that they will be reviewed quarterly as a minimum and any significant risks will be reported to Leadership Team for inclusion in the Strategic Risk Register. This will take effect from Q2 2026/27.	
<b>VFM4</b>	<b>IT (Key Recommendation 3)</b>				
27.	Update IT security policy and adopt a cyber security policy	Head of Business Support and Assurance and Chief Technology Officer	Quarter 3 - 2024/25	Completed	
43.	Develop assurance reporting for IT eg report on outcome of annual health check / penetration testing to Leadership Team and Audit Committee	Head of Business Support & Assurance and Chief Technology Officer	Quarter 4 - 2024/25	Work has progressed on the IT Assurance report and this is now due to be reported as part of end of the year end cycle in Q1 26/27.	



No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
44.	Review of what we include in procurements re ICT controls and information governance	Head of Business Support & Assurance, Chief Technology Officer, Head of Law & Governance and Information Manager	Quarter 4 - 2024/25	Completed.	★
<b>VFM5</b>	<b>Fraud (Key Recommendation 4)</b>				
57.	Review Anti-Fraud & Bribery Policy	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Policy has been updated and approved by the Audit Committee and Cabinet.	★
58.	Review of Confidential Reporting Policy	Chief Internal Auditor & Risk Manager	Quarter 1 - 2025/26	Policy has been updated and approved by the Audit Committee and Cabinet.	★
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	This has been undertaken as part of the review of the Anti-Fraud and Bribery Policy.	★
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	The review has been completed and additional information will be included in the Annual Internal Audit Report which will be presented to the Audit Committee in Q1 2026/27.	★
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 and should be completed in Q2 26/27.	✘

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
<b>VFM6</b>	<b>Performance Management (Key Recommendation 5)</b>				
46.	Establish corporate project resources to support transformation work (funding allocated in 2024/25 budget)	Deputy Chief Executive (Resources) & S151 Officer and Head of Business Support & Assurance	Quarter 3 - 2024/25	Although proposals for a Transformation Team were approved by Cabinet as part of the Transformation Strategy (28 November 2024), a report was considered by Cabinet in November 2025 which agreed to the redirection of 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	This work has been refocused to develop work plans for all Heads of Service to cover the next 2 years. Work has commenced and is due to be completed in Q1 26/27. This will include a framework for performance reporting on delivery of the work plans.	
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 Business Support & Assurance	Quarter 1 - 2025/26	This has not progressed due to work on LGR taking precedence and it is not now planned to complete this action.	N/A
75.	Review our performance report style - delivery plans and KPIs. To consider the development of performance outcome measures	Head of Business Support & Assurance	Quarter 1 - 2025/26	As for comment above	N/A
76.	Performance reporting for waste and leisure: <ul style="list-style-type: none"> <li>review of KPIs for monitoring and reporting on performance;</li> </ul>	Head of Business Support & Assurance, Head of Operations and	Quarter 1 - 2025/26	Performance reporting for leisure has been reviewed as part of the new contract and included in the tender specification.	

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
	<ul style="list-style-type: none"> <li>establish internal validation process of contract performance; and</li> <li>review information reported to Cabinet / Scrutiny</li> </ul>	Head of Wellbeing		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 Business Support & Assurance	Quarter 2 - 2025/26	Work has not commenced on this due to the work on LGR taking priority. It has been agreed with the Deputy Chief Executive - Resources that a corporate methodology will not be developed but appropriate project management training is to be sourced and delivered instead. This is to be scheduled for Q2 26/27.	
<b>VFM7</b>	<b>Procurement and Contract Management (Key Recommendation 7)</b>				
17.	Update the contracts register and ensure it is compliant with transparency requirements	Head of Business Support & Assurance and Leadership Team	Quarter 4 - 2024/25	Work on this has not progressed but will now be picked up in Q1 2026/27 as part of the preparations for LGR.	
50.	Provide training for managers on procurement and contract management	Head of Business Support & 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 Business Support & Assurance and Leadership Team	Quarter 3 - 2025/26	This action has been superceded. Instead a plan will be produced as part of the development of work plans and the preparation for LGR as to which contracts need to be re-tendered in the next 2 years. This will be completed in Q2 26/27	

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 Business Support & Assurance	Quarter 3 - 2025/26	The contracts register data will be published in Q2 and quarterly from there onwards	
<b>VFM8</b>	<b>HR related issues (Improvement Recommendations 1 and 2)</b>				
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 Business Support & Assurance and HR Manager	Quarter 3 - 2024/25	Report discussed at Leadership Team on 15 July 2025. Further work has been completed but has not yet been reported back to Leadership Team due to other work taking precedence. This will now be completed in Q1 26/27.	
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 Business Support & Assurance	Quarter 4 - 2024/25	Values have been developed and embedded into the new Code of Conduct for Employees which has been approved by Council.	
64.	Develop a hybrid working policy and review other related policies and processes	Head of Business Support & 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 Business Support & Assurance and Head of Law & Governance	Quarter 3 - 2025/26	The Code of Conduct for Employees has been revised and approved by Council.	

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 Business Support & Assurance and HR Manager	Quarter 4 - 2025/26	This action is not being pursued due to LGR. Instead, those elements which are relevant will be progressed over the next 12 months eg recruitment & retention, learning and development.	N/A
<b>VFM9</b>	<b>Other Related Actions</b>				
77.	Review of Code of Governance	Head of Business Support & Assurance	Quarter 1 - 2025/26	The Code has been reviewed and updated. It will be taken to Audit Committee in June and Council for approval.	★
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	In light of LGR and the decision not to proceed with Shared Services Transformation, the Monitoring Officer has decided not to undertake a full review of the Scheme of Delegations. Updates will continue to be made as part of the annual Constitution review process.	N/A
66.	Establish an inventory of key policies and a programme of periodic reviews	Leadership Team	Quarter 4 - 2025/26	Decision taken not to proceed with this action unless it becomes essential to LGR preparatory work	N/A
81.	Development of Assurance Model	Head of Business Support & Assurance and Chief Internal Auditor & Risk Manager	Quarter 4 - 2025/26	Some preparatory work is underway with regard to developing corporate assurance reports for Technology and Health & Safety.  An assurance statement for Heads of Service has also been prepared.	▲

No	Action	Lead Officer	Revised Timescale	Progress Update	Progress Rating
<b>New Significant Governance Issues Arising from the 2024/25 Governance Review</b>					
<b>GOV Governance Framework</b>					
GOV1	Training and reminders for managers on good governance and key components of the framework	Deputy Chief Executive (Resources), Head of Business Support & Assurance and Head of Law & Governance	Initial session Quarter 2 - 2025/26	This has been deferred to follow the launch of the revised Code of Governance. This is now planned for Q2 26/27	
GOV2	Monitoring compliance with the governance framework	Deputy Chief Executive (Resources), Head of Business Support & Assurance and Head of Law & Governance	Mid Year Review to be undertaken in Q2	Assessment undertaken as part of preparatory work for the Annual Governance Statement and Assurance Statement template developed for future reviews	

## Governance Improvement Plan for 2026-27

## RECOMMENDATIONS FROM VFM REVIEW 2024/25

No	Recommendation	Lead Officer	Revised Timescale	Actions
<b>SIGNIFICANT RECOMMENDATIONS</b>				
<b>Financial Monitoring (Significant Recommendation 1)</b>				
S1	<p>Ensure adequate capacity in the Finance Team and ensure that budget holders receive formal financial monitoring reports.</p> <p>Produce draft financial statements in line with statutory requirements and work with external auditors to deliver the audits effectively</p>	Deputy Chief Executive (Resources)		<p>Efforts will continue to recruit to vacancies in the Finance Team and/ or to continue to use agency staff where appropriate. However, given the increase in workload facing the team and the challenges experienced in recruitment over the last 3+ years, it is not anticipated that capacity will improve sufficiently to produce more regular budget monitoring reports.</p> <p>In terms of the financial statements, it is planned that the statements for 2025/26 will be produced by the end of Summer 2026.</p> <p>Good working relationships will be maintained with the External Auditors to support the delivery of the audit.</p>
<b>Risk Management (Significant Recommendation 2)</b>				
S2	<ul style="list-style-type: none"> <li>• Put in place directorate risk registers for all service areas</li> <li>• Risk registers to be subject to regular review to ensure mitigating actions are being taken</li> <li>• Process to be put in place to escalate risks to the strategic risk register where appropriate</li> </ul>	Head of Business Support & Assurance, Chief Internal Auditor & Risk Manager and Leadership Team	Q2 2026/27	<p>Develop departmental risk registers</p> <p>Review departmental risk registers quarterly as a minimum, report any significant risks to Leadership Team for inclusion in the Strategic Risk Register</p>

No	Recommendation	Lead Officer	Revised Timescale	Actions
<b>Fraud (Significant Recommendation 3)</b>				
S3	Update the Anti Fraud and Bribery Framework and the Confidential Reporting Framework	Chief Internal Auditor & Risk Manager	Complete	Completed April 2026
<b>IMPROVEMENT RECOMMENDATIONS</b>				
<b>Financial Sustainability (Other Recommendation 1)</b>				
I1	Review the need to implement further savings ahead of LGR given the potential funding gaps identified in 26/27 and 27/28 as a result of changes to the financial settlement after the MTFS and 26/27 budgets were approved in January 26	Deputy Chief Executive (Resources)		Due to the high uncertainty around the settlement and the previous late interventions by central government to ensure no decrease in core funding, a savings programme is not deemed necessary for 2026/27. There are sufficient reserves in place to be able to prudently adopt this approach should central government not change the current settlement amounts.
<b>Performance Management (Other Recommendation 3)</b>				
I3	Develop a data quality policy or similar process for providing assurance on KPIS as part of performance management reporting	Head of Business Support & Assurance	N/A <b>No further action</b>	Whilst it is acknowledged that it would be useful to have a data quality policy, in light of limited capacity and LGR it has been agreed not to implement this recommendation. It would take several months to develop the policy and would at best have 18 months of use, assuming that LGR proceeds to the current timetable.
<b>Economy, Efficiency &amp; Effectiveness / Procurement (Other Recommendation 3)</b>				
I4	Put in place a formal SLA with Staffs County Council re the shared procurement arrangements	Head of Business Support & Assurance	N/A <b>No further action</b>	Due to the advent of LGR, this is not deemed a priority. Working practices have been in place for several years and this will continue for the foreseeable future. Should LGR be delayed then this will be revisited.

No	Recommendation	Lead Officer	Revised Timescale	Actions
15	Provide regular reports to Members on single tender waivers	Head of Law & Governance	Q1 2026/27 onwards	Waivers to be reported on to the Responsible Council Scrutiny Committee quarterly.
16	Update the contracts register and ensure it is compliant with transparency requirements	Head of Business Support & Assurance and Leadership Team	Q1 2026/27 Q2 2026/27	Contracts register to be updated as part of the preparations for LGR. This will also include the development of a plan of those contracts which need to be re-tendered in the next 2 years.

**OUTSTANDING ACTIONS FROM 2025/26**

No	Action	Lead Officer	Revised Timescale
<b>VFM1</b>	<b>Financial Sustainability</b>		
35.	Review of Financial Regulations and training for managers	Deputy Chief Executive (Resources) & S151 Officer	Quarter 2 2026-27
<b>VFM5</b>	<b>Fraud</b>		
73.	Develop a fraud risk register	Chief Internal Auditor & Risk Manager	Quarter 2 2026/27
<b>VFM6</b>	<b>Performance Management</b>		
47.	Develop work plans for all Heads of Service for the next 2 years to manage the lead up to LGR. To include the development of a performance reporting framework for Leadership Team	Deputy Chief Executive (Resources) and Deputy Chief Executive (Place)	Quarter 1 2026/27
45.	Provide training for key officers (LT, Service Managers and relevant Principal Officers/Team Leaders) on project management.	Deputy Chief Executive (Resources) & S151 Officer and Head of Business Support & Assurance	Quarter 2 2026/27

No	Action	Lead Officer	Revised Timescale
<b>VFM8</b>	<b>HR related issues</b>		
31.	Complete review of hybrid working and develop a hybrid working policy.	Head of Business Support & Assurance and HR Manager	Quarter 2 2026/27
<b>GOV</b>	<b>Governance Framework</b>		
81.	Development of Assurance Model, to include: <ul style="list-style-type: none"> <li>• Annual Assurance Report for Health &amp; Safety</li> <li>• Annual Assurance Report for Technology</li> <li>• Heads of Service Assurance Statements</li> </ul>	Head of Business Support & Assurance and Chief Internal Auditor & Risk Manager	<ul style="list-style-type: none"> <li>• Quarter 2 2026/27</li> <li>• Quarter 1 2026/27</li> <li>• Quarter 1 2026/27</li> </ul>
GOV1	Training and reminders for managers on good governance and key components of the framework	Deputy Chief Executive (Resources), Head of Business Support & Assurance and Head of Law & Governance	Q2 2026/27

## Housing Services - Quarter 4 Performance Report 2025/26

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Housing and Corporate Assets
<b>Portfolio:</b>	Housing and Corporate Assets

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### 1 Purpose of Report

- 1.1 To advise Members on the progress of the Housing Services Improvement Plan and performance at the end of quarter 4 and year end of 2025-26.

### 2 Recommendations

- 2.1 To note the progress at 2025/26-year end 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, 64% of the projects have been delivered or work is ongoing to ensure delivery. 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 were 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 4/year end**

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	13	10	8	8	39
4	24	7	5	13	49
<b>TOTAL (as at Q4)</b>	<b>24 (49%)</b>	<b>7 (14%)</b>	<b>5 (10%)</b>	<b>13 (27%)</b>	<b>49 (100%)</b>

- 5.4 At the end of quarter 4, of the project actions planned for delivery in this period:
- 49% have been completed;
  - 14% are on target to be completed;
  - 37% are behind schedule.

There are 64 project actions in total, with some projects having a number of actions, so the remaining 14 actions are ongoing or are planned to be completed beyond 2025/26 (plus one action becoming superseded).

The completed actions increased substantially at end of Q4, however the works over 3 months behind schedule has also increased. The reasons for slippage and the corrective action to be taken is set out in Appendix 1.

5.5 In respect of actions completed, a number of successes for the year have been recorded:

- First year of meetings for the newly formed Housing Board held.
- Better demonstrating outcomes for tenants - You Said, We Did feature added to website; and increased performance information.
- 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 completed first topic review.
- Tenancy Agreement reviewed and new implemented.
- New cleaning contract procured and in place.
- Website review with tenants completed by newly established Tenant Scrutiny Panel.
- Completed initial Decarbonisation project.
- Completed review and procurement of new cleaning contract of communal areas in flatted accommodation.





5.6 A number of the IT related actions have slipped as a due diligence exercise is currently underway to inform what the future direction needs to be with regards to Go Mobile/Console module. NEC have made a number of enhancements to the system, and we were recently made aware that Midland Heart Housing Association are using the module successfully. Following a visit to their offices, it was deemed prudent to put our immediate efforts into reviewing the module to see if it can be made fit for purpose.

Once the above has been determined, a further decision will be made on what resources are needed to progress.

### Key Performance Indicators (KPIs)

5.7 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 4**

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	6	9	1	1	7	24
4	6	9	1	1	7	24
<b>TOTAL (as at Q4)</b>	<b>6 (35%)</b>	<b>9 (53%)</b>	<b>1 (6%)</b>	<b>1 (6%)</b>	<b>7</b>	<b>24</b>

- 5.8 Of the 24 indicators due to be reported on in quarter 4:
- 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.
- 5.9 The position at Q4 end has remained consistent with Q3. The two targets not achieved at year end were:
- (i) Average re-let time for Voids (calendar days); and
  - (ii) No. of tenants awaiting disabled facilities work (registered and work approved (major and minor)) (at period end).

The summary reasons for underperformance is set out in Appendix 2.

- 5.10 To address the ‘average re-let time for voids (calendar days)’ and improve the position, a number of improvements are being made including:
- Changes being made in operational delivery, which are now starting to show. A new review is underway, changing scheduling work and co-ordinating operatives into specialist groups. The team continues to focus on maintaining and improving performance.
  - Reducing live voids being held for works, the aim is maintain this number around 8-14 as this will allow the internal repairs team to manage and control voids more efficiently.
  - Better implementing “void paths” into NEC, will help track voids throughout its lifecycle and identify bottleneck areas which can then drive improvements.
  - More focussed weekly meetings between Repairs and Allocations Teams assist in the end-to-end management of voids and helps prevent any unnecessary delays.

For context, it should be noted that the average relet time overall (minor and major works) across England and Wales for Housemark benchmarking members was 71 days in 24/25 - compared to our 56.36 days this year, so we are performing relatively well. However, we recognise our void relet performance has worsened in recent years and we want to improve and increase tenant satisfaction in relet times and reduce void rent loss.

- 5.11 Importantly, all of the Building Safety/Decency indicators were maintained at 100% across the year and 100% of emergency repairs were completed in time, ensuring tenant safety in our homes. Performance for the Income Management Team was also particularly positive, with 100.27% of rent collected as a proportion of rent due; and 18.49% of Former Tenant Arrears (FTA) collected as a proportion of total FTA.

## **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 464381



**Ward Interest:** All Wards



**Report Track:** Cabinet: 11/06/26



**Key Decision:** No




## Housing Services Improvement Plan 2025/26




No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
<b>Safety and Quality Standard</b>						
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	<p>Completed 3,050 Surveys out of 4,500 surveys on all properties visited (69%). The remainder exhausted the no access procedure (3 contact attempts).</p> <p>Data and report received from Rapleys to inform further HRA 30 Year Business Plan project actions.</p> <p>A follow-up project to complete surveys on the outstanding properties will be undertaken, as well as a rolling programme going forward.</p> <p>Temporary Project Delivery Officer in post from December 2025 – Starting to coordinate and setup a surveying team to complete SCS into early 26/27.</p>	★
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 (Q2 onwards). 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. Reported to HB in Q2.Reviewing data findings from SCS, which links to no.1. Data Officer in post from Feb 26 will help deliver analysis to inform the programme.  Q4 - programme based on findings from SCS established. Need to incorporate findings from EPC measures and cost saving measures (for example aligning carrying out rainwater goods, and renewing roof tiles). Expected to be completed in Q1 2026-27.	
4.	HRA Compliance (GTA) and HRA Governance (Savills)	Review/establish data governance arrangements for housing assets and resident data.  i) A full review to be undertaken of all records and information held to data cleanse and identify gaps/ weaknesses in the data held.	Head of Housing and Corporate Assets  All Housing Service Managers	Q3 2025/26	A Business Analyst was appointed and tasked with the Go Mobile/Console specification. This is near completion and the contract will end.  A review of the resources required to undertake this piece of work will now take place.	





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).		Linked to ICT review.	As above. Building Safety Operatives in place and doing H&S checks etc. utilising TIO software.	
		iii) Data Governance Policy/Data Strategy;		Q3 2025/26	Work delayed due to staff resources. The HMIT Team Leader retired from the business in Q3, and the replacement will be assigned this work as a priority when permanently recruited.	
		iv) Performance Reporting Framework; and KPI definition document.		Q3 2025/26	Work delayed due to staff resources. Unable to appoint to the Housing Policy, Performance and Complaints Officer post in Q2, and other resources were not available. Housemark were consulted and quotes obtained, however sufficient resources would not be available (or be VFM) for an external provider to complete this work. Good practice examples of PRFs have been sought and officers will draft internally. A KPI definition document was completed in line with a revised 2026/27 KPI collection, which was provided to Housing Board in Q4.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		v) Housing assets data linked to ICT Review.		Linked to ICT Review.	Resources dependent. Linked to action 4i) above	
		vi) Options for a new single asset register compliance system will be explored.		Linked to ICT review.	As above, linked to 4)i)	
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  Corporate Assets Manager	A standardised approach is in place, non-HRA properties all done.  Need to follow-up annually, with handover to Corporate Property Services.  New Corporate Manager started in February 2026.		
		i) Review and develop written procedure for existing process in the HRA, including commercial properties (HRA Shops).		Q2 2025/26	To complete, issues with access to non-HRA. HPS Compliance team is working on.  Delayed due to a review of policies and the initial exercise of gaining access to commercial units. HPS currently drafting written procedures - revised completion for Q2 2026-27.	
		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 spreadsheets. NEC can hold all data we need - but needs to be built into system.  Resource dependent as 4i) above.	





No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		iii) Programme of inspections to be established and completed.		Q3 2025/26	As per procedures, still to be developed and for handover to Corporate Property Services to deliver on non-HRA.  EICR's, FRA's, Gas Safety checks, Asbestos Survey all complete. LRA's booked in to be completed in Q1 2026-27.	
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	Review completed in Q4, follow on work now required. Links to no. 7 and 8 below.  Deputy Chief Executive (Resources) & S151 Officer provided update to Housing Board in November 2025 and again in January 2026.	
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)	Link to no.6 above.  Reviewing against emerging DHS requirements also.  HRA Budget to Full Council in February 2026, but as stock condition survey was not 100% completed it was not possible to reflect this.	




No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
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: <ul style="list-style-type: none"> <li>Business plan to be updated on a rolling basis as stock condition data increases.</li> <li>Business plan review to be undertaken on a quarterly basis.</li> <li>HRA recovery lead to develop and roll out training for housing staff on business plan and assumptions.</li> </ul>	Head of Housing and Corporate Assets  HRA recovery lead  Deputy Chief Executive (Resources) & S151 Officer  Deputy Chief Executive (Place)	Q4 2025/26	Links to no.6 and 7.  Deputy Chief Executive (Resources) & S151 Officer updated Board in Jan 26.  HRA Budget to Full Council in February 2026, but stock condition was not 100% completed. The partially completed stock condition survey is now being used to inform the refresh of the 30-year business plan.	
9.	HRA and Corporate Asset Management  (GTA)	i) Develop HRA Asset Management Strategy - once SCS completed.  ii) Develop an action plan to follow on from the Corporate asset management strategy already in place.	Head of Housing and Corporate Assets  Corporate Assets Manager	2026/27  Q4 2025/26	Links to SCS actions. Follows Business Plan actions.  Corporate Property Services leading on – work on hold.	
10.	Decarbonisation & Energy Performance	i) Complete initial project - September 2025	HPS Manager  Climate Change Officer	Q3 2025/26	All properties completed, grant funding received.  Monitoring and final submission made during Q3.  112 properties received measures to meet EPC C, now all complete and submitted.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Incorporate into Capital programme of upgrade work and develop KPIs to add to performance.		Q3 2025/26	Follows on with developing work programmes (no.3). KPI's developed to help meet EPC C by 2030. Programme developed on 69% of stock to be incorporated into External Envelope Programme in Q1 2026-27 as per no.3.	
		iii) Explore other avenues for funding to support HRA capital budgets.		When available	As and when, actively exploring, speaking to WMCA and other contractors.	
		iv) Deliver additional decarbonisation measures if/when additional funding becomes available.		2026/27	Loft insulation top-up; A rated doors and windows; Smart heating controls; Solar PV. Ventilation strategy for each property. Incorporated into work programmes.	
		v) Install measures to meet EPC rating C		2029/30	Already working on, energy efficient boilers being fitted; capturing EPCs now; and SCS findings to be reviewed etc.	
11.	HRA Compliance (Savills)	i) Identifying risks to tenant safety and eliminating or mitigating those risks.	HPS Manager	2026/27	Work ongoing to embed into Compliance team work.	



No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) External Third-Party independent assurance to be sought. Increase % completed.		Q4 2025/26	Work in progress to increase % completed. Contractor to be procured in 26/27.  During Q4 difficulties procuring due to resources and other higher priority procurements to complete.	
<b>Transparency, Influence and Accountability Standard</b>						
12.	HRA Governance  (GTA)	i) First formal meeting of the new Housing Board to enhance governance and oversight of delivery of housing services.  ii) Report to Housing Board every quarter - performance and HSIP standing agenda items.	Deputy Chief Executive (Place)  Head of Housing and Corporate Assets	Q1 2025/26  Ongoing	Completed. 13 <sup>th</sup> May 2025.  Q1 and Q2 Performance provided to the Board (Q3 scheduled in Jan 26). 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.	  
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 - <a href="#">Housing Strategies and Policies   Cannock Chase District Council</a>  Easy read versions for tenants also being created. Tenancy Agreement version completed and work commenced on other inc. Rent policies.  Tenants consulted on policies during development.	





No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
14.	Triangulating data for prioritisation or risk management to take place. (Savills)	i) Complete Tenant Profiling Exercise.	All Service Managers	Q4 2025/26	Completed survey. Responses actioned where necessary. Data being input to NEC.	★
		ii) Complete SCS as above, (no.1)		Q1 2025/26	See no.1 above.	★
		iii) Tie information altogether in NECH system.		2026/27	Dependent on above and ICT resources. Data Officer will feed in.	
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.	★
		ii) 'You said, we did' extended to website publication, alongside Newsletter and Annual Report.		Q1 2025/26	Completed, see <a href="#">You said, We did   Cannock Chase District Council</a>  Further developed following recommendation by Independent Housing Board member.	★
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 received by Housing Board in Jan 26.	★



No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		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. Membership now down to 4 core tenants, 2 dropped out mid-review, but one more recruited. Stepping up recruitment in early 2026.	
		iii) Complete all Engagement Strategy actions.		Ongoing, strategy duration 2024-27.	Actions have been completed and work is ongoing on implementing all required actions into 26/27. Officer position is now permanently filled.	
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. <a href="#">Tenant Satisfaction Measures and Performance Information   Cannock Chase District Council</a> Updated every quarter going forward.	
		ii) Develop scorecard for compliance/Safety and Quality Standard.		Q3 2025/26	KPI table to Cabinet placed online alongside figures for Q2 - this provides a more detailed presentation of the performance data.  Performance data is presented to tenants online already in text form, however restricted on what can be done on the website due to accessibility reasons.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		iii) Explore external audit of TSM management performance information.		Q4 2025/26	Action will now slip into 2026/27, TSM submission due later in Q2.	
<b>Tenancy Standard</b>						
18.	Secure tenancy agreement. (Savills)	Review and Implement updated tenancy agreement.	Tenancy Services Manager	Q2 2025/26	Complete - <a href="#">Tenancy Agreement   Cannock Chase District Council</a>	
19.	Improve empty property management	i) Reduce average relet times for empty properties.	Tenancy Services Manager Housing Maintenance Manager	Q4 2025/26	<p>Average relet times did not reduce overall in 25/26. 56.37 days, compared to 53.59 days last year.</p> <p>For standard minor works voids, the relet time did decrease to 31.10 days from 36.63 days, but major works voids increased to 90.62 days from 74.76 days last year.</p> <p>However, Housemark figures show our performance is lower than our peers. Average for standard minor works relets is around 51 days.</p> <p>See comments in Housing Services - Quarter 4 Performance Report 2025/26.</p>	




No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Review lettable standard		Q4 2025/26	Repairs and Allocations teams reviewed. Revised standard to be tested/consulted on by involved tenants in Q1 26/27.	★
		iii) Improve satisfaction with new lettings.		Q1 2026/27	Satisfaction with the allocations and lettings process at end of Q4 25/26 was 90%, year end 24/25 was 87%, so an increase has been seen. Feedback will continue to be monitored on surveys and passed on to teams as required.	★
		iv) Adapted Housing Register to be developed once SCS data is fully updated and analysed.		2026/27	Started, data to be validated. Rapleys captured in second round of SCS.	
<b>Neighbourhood and Community Standard</b>						
20.	Safety of shared spaces (Savills)	External environment and grounds maintenance.				
		i) Review existing contract with Grounds Maintenance Team.	Tenancy Services Manager  Parks and Open Spaces Manager	Q1 2025/26	Initial review completed, now exploring a new specification with external contractor.  At Q4 end, draft specification completed and looking at a bill of quantities and confirmation, the in-house team can meet the specification requirements.	✘

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Complete joint estate inspections, to cover: <ul style="list-style-type: none"> <li>– Tree shrub planting and external environment</li> <li>– street scenes/street cleaning</li> <li>– Communal drying areas &amp; euro bins and their storage.</li> </ul>	Parks and Open Spaces Manager HPS Manager	Q2 2025/26	Trees inspections completed with Tree Officers in Q2. A change in organisational structure in Parks and Open Spaces Teams across CCDC and SBC affected this action. Also, the Tree Team are purchasing a new software mapping system for surveying trees in the district. Street scene/cleaning inspections were completed in Q3. Communal drying areas and bin storage inspections were outstanding at end of Q4. 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)	Tenancy Services Manager HPS Manager	Q3 2025/26	Programme of estate inspections is currently done and pulls in other services as required. Annual Estate Inspections completed and published online. Communal drying areas and bin storage are still to be tied in as above.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
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. 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. In the process of starting the new procurement of this contract linking together with the "Empty Property – Clean & Clear" contract. All documents in final draft and hoping to start procuring in May/June 2026	
22.	Safety of shared spaces (Savills)	Carfax estate improvements. i) Draw up Estate Plan.	HPS Manager Tenancy Services Manager	Q4 2025/26	Further work required. Preliminary estate inspections done, however repair works are required first before any plans drawn up.	
		ii) Engagement with tenants throughout process (focus groups for design, plan consultation, agreement)		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. Tenant Profile information will assist with developing approach.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		iii) Hold initial Community Day.		Q2 2025/26	Not held, as per 22) i), repair works are required first. Delay until Spring 2026.	
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.  New Housing Operational Communal Area and Space Policy 2025 - 2030 to be consulted on and approved in Q4.	
<b>Cross Cutting - All Standards</b>						
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	Contract up in early 2027, work to review to begin.  ICT resources dependent.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Stabilise the 'Go Mobile' system		Q1 2025/26	<p>Work has been ongoing to rectify issues with the system and at year end is currently stabilized as much as possible.</p> <p>ICT resources report approved by Cabinet on 31/7/25, subject to Deputy Chief Executive (Resources) &amp; S151 Officer sign-off on basis of a balanced Business Plan.</p>	★
		iii) Subject to resource approval, start 'Go Mobile' replacement procurement process.		Q2 2025/26	<p>Cabinet approved 31/7/25, however subject to s151 Officer and Head of Housing &amp; Corporate Assets sign-off on basis of a balanced Business Plan. Links to actions 6 and 8.</p> <p><b>Now continuing with Go Mobile and fixing issues.</b></p> <p>New tablet devices being rolled out imminent to all operatives and NEC GoMobile/Console switching to "Drip Feed" (work orders issued to operatives 1 at a time). Hoping that these changes will then allow all works to be managed through the system and remove all paper copy jobs. Performance Dashboards to then be produced that will enable more efficient planning and analysis of works.</p>	<b>N/A</b>

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
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	Working closely with corporate teams to deliver services.	
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)	Staffing Report completed, with Housing Property Services team prioritized in 2025/26.  Building Safety staffing resources increased. (4no.)  Data Officer for Asset data approved.  ICT resources report inc. Business Analyst x 2no., Project Manager and Technical Officer approved by Cabinet on 31/7/25 (subject to further s151 Officer approval, balanced HRA 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	HMIT to stay within Housing Services.  HMIT structure to be reviewed following introduction of HALO ticketing/work prioritization system.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Identify resources required for Housing ICT and management responsibilities (links to no. 24 and 26 above)		Ongoing	As above, no.26, resources identified and ICT resources report approved by Cabinet.	★
28.	Assurance	i) Complete HQN toolkits on standards, as a self-assessment.	All Service Managers	Q4 2025/26	A self-assessment has been completed.	★
		ii) Report to Housing Board.		Q1 2026/27	On May 2026 meeting agenda.	
29.	Council New Build	Completion of Aelfgar Redevelopment Scheme.	Housing Services Manager	Q1 2026/27	First handovers in April 2026, with completion in Autumn 2026.	
30.	Development Pipeline	i) Identify all viable development opportunities, obtain approvals and permission to spend as required.	Housing Services Manager	Q4 2025/26	Report went to L.Team in Q1 on options and agreement of way forward - no determination, work paused.  Investment Partner status lost as no active schemes to put forward.	✓
		ii) Enable and deliver pipeline scheme(s).		Subject to approvals and resources.	Limited pot remaining from HIF following completion of Aelfgar Redevelopment. Staff resources also limited to progress any scheme currently.	




## KPIs for Housing Services

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



Note: Figures cumulative to date, unless period end.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Housing Repairs</b>									
% emergency repairs completed in time	100%	100%	100%	100%	100%	100%	100%	✓	
% of non-emergency repairs completed in time	73.82%	75%	81.91%	81.65%	78.82%	75.64%	75.64%	★	Revised to exclude Planned Priority jobs.
<b>Building Safety/Decency</b>									
% of properties with a valid annual landlord Gas Safety Record	100%	100%	100%	100%	100%	100%	100%	✓	
% of properties with a valid Electrical Certificate (within 5 years)	100%	100%	100%	100%	100%	100%	100%	✓	
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%	100%	100%	100%	100%	100%	✓	
% of buildings that have a current Legionella risk assessment	100%	100%	100%	100%	100%	100%	100%	✓	
% of buildings that have a current Fire risk assessment	100%	100%	100%	100%	100%	100%	100%	✓	

Note: Figures cumulative to date, unless period end.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%	100%	100%	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. Not available at time of reporting. The figure is calculated for the LAHS return in July 2026.
<b>Tenancy Management</b>									
Housing Applications Processed within 28 days	80%	95%	99%	99%	100%	100%	100%		99.7%, but reported to zero decimal place, therefore rounded up.
% of Mutual Exchange applications determined (approved or refused) within 42 days	96%	100%	100%	100%	100%	100%	100%		
% of dwellings that are vacant and available for let (at period end)	0.70%	N/A	0.94%	0.74%	0.74%	0.42%	0.42%	N/A	Measure only. Equates to 21 properties empty and available to let at year end.

Note: Figures cumulative to date, unless period end.

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	59.20	60.20	56.36	56.36		<p>Only a slight improvement in Q4, so still above target time at year end and a worsened performance to last year.</p> <p>Major voids relet times have driven the increase and are keeping the average higher than targeted. This is as a result of increasing major voids works due to the condition of voids being returned and the amount of upgrade works being required.</p>
No. of tenants benefiting from disabled facilities work (major and minor)	241	146	48	74	106	112	112		<p>OT provider went into liquidation in 2025 this has meant less approved works for completion have come through to the contractor. New temporary OT provider secured in Q4. Works have been slowly picking back up.</p>

Note: Figures cumulative to date, unless period end.

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)) (at period end)	41	<17	27	23	5	8	8	★	Note, referrals received can fluctuate and this is out of our control. A large number of applicants are awaiting OT assessments or approval due to a break in OT assessments being carried out (see above). Once these have progressed and had work approved, the awaiting works figure may rise in the new financial year. However, we are confident the contractor can complete works and closely match awaiting once works approved to keep awaiting numbers below the target.
Rent collected as proportion of rent due	100.67%	100.00%	100.18%	100.19%	100.05%	100.27%	100.27%	★	

Note: Figures cumulative to date, unless period end.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA	10.24%	6.00%	1.82%	5.39%	10.54%	18.49%	18.49%	★	More former debts have been collected despite not having a dedicated resource for collecting former debts.
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	10.01	16.42	24.65	24.65	N/A	Measure only. Increase being seen in ASB cases, down to partial methodology. How-ever we have seen an increase in ASB activities from 9 cases in every 1000 tenants to 15 in every 1000 tenants. Also more cases requiring legal intervention.
Number of ASB cases which involve hate incidents	1.20	N/A	0	0	0	0.20	0.20	N/A	Measure only

Note: Figures cumulative to date, unless period end.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Housing Complaints</b>									
Stage one complaints received per 1,000 homes during the reporting year.	8.98	N/A	1.20	3.60	5.40	9.82	9.82	N/A	Measure only
Proportion of Stage one complaints responded to within 10 days	93%	95%	100%	100%	100%	100%	100%	★	
Stage two complaints received per 1,000 homes during the reporting year.	1.40	N/A	0.60	1.40	2.00	4.21	4.21	N/A	Measure only
Proportion of Stage two complaints responded to within 20 days	100%	100%	100%	100%	100%	100%	100%	✓	
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)	5	N/A	0	0	1	4	4	N/A	Measure only. At end of Q4, 2 cases currently being investigated by Housing Ombudsman, 2 awaiting assessment.

Note: Figures cumulative to date, unless period end.

## **Cabinet Representatives on Outside Bodies 2026-27**

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Chief Executive
<b>Portfolio:</b>	Leader of the Council

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### **1 Purpose of Report**

- 1.1 To consider the appointment of representatives to outside bodies for 2026-27 as set out in the schedule of nominations as attached at Appendix 1.
- 1.2 To confirm the Chief Executive's authority, in consultation with the Leader of the Council to make appointments to any other outside bodies throughout the municipal year and amend existing appointments as necessary.

### **2 Recommendations**

- 2.1 Cabinet determines the appointment of representatives to outside bodies for 2026-27, as set out in Appendix 1 of the report.
- 2.2 The Chief Executive, in consultation with the Leader of the Council, be authorised to make appointments to additional outside bodies and amendments to any existing outside bodies, as necessary, throughout the municipal year, that would otherwise be determined by Cabinet.

#### **Reasons for Recommendations**

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

### **3 Key Issues**

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

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

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

## 5 Report Detail

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

## 6 Implications

### 6.1 Financial

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

### 6.2 Legal

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

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

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

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

### 6.3 Human Resources

None.

### 6.4 Risk Management

None.

### 6.5 Equalities and Diversity

None.

### 6.6 Health

None.

**6.7 Climate Change**

None.

**7 Appendices**

Appendix 1: Schedule of proposed outside bodies appointments by Cabinet for 2026-27.

**8 Previous Consideration**

None.

**9 Background Papers**

None.

**Contact Officer:** Matt Berry  
**Telephone Number:** 01543 464 589  
**Report Track:** Cabinet: 11/06/26  
**Key Decision:** No

## Cabinet Appointed Representatives to Outside Bodies for 2026-27

## Notes:

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

Name of Body	Current Appointed Representatives	Proposed Representatives
Cannock Chase National Landscape Joint Management Committee	Parks, Culture, and Heritage Portfolio Leader <b>Substitute:</b> Cllr John Preece	Operational Services and Parks Portfolio Leader <b>Substitute:</b> Regulatory Services and Sustainability Portfolio Leader
Local Government Association General Assembly	Leader of the Council <b>Substitute:</b> <i>Vacant</i>	Leader of the Council <b>Substitute:</b> Deputy Leader of the Council
Local Strategic Partnership (Chase Community Partnership) <b>5 seats to be filled</b>	<ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• Community Wellbeing Portfolio Leader</li> <li>• Housing and Corporate Assets Portfolio Leader</li> <li>• Parks, Culture &amp; Heritage Portfolio Leader</li> <li>• Leader of the Opposition</li> </ul>	<ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• Community Safety and Wellbeing Portfolio Leader</li> <li>• Housing and Corporate Assets Portfolio Leader</li> <li>• Operational Services and Parks Portfolio Leader</li> <li>• Leader of the Opposition</li> </ul>
Norton Canes Community Partnership	Community Wellbeing Portfolio Leader	Community Safety and Wellbeing Portfolio Leader
PATROL (Parking and Traffic Regulations Outside London) Joint Committee	Environment & Climate Change Portfolio Leader	Operational Services and Parks Portfolio Leader
Poplars Landfill Site Liaison Committee	Environment & Climate Change Portfolio Leader	Operational Services and Parks Portfolio Leader
Staffordshire Destination Management Partnership	Regeneration and High Streets Portfolio Leader (or Head of Economic Development & Planning as nominee)	Regeneration and Corporate Strategy Portfolio Leader (or Head of Economic Development & Planning as nominee)
Staffordshire Police, Fire, and Crime Panel	Community Wellbeing Portfolio Leader <b>Substitute:</b> <i>Vacant</i>	Community Safety and Wellbeing Portfolio Leader <b>Substitute:</b> Operational Services and Parks Portfolio Leader
Staffordshire Sustainability Board	Environment & Climate Change Portfolio Leader <b>Substitute:</b> <i>Vacant</i>	Regulatory Services and Sustainability Portfolio Leader <b>Substitute:</b> Operational Services and Parks Portfolio Leader
Staffordshire Playing Fields Association	Parks, Culture & Heritage Portfolio Leader	Operational Services and Parks Portfolio Leader
West Midlands Employers	Leader of the Council	Leader of the Council

## **Proposed Direct Action on non-compliance with Section 215 Notices and High Hedge Remediation Notices and Other Measures**

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Economic Development and Planning
<b>Portfolio:</b>	Regeneration and Corporate Strategy

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### **1 Purpose of Report**

- 1.1 To obtain approval to take direct action to enforce action under Section 215 (S215) of the Town and Country Planning Act 1990 and High Hedge Remediation Notices (HHRN) pursuant to Part 8 of the Anti-social Behaviour Act 2003 in order to secure compliance and resolve complaints.

### **2 Recommendations**

- 2.1 That Cabinet approves the use of direct action to address breaches of planning control through Section 215 or High Hedge Remediation Notices or other measures to secure necessary improvements and remediation.
- 2.2 That Cabinet agree and adopt the Direct Action Protocol 2026 (Appendix A).
- 2.3 That the Head of Economic Development and Planning in liaison with the Portfolio Holder Regeneration and High Streets be authorised to develop and implement process to inform the prioritisation of projects to benefit from direct action.

That the Head of Economic Development and Planning and the Council's Section 151 Officer in liaison with the Portfolio Holder Regeneration and High Streets be authorised to approve funding towards priority projects requiring direct action.

#### **Reasons for Recommendations**

- 2.4 Cannock Chase Council has the ability to enforce complaints through powers contained in the Town and Country Planning Acts and Anti-social Behaviour Act, however, it is a discretionary service and one that is not currently funded. As complaints escalate this results in increased pressure and expectation that the Council will take action.

### **3 Key Issues**

- 3.1 The Council regularly receives requests to take enforcement action and use its powers to deliver improvements. These requests can be submitted by members of the public by way of a complaint, Councillors, Parish Councils or other Council service areas.
- 3.2 The serving of Section 215 (S215) and High Hedge Remediation (HHR) Notices, in some cases, have not delivered the necessary improvements required by the notices served. Further prosecution proceedings can be considered for continued breaches, and if these fail then the Council will need to consider the possibility of

carrying out the required works in default. There are a number of long-standing unresolved planning enforcement and high hedge remediation issues relating to a number of properties within the district.

- 3.3 Whist the Councils could enter a charge against the property to recover costs at a future date, there is no guarantee that the full costs can be recovered particularly if there is limited equity in the property.
- 3.4 The Council has identified a budget of £25,000 to charge works to and co-ordinate activities between Legal, Finance, Planning and potentially Parks and Open Spaces to carry out work and potential cost recovery. The Council would seek to enter a charge against the property should the cost of the work not be reimbursed.
- 3.5 In some cases, the recipient of the notice may be vulnerable or elderly and unable to carry out the works required, and some do not necessarily have the resources to pay. In the event of a prosecution, this could generate criticism of the Council's actions generating negative publicity and reputational damage.
- 3.6 Direct Action will sit alongside other initiatives that the Council has implemented relating to a new Planning Enforcement Policy that will provide criteria for prioritising action. The Multi-Disciplinary Team will bring together services from across different service areas to co-ordinate activity and make use of the most appropriate powers to seek improvements. These initiatives will deliver solutions that are focussed on outcomes in that resources will be targeted to priority cases that may be longstanding or generating continual complaints through Freedom of Information requests or complaints to the Ombudsman.

## 4 Relationship to Corporate Priorities

- 4.1 This report supports Cannock Chase District Council's Corporate Priorities as follows:

**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.

## 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 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.

5.3 Sections 196A, 196B and 196C of the Town and Country Planning Act 1990 (as amended) enables Local Planning Authorities to authorise named officers to enter land specifically for enforcement purposes. Entry to a dwelling house requires 24 hours advance notice to be provided. Section 219 of the 1990 Act enables the execution of works required by a Section 215 notice, to be carried out by the Local Planning Authority and recovery of expenses. Section 77 of the Anti-social Behaviour Act 2003 provides powers for an authorised person of the relevant authority to enter land to obtain information allowing for 7 days prior notice. This also applies where action has not been taken to comply with a remedial notice and the authority can carry out the required action and recover expenses from owners or occupiers.

5.4 An Enforcement protocol has been developed to set out the Council's approach to the enforcement of planning control within the district. Section 4 of the National Planning Policy Framework - Decision Making refers to enforcement activities in paragraph 60:

*“Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate”.*

5.5 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.

5.6 Cannock Chase enforcement activities are carried out by a single Enforcement Officer. The post is currently vacant and is filled by an agency officer that joined the authority summer 2025. Since joining the Council, cases have been reduced from approximately 240 cases in July 2025 to approximately 130 cases.

### **Section 215 Remediation Notices**

5.8 Under S215 of the Town and Country Planning Act 1990, formal notices can be issued in relation to untidy land and buildings, where the external appearance of the building (be it commercial or domestic) are deteriorating or becoming dilapidated in appearance and have reached a state where external repairs are required to remediate the appearance of that building.

5.9 S215 Notices also can be served on land where the land, has deteriorated in appearance, and has become so visually unacceptable, that it is a detriment to the overall amenity of the area. These notices can only be considered where the land or property affects the visual amenity within the public domain and can be viewed from a public place. Action cannot be considered under this legislation, if the land is enclosed, for example a totally enclosed rear garden area, not open to public views.

- 5.10 These Notices should specify a schedule of works to be undertaken to remediate the harm to the visual amenity, and this can include, (in the case of a building) replacement guttering, replacement windows, and replastering or repainting of a building. In the case of land, the works required can include the removal of overgrowth the cutting back of trees and shrubs on the land, and the removal of rubbish or dilapidated vehicles.
- 5.11 In consideration of this action and dealing with complaints regarding untidy land and buildings, the harm to visual amenity must be significant, and action under this legislation cannot be applied or used, for example, to building sites where development is ongoing, or vacant properties, where there is no visual harm. Formal action is only taken where it is in the public interest, expedient and necessary. Prior to the issue of any formal notice, the interested parties are given the opportunity to deal with the issues raised, within a reasonable time scale. The circumstances of the individual would also need to be taken into consideration as the resident may be elderly and/or vulnerable and may not be in a position to improve or maintain their property. In such cases, appropriate referrals should be investigated and made to charities and community organisations obtain support for the affected resident.

#### **High Hedge Remediation Notices**

- 5.12 This legislation for dealing with High Hedges falls within Part 8 of the Anti-social Behaviour Act 2003 and was introduced to combat the issues encountered by owners of domestic properties, where an occupier considers that the height of an adjoining hedge or hedges, would adversely affect the 'reasonable enjoyment of their property.'
- 5.13 The occupier or applicant is first required to follow a process which involves negotiating the reduction in height of the neighbouring hedge, with the owner of that hedge, within a reasonable time limit. If these negotiations fail, then the applicant can make a formal application to the Council, to be assessed and formally determined by a designated officer within the Authority. A fee is payable for the determination of this application. If action is required, a High Hedge Remediation Notice is issued to the neighbouring occupier(s) which usually require the reduction in height of the hedge within specified time limits. This requirement to reduce the height of any hedge is usually required in two stages, to ensure that the hedge does not die, or that any nesting birds are not disturbed during the nesting season. The Remediation Notice cannot require the removal of the hedge and only applies to evergreen species.
- 5.14 There is a right to appeal any Remediation Notice by both the applicant and the recipient to the Planning Inspectorate.

#### **Enforcement Notices**

- 5.15 An Enforcement Notice can be issued under section 172 of the Town and Country Planning Act 1990 and 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. There is a right to appeal any planning enforcement notice served.

- 5.16 If the notice is not complied with, once the period of compliance has elapsed, and there is no outstanding appeal, prosecution proceeding can be taken under s179 of the Act.
- 5.17 If the LPA achieves a successful conviction for failure to comply with an Enforcement Notice they can apply for a Confiscation Order under the Proceeds of Crime Act 2002 to recover financial benefit obtained through unauthorised development.
- 5.18 The LPA also has default powers to enter enforcement notice land and carry out the requirements of the notice themselves under Section 178 of the Town and Country Planning Act 1990.
- 5.19 These default powers should be used when other methods have failed to persuade the owner or occupier of land to carry out, to the local planning authority's satisfaction, any steps required by an enforcement notice.
- 5.20 Further, the local planning authority can recover from the person who is then the owner of the land any expenses reasonably incurred by them in undertaking this work (regulation 14 Town and Country Planning General Regulations 1992).

A local planning authority can prosecute for a failure to comply with a notice as well as using default powers.

**Listed Building Enforcement - s38- 46 of the Planning (Listed Buildings and Conservation Area) Act 1990**

- 5.21 Listed Building Enforcement Notice, s38(1) of the Act, Repairs Notice to a Listed Building s48 of the Act, Urgent Works to a Listed Building under s54 & s55 of the Act. Where the requisite Notices have not been complied with or urgent works are required to secure the Listed Building, the LPA can enter the land in order to carry out the works, (or carry out urgent works,) and recover the costs, reasonably incurred, of those works, from the owners of the land.

**Enforcement Service**

- 5.22 The enforcement service is provided by a single dedicated officer with limited admin support at CCDC. The officer(s) is responsible for:
- Investigating reports of alleged breaches of planning control.
  - Determine whether breaches of planning control have occurred.
  - Initiate and progress authorised enforcement action.
  - Provide advice to users of the planning enforcement service.
- 5.23 Investigations are carried out in accordance with the protocol following which a view will be taken as to how the investigation will proceed. This could include the following options:
- 1 No further action.
  - 2 Further investigations required.
  - 3 Negotiate a solution.
  - 4 Request a retrospective application for planning permission.
  - 5 Formal enforcement action.

## **6 Implications**

### **6.1 Financial**

There are clear financial implications where works are carried out in default. As well as physical works there may also be a need to remove and store any goods and vehicles removed from land. A suitable facility will need to be found to store items for a temporary period.

Should Members agree to Officers pursuing direct action to address breaches of planning control, there will also be staffing implications which will need to be contained within existing approved budgets. However it is anticipated that all costs incurred by the Council can potentially be recovered with interest by placing a charge against the land.

The 'benefit' of taking direct action, particularly when a case has been unresolved for years without progress would resolve the ongoing problem and the complaints received.

### **6.2 Legal**

Legal support (litigation, planning and property) will be required to service the Section 215 process and to place a legal charge against the property with the Land Registry.

### **6.3 Human Resources**

Most of the implications outlined will impact staff resources across a number of service areas including Finance, Legal, Planning and Parks and Open Spaces.

### **6.4 Risk Management**

The Council will meet statutory responsibilities relating to enforcement which are detailed within the Enforcement Protocol. The Council has powers to take direct action in appropriate circumstances, but this is a discretionary service. The risks involved with securing direct action are related to the Council's reputation and in not taking action will lead to further complaints and criticism of the Council. The Enforcement Protocol is silent on this matter and in that respect, expectations are often raised in the knowledge that the Council has powers to intervene.

Properties that are in poor or dangerous condition have added risks if action is not taken. These will need to be assessed as part of a Risk Assessment that would consider hazards that could be encountered within a building or site.

### **6.5 Equality and Diversity**

There are no specific equality and diversity implications.

### **6.6 Health**

Residents that are vulnerable may not have the means to maintain a property leading to disrepair. Where works are carried out to the property, vulnerable residents could benefit by way of improved physical and mental health. They could be brought to the attention of services providers that could offer support and assistance to support their wellbeing or to help towards improvements to the property.

**6.7 Climate Change**

No specific issues at this stage.

**7 Appendices**

Appendix 1 – Direct Action Protocol

**8 Previous Consideration**

None.

**9 Background Papers**

None.

<b>Contact Officer:</b>	Sushil Birdi
<b>Telephone Number:</b>	01543 464326
<b>Ward Interest:</b>	All
<b>Report Track:</b>	Cabinet: 11/06/26
<b>Key Decision:</b>	No



**CANNOCK CHASE COUNCIL**

**PLANNING ENFORCEMENT  
DIRECT ACTION PROTOCOL**

## 1. Introduction and context.

1.1 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.

1.2 Paragraph 60 of the National Planning Policy Framework (NPPF) December 2024 states:

*“Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate.”*

1.3 The Town and Country Planning Act 1990 Section 55 sets out the meaning of development:

*“Development means the carrying out of building, engineering, mining or other operation in, on, over or under land, or the making of any material change in the use of any buildings or other land.”*

1.4 A breach of planning control is defined under Section 171A of the Town and Country Planning Act 1990 as:

*“The carrying out of development without the required planning permission or Failing to comply with any condition or limitation subject to which planning permission has been granted.”*

1.5 The main objectives of planning enforcement are:-

- To remedy undesirable effects of unauthorised development
- To bring unauthorised activity under control to ensure that the credibility of the planning system is not undermined.

1.6 The Council has an array of planning enforcement powers to address breaches of planning control and this includes the power to take Direct Action. The Council will consider the use of these powers on a case by case basis. Typically, the Council will draw on these powers when a planning enforcement notice has not been complied with, and the Council is seeking to secure improvements in default.

1.7 The planning enforcement notice specifies the obligations placed on an owner or occupier of land and a period within which to comply with the notice. Section 178 of the Town and Country Planning Act 1990 (as amended) provides additional powers to the Council in order to:

- Enter land and carry out work to satisfy the requirements of the enforcement notice.
- Recovery of reasonable expenses incurred by the Council from the owner to secure remedial action.

- 1.6 This protocol sets out details of the procedures for undertaking Direct action as well as the considerations for undertaking action. The Council's approach to recover the costs of this action are also provided.

## **2. When will direct action be taken?**

- 2.1 The Council will undertake an assessment to determine the appropriateness and viability of taking direct action and ensure that each case is considered on its merits.
- 2.2 Direct Action should be considered as necessary and proportionate to the harm caused by the planning breach without having a disproportionate impact on affected individuals or communities. The assessment will take into account the following factors:
- History of complaints and communication with alleged offender.
  - Assessment of the level of harm caused by the planning breach.
  - The impact of the breach on adjacent occupiers and communities.
  - If other powers can be used to address the breach.
  - The anticipated outcome of direct action.
  - Assessment of anticipated cost.
  - Prospect of cost recovery.
  - Any risk to health and safety of Council employees, contractors, the owner or occupier of the property and any other party affected.
  - Consideration of impact on the Council's reputation or impact on Council priorities.
  - The personal circumstances of any persons likely to be affected by direct action.
  - Whether direct action will deliver a lasting improvement.
- 2.3 The assessment will be an objective analysis of the reasons for and against taking direct action. The Council will target resources as efficiently and as effectively as possible and intervention will be determined based on
- Severity of the impact.
  - Financial resources required in order to take action.
  - The risks involved with direct action.
  - Prospect of cost recovery.

The considerations will be recorded and explained within an assessment form in order to inform a score to be applied to the consideration. The distribution of scoring will be varied to ensure that the most significant considerations are weighted above those of a minor nature.

- 2.4 A risk assessment will be undertaken to assess the risks of taking direct action and will consider hazards that may exist within the site or building that would inform the method of intervention. There may be aggrieved parties that could escalate issues through violence or intimidation. This will also need to be captured

within the risk assessment and liaison with partner agencies will be essential to quantify and address the risk with the involvement of the Police and other agencies in order to plan and mobilise the operation and safe implementation of the proposed improvement.

- 2.5 The Council will receive requests to take forward direct action utilising planning enforcement powers, either from other service areas within the Council, Council members, Parish or Town Councils or from community groups and individuals. The same process will be applied to each of these requests and a detailed evaluation will be carried out in each case to inform a decision. The Council will only take action where intervention has been identified as a priority and assessments indicate that direct action is imperative. Non-planning enforcement cases will be directed to other areas of the Council where the relevant powers reside.

### **3 Procedures**

- 3.1 After the date for compliance has expired, Officers will visit the site to check whether the requirements of the enforcement notice have been met. If the site visit confirms that the notice has not been complied with, subject to there being no other decisions being awaited (from the Secretary of State or Planning Inspectorate) the Council will assess whether to take action and identify the appropriate mechanism.
- 3.2 The investigating officer will prepare a report for consideration by the Head of Economic Development and Planning, or nominated deputy, with a view to authorising a course of action. Should direct action be approved, discussions will take place with the Section 151 Officer to identify funding.
- 3.3 Where appropriate, the Council will notify interested parties of the intention to take direct action at least one month before any works are planned to take place. Details of the work and the costs that will be incurred will form part of the notice.
- 3.4 The Council will also advise of any materials, debris and/or property that are to be removed during the course of the works, and these will be stored securely for a minimum of 28 days. Details of how to recover the removed items or possessions will be provided. The Council may choose to dispose of these items or dispose of them and obtain income to recover expenses associated with the action taken.
- 3.5 In most cases, it is expected that direct action will be a matter delegated to a senior officer to decide. There may be occasions where it is deemed necessary for the matter to be reported to Cabinet for a decision such as where the financial, legal or reputation impacts are significant to warrant it. The Council will ensure the necessary delegations are in place.

### **4 Cost recovery Process**

- 4.1 The Council will seek to recover all reasonable expenses incurred in undertaking direct action in accordance with the provisions of Section 178 of the Town and Country Planning Act 1990 (as amended).

- 4.2 The Council will include expenditure that the Council considers as necessary and reasonable for administering direct action as set out in the Local Government Act 1974, Section 36.
- 4.3 The cost of undertaking direct action will be quantified and an invoice raised for issue to the owner or occupier of the land on which action has been undertaken. The Council will expect the invoice to be paid in full by the payment date specified on the invoice.
- 4.4 Should the invoice not be cleared by the due date, the Council will proceed with reasonable actions to recover the expenses as a debt. The Council will apply for a charge to be applied to the land that would run with the land and transferable to subsequent owners.
- 4.5 The Land Charges Service will be notified of the charge placed on the land for this to be recorded against the property in the register of local land charges. The Council will register the charge at the Land Registry if the debt remains unpaid.
- 4.6 It is acknowledged that age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation are protected characteristics under the Equality Act 2010. By virtue of Section 149 of that Act in exercising its planning functions the Council must have due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The Council will have due regards to this duty in determining whether to take direct action or not.

## Proposed New Surcharges for Development Management Services

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Economic Development and Planning
<b>Portfolio:</b>	Regeneration and Corporate Strategy

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### 1 Purpose of Report

- 1.1 To obtain authority to introduce new administration charges to be applied by Development Management to cover the costs associated with additional activities associated with the processing of planning applications or updating planning records.

### 2 Recommendations

- 2.1 That Cabinet approve the implementation of a charging regime as set in in Appendix 1, that propose the introduction of new surcharges that will be applied to amendments to planning application; additional attempts to validate planning applications; processing applications submitted directly to the Council; costs associated with public footpath diversions and; removal of extant (existing) enforcement notices.
- 2.2 That Cabinet provide delegated authority to the Head of Economic Development and Planning and the Development Management Team Leader to waive or reduce the administrative fees in exceptional circumstances.
- 2.3 That Cabinet agree to delegate the date for implementation to the Head of Economic Development and Planning in consultation with the Cabinet Member for Regeneration and Corporate Strategy.
- 2.4 That Cabinet authorises the Head of Economic Development and Planning to finalise the Development Management Surcharges Charging Schedules and restrictions imposed in liaison with the Cabinet Member for Regeneration and Corporate Strategy.

#### Reasons for Recommendations

- 2.5 The Development Management Service is a statutory service and is providing additional support beyond statutory requirements. Applicants are frequently requesting flexibility in validation processes as well as submitting amendments to planning applications.
- 2.6 The team are also engaged in enforcement activities and processes to facilitate public footpath diversions that are also outside of statutory responsibilities. Authority is sought to introduce charges to recover the cost incurred by the Planning Service in progressing these types of requests.

- 2.7 The proposed charging schedule and reasons for their introduction will be set out and published on the Council's website alongside guidance for applicants. The pre-application service will be available to assist applicants which may reduce the risk of applications not being validated as well as the need for later amendments.

### **3 Key Issues**

- 3.1 The Planning Service has been actively seeking to streamline services in line with statutory requirements. At the same time, the service is mindful of its obligation to work proactively with applicants to progress planning applications but the process has become cumbersome and involves a greater degree of officer input in activities that are above statutory requirements. These additional duties arise from direct submission of planning applications and the receipt of amendments to planning applications following initial submission. These areas are to be addressed through surcharges to recover the costs of providing the services.
- 3.2 The team also deals with other matters relating to updating the enforcement register and removing extant notices as well as public footpath diversions that are necessary to implement a planning consent. These are not statutory services however, the Planning Service is best placed to facilitate these requests, and charges are set out to recover the costs of providing the necessary assistance in these areas.

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

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

**Priority 1 - Economic Prosperity** – to create a district that thrives.

**Priority 2 – Health and Wellbeing** - to encourage and support residents to lead healthy, independent and happy lives

**Priority 3 - The Community** - to ensure Cannock Chase is a place that residents are proud to call home.

### **5 Report Detail**

- 5.1 The Council has the power to set fee charges under Section 93 of the Local Government Act 2003 for discretionary services. Where the local planning authority is mandated or under a duty to provide a statutory service, the section 93 power can only be relied on if the discretionary service is an "extension" to the statutory service. This extension would apply to an addition or enhancement to the statutory service above the level that the local planning authority has a duty to provide.
- 5.2 The Planning and Compulsory Purchase Act 2004 extended the powers to fee charging for local planning authority activities.

#### **Processing applications submitted directly to the Council**

- 5.3 Developers and applicants do on occasion, submit a planning application directly to the Council and this may be with the intention to avoid the Planning Portal fee or it is the easiest way for them to submit an application.

- 5.4 A postal or directly submitted application requires officer time to scan and prepare the documents to an appropriate format and forward the information onto the Validation team. The application fee is intended to cover validation but the further checks and administrative tasks to receive and format the submission into an electronic file are additional. Presently, these costs are borne by the Council and it is recommended that these costs are recovered from the applicant as highlighted in Appendix 1.

### **Accepting amendments to live planning applications**

- 5.5 Developers do on occasion, submit a planning application in the knowledge that it will require amendment at a future time. This is reflected in the high number of invalid submissions (around 43%). The applicant may initially submit with the intention to negotiate on the detail during the consideration of the application rather than undertaking this discussion as part of a pre-application process.
- 5.6 Often, issues and objections will arise from statutory public consultation that the applicant seeks to address through amendments should the case officer be prepared to accept amendments to the scheme.
- 5.7 The current approach as set out on the Councils website allows for amendments of a minor nature that would improve the scheme but this would be at the case officer's discretion. The amendment should provide a necessary improvement and should not jeopardise a decision within the statutory period for determining the application. Over the last 12 month period (1/5/25 - 1/5/26) the Council sought 76 extensions of time to cover the submission of amendments, which equated to 27% of the applications determined. Not all applications that seek amendments require an extension of time.
- 5.8 The Council will not generally accept amendments in the following cases:
- Where they trigger the need for a fresh 21-day consultation (assessed on an individual basis)
  - lead to an increase in size of or material change to the red edge site boundary unless requested by the LPA
  - trigger a significant move or relocation of footprint and/or volume and mass of built form
  - introduce materially different uses
  - materially increase the visual impact of the development
  - exacerbate concerns raised by third parties.
- (Please note that this is not an exhaustive list).
- 5.9 The Council has always worked positively with applicants to improve schemes, rather than refusing applications or accepting poor-quality development.
- 5.10 It is proposed, subject to approval, that the fees outlined in Appendix 2 will be charged when accepting amendments to valid planning applications. Amendments will only be accepted where an Extension of Time (EoT) is agreed with the applicant or their agent. In practice, agents are usually willing to submit amendments rather than risk a refusal. This is because securing permission through amendments is typically quicker than resubmitting a new application or going through an appeal process. The proposed amendment fee is also significantly lower than the cost of submitting a new application.

- 5.11 It is also suggested amendment requests are capped as follows:
- one amendment per Householder / LDC / Advert/ minors and small major applications;
  - three amendments for major applications.

The above restrictions will not apply if the application is subject to a Planning Performance Agreement (PPA) as such amendments are already covered within the PPA.

- 5.12 Amendments will only be accepted following a case officer request. No amendments will be accepted where an application is unacceptable in principle and concerns cannot be fully addressed through an amendment or where refusal is likely.
- 5.13 The Planning Service already operates at full capacity. Allowing multiple amendments without recovering the cost places an additional burden on officers and slows down decision-making across all applications. Holding applications open while repeated changes are made significantly increases caseloads and reduces overall efficiency. To help avoid this, applicants are encouraged to use the Council's pre-application advice service to resolve issues before submitting an application.

#### **Fees for Public Footpath Diversions**

- 5.14 The public footpath diversion order process is complex and lengthy. It involves extensive consultation and advertisement, and there are many opportunities for individuals and organisations to object to the proposal.
- 5.15 The Council will assess whether statutory tests are met and considers impact on public use and enjoyment, and the extent of the affected land. The majority of this is carried out by the Councils Legal team however Planning Officers are expected to check and validate an application in conjunction with the applicant. A nominated Planning Officer uploads all relevant information into an electronic file and completes instructions to legal. The Planning Officer must subsequently visit the site and erect site notices at either end of the footpath and any other point deemed necessary to notify the public of the application. Once the Order is accepted the Planning Officer is again required to visit the site and erect site notices that confirm the Order. The Planning Officer is required to check all legal documents once the Order has been accepted and finally visit the site to check all works subject to the Order.
- 5.16 The Legal Service have published their charges to process footpath diversions however the administrative costs for checking and validating an application, site notice erection and the final checking of the Order and inspection of the works carried out by the Planning Service are not currently recovered. It is proposed that the fees outlined in Appendix 3 will be applied alongside legal in relation to footpath diversions.

#### **Enforcement Notice Requests**

- 5.17 A few requests have been received by the Planning Service requesting the removal of an extant Enforcement Notice. To process a request, the support team will retrieve archived records and upload the information into an appropriate format.

- 5.18 The Council is not required to remove extant notices and have processed these on a voluntary basis where workloads allow. There is very little disruption to work programmes as very few requests are received, and they are an administrative process that corrects the enforcement record where a planning breach has been resolved. Property owners are generally concerned to see notices recorded against a property that may affect its sale or marketability and ask that adverse records are removed if they are no longer relevant. This activity is only undertaken in limited circumstances but could be extended if costs can be recovered. The proposed charges outlined in Appendix 4 will be applied to requests for enforcement notice compliance confirmation or removal of an enforcement notice from the enforcement register.
- 5.19 The charging schedules referenced above have been benchmarked with other Local Planning Authorities and is set at a comparative level against a cost recovery calculation. The charging schedule enables compensation for discretionary activities that the Council is having to undertake to the detriment of service efficiency and customer experience.

## **6 Implications**

### **6.1 Financial**

Over the last 12 months the Council incurred costs of approximately £17,000 based on activity levels dealing with the processing of planning applications and updating planning records.

Whilst this figure is no indication of the costs likely to be incurred in 26/27, it is anticipated that the introduction of the proposed charges will mitigate the staff time spent in processing of planning applications or updating planning records.

All proposed charges have been calculated on the basis of staff time input, ensuring that the charge does not exceed the cost of providing the service.

### **6.2 Legal**

Legal implications are set out within the report.

### **6.3 Human Resources**

None

### **6.4 Risk Assessment**

There is a potential for applicants to dispute or challenge the surcharges. The costs identified have been quantified and can be justified. Where costs are not met, the application would proceed based on existing information.

Applicants have taken the opportunity to amend applications either during validation or consideration stage without incurring a charge. The new process would limit the opportunity and deter this activity which impacts on the processing of other applications.

Applicants have taken the opportunity to amend applications in an adhoc manner and have thereafter failed to agree an extension of time. The new process to allow applicants to submit an amendment via a formal process that includes an extension of time would ensure the service continues to meet its performance figure targets

There is a risk that poor quality development will be allowed to ensure Government targets are met.

In terms of extant enforcement notice processing and footpath diversion applications, the risks are deemed to be low as the team undertake these activities.

#### **6.5 Equalities and Diversity**

None

#### **6.6 Health**

None

#### **6.7 Climate Change**

None

### **7 Appendices**

Appendix 1 - Charging Schedule for amendments to planning applications

Appendix 2 – Charging Schedule for postal applications

Appendix 3 - Charging Schedule for footpath diversions

Appendix 4 - Charging Schedule for confirming / removing enforcement notices

### **8 Previous Consideration**

None.

### **9 Background Papers**

None.

<b>Contact Officer:</b>	Claire Faulkner
<b>Telephone Number:</b>	01543 464 337
<b>Ward Interest:</b>	All
<b>Report Track:</b>	Cabinet: 11/06/26
<b>Key Decision:</b>	Yes

## Proposed Charging Schedule for amendments to Planning Applications

### Proposed Charging schedule:

Fee Type	Cost
Householder / LDC / Advert	£75.00
Minors (including COU)	£100
Majors	£250 per amendment

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### Appendix 2

#### Proposed Charging Schedule for Planning Applications submitted directly to the Council

£53.00 Proposed charge for Cannock Chase

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### Appendix 3

#### Proposed Charging Schedule for Footpath Diversion Applications

£445.00 Proposed charge for Cannock Chase

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### Appendix 4

#### Proposed Charging Schedule for providing Enforcement Notices

##### *Compliance with a Notice*

£75 Proposed charge for Cannock Chase

Examples of what other Councils are charging for this service

£200 Lichfield District Council

£75 South Staffs Council

£75 East Staffs Council

£75 Stoke on Trent City Council

##### *Withdrawal of a Notice*

£257 proposed charge for Cannock Chase

# Adoption of the Cannock Chase Local Design Guide Supplementary Planning Document (SPD) and Revocation of Additional SPDs

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Economic Development and Planning
<b>Portfolio:</b>	Regeneration and Corporate Strategy

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## 1 Purpose of Report

- 1.1 To inform members of the conclusion of the consultation and to seek approval to formally adopt the Cannock Chase Local Design Guide SPD 2026 and to revoke those SPDs that are no-longer required.

## 2 Recommendations

- 2.1 That Cabinet agree to adopt the Cannock Chase Local Design Guide SPD 2026.
- 2.2 That delegated authority is provided to the Head of Economic Development and Planning for any minor changes to the SPD, and to publish an Adoption Statement any other requirements in accordance with Section 14 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 2.3 That Cabinet agree to the revoking of existing adopted SPDs that are longer required including:
- a. Parking Standards, Travel Plans and Developer Contributions for Sustainable Travel SPD (July 2005)
  - b. Pye Green Valley Brief (Dec 2005)
  - c. Rugeley Power Station SPD (including adoption statement, consultation statement and SEA HRA Screening Report)
  - d. Land West of Pye Green Road Development Brief (March 2011) (and associated documents)
- 2.4 That delegated authority is provided to the Head of Economic Development and Planning to publish a statement of that fact (revocation of SPDs) and any other requirements in accordance with Section 35 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

### Reasons for Recommendations

- 2.5 The National Planning Policy Framework (2024) places a strong emphasis on the creation of high quality, beautiful and sustainable buildings and places. The NPPF states that Plans should, at the most appropriate level, set out a clear design vision and expectations, so that applications have as much certainty as possible about what is likely to be acceptable and that to provide maximum clarity about design expectations at an early stage. all local planning authorities should prepare design guides or codes consistent with the principles set out in the National Design Guide and National Model Design Code, and which reflect local character and design preferences.

- 2.6 The Cannock Chase Local Plan 2018 – 2040 which includes Policy SO1.2: Enhancing the Quality of the Built Environment indicates the requirement for development proposals to demonstrate conformity to Local Plan Policies and the relevant Local Design Guide, there are additional policies that also make reference to the requirement to consider the Local Design Guide. The current Design Guide SPD was adopted in 2016 and the Parking Standards, Travel Plans and Developer Contributions for Sustainable Transport SPD was adopted in 2005. The proposed Local Design Guide SPD to support the Cannock Chase Local Plan 2018 – 2040 will supersede both of these documents whilst retaining the Character Area Descriptions adopted through the 2016 Design SPD.
- 2.7 Plan-Making Reforms introduced through the Levelling Up and Regeneration Act 2023, and the Planning Infrastructure Act transitional arrangements for SPDs states that they will remain in force until planning authorities adopt a new style local plan or minerals and waste plan. It also identifies that the final adoption date for new SPDs will be 30 June 2026, to ensure any advanced emerging SPD can be adopted. The adoption of the Local Design Guide SPD incorporating the Parking Standards is required to support the application of Policies within the Local Plan 2018 – 2040 and guide design within the District. In addition, the format of the document has been updated to improve ease of use and new and additional illustrations have been added.
- 2.8 The Council have a number of currently adopted SPDs that are no longer relevant to Plan Making and it is recommended that whilst the existing Design Guide is to be superseded by the new Design Guide that the Council take the opportunity to revoke those SPDs no longer required, this will ensure that the planning advice being provided by the Council remains streamlined and relevant.

### 3 Key Issues

- 3.1 The options available to the Council are to adopt the SPD or to retain the existing Design Guide and Parking Standards SPDs. There is no option to not have either of these SPDs available as this would undermine the requirements set out in the Local Plan 2018 – 2040. Without an updated Design SPD the Council will be relying on the existing 2016 and 2005 documents neither of which reflect changes to local and national policy context.
- 3.2 The reforms to the plan-making system came in to force on 25 March 2026 and under the transitional arrangements any SPDs will be required to be adopted no later than 30 June 2026 and will remain in force until the Council adopt a new style local plan. If the SPD is not adopted at this time, the Council will remain reliant on the previously adopted SPDs until a new style local plan is adopted and design parameters are met through an adopted supplementary plan.

### 4 Relationship to Corporate Priorities

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

**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.

## **5 Report Detail**

- 5.1 All local planning authorities should prepare design guides or codes consistent with the principles set out in the National Design Guide and National Model Design Code, and which reflect local character and design preferences.
- 5.2 The Local Design Guide SPD provides a consistent basis for planning decision-taking. It assists management of change and provision of long-term, high quality design solutions which seek to address past and present development issues and help new development to fit well into its surroundings, avoid overdevelopment, acknowledge the contributions made by nature and meet sustainability requirements whilst strengthening local character. The Design SPD expands and details elements set out in Local Plan policies and sets out good practice considerations, aligning as appropriate with the National Design Guide, to assist developers, architects and householders in producing a variety of development types in different contexts to a high standard. It is hoped that reference to this document will significantly help enhance the special local distinctiveness of the District in all its diversity into the future.
- 5.3 The SPD explains its purpose, planning context and the National Design Guide, before setting out the design principles aligning with the characteristics of well-designed places as set out in the National Design Guide.
- 5.4 The content of the SPD focuses on topic-based guidance relating to specific development areas and sets these out in principles under the relevant sections, with images/diagrams accompanying where appropriate – further diagrams and image will be added as the document is finalised for consultation.
- 5.5 These topics include considering the context and identity of the site and its surrounding area and provides a site appraisal tool to help individuals to assess their site and establish the context and identity, density and heights of new buildings, and the design and materials used. The SPD also considers the movement of pedestrians and cyclists, the use of Public Space and the provision of new homes and buildings including separation distances and garden spaces. Appendices to the document provides Parking Standards, sources of national and local guidance for the Nature topic and the Character Area Descriptions contained in the extant 2016 SPD.
- 5.6 These area descriptions relate to parts of the District which emerged from the Characterisation Study as having particular need of advice to reinforce character and appearance as a result of various other pressures threatening deterioration. It is considered important to maintain this element of the existing SPD as they include key development guidelines for each area.
- 5.7 A 4-week consultation has been undertaken on the Design Guide SPD with 12 responses being received, a summary of those responses is provided in Appendix 2 alongside the Council's response. The proposed modifications from this document are set out in the track changes version of the SPD in Appendix 1 which will be the final version upon adoption.

## **6 Implications**

### **6.1 Financial**

Any costs associated with this report will need to be contained within the Budget for the New Local Plan.

The Council agreed in February 2026, as part of the Budget Process, an amount of £810,000 to deliver the New Local Plan over the budget period 26/27 to 29/30.

### **6.2 Legal Implications**

Following the conclusion of the consultation period, the SPD must be adopted in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. Once adopted, the SPD will be afforded weight as a material consideration in the determination of planning applications where it provides guidance consistent with the adopted Local Plan and national policy.

If the SPD is not adopted, it will carry little or no weight in planning decision-making and limit the Council's ability to apply up-to-date design guidance and parking standards reflecting the current local and national policy context.

Once adopted, the SPD may be challenged by application to the High Court within three months of the date of adoption. Provided the SPD does not introduce new policy and has been prepared in accordance with the relevant statutory requirements, the risk of a successful judicial review is considered to be low.

### **6.3 Human Resources**

None

### **6.4 Risk Management**

The risk of the Council not adopting the Design Guide SPD will potentially impact on the effectiveness of the new Local Plan 2018 – 2040 which requires an updated Local Design SPD to illustrate design policies.

The design aspirations of the Local Plan are more likely to be achieved with an updated SPD in place.

### **6.5 Equalities and Diversity**

The Design Guide SPD supports the provision of housing for all, access to public spaces and active travel and safeguarding community health and wellbeing drawing on the policies contained within the Local Plan.

The Local Plan was supported by an Equality Impact Assessment and Health Impact Assessment as part of a wider Integrated Impacted Assessment produced by consultants LUC and the design policies within the Local Plan were assessed as part of this.

## 6.6 Health

The Local Plan was supported by an Equality Impact Assessment and Health Impact Assessment as part of a wider Integrated Impacted Assessment produced by consultants LUC and the design policies within the Local Plan were assessed as part of this.

## 6.7 Climate Change

Climate change is a cross-cutting theme of the Local Plan, with some policies specifically aiming to mitigate the impact of climate change through new development. The Design Guide SPD incorporates elements of sustainable design and biodiversity enhancements to support this theme within the Local Plan and provide guidance on how architects, developers and householders could support these through their proposals.

## 7 Appendices

Appendix 1: Cannock Chase Local Design Guide Supplementary Planning Document 2026

Appendix 2: Summary of Consultation Responses

## 8 Previous Consideration

Consultation on the Local Design Guide Supplementary Planning Document to support the Cannock Chase Local Plan 2018 – 2040, Cabinet 16<sup>th</sup> April 2026

## 9 Background Papers

1. [Design Supplementary Planning Document 2016](#)
2. [Parking Standards, Travel Plans & Developer Contributions for Sustainable Travel SPD 2005](#)

**Contact Officer:** Grace Lockley  
**Telephone Number:** 01543 464 308  
**Ward Interest:** All  
**Report Track:** Cabinet: 11/06/26  
**Key Decision:** Yes

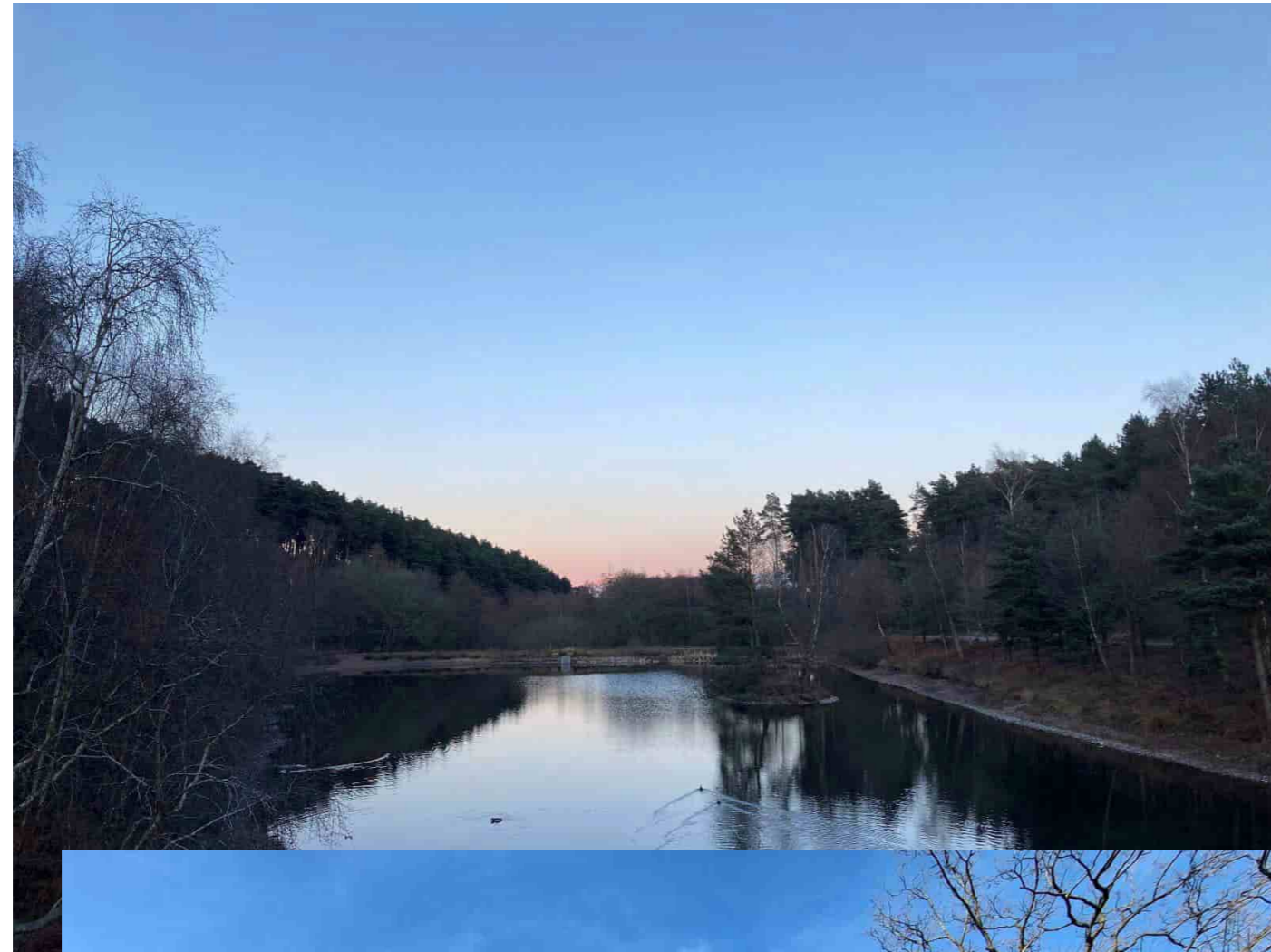
**Cannock Chase District  
Local Design Guide  
Supplementary Planning Document  
2026**



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# 1.0 Introduction

## Cannock Chase Design Guide

- 1.1. This Design Guide is a Supplementary Planning Document (SPD) that supports the Cannock Chase Local Plan 2018 - 2040 and is intended to build upon and provide more detailed advice and guidance on the design policies set out in the adopted Plan. Whilst not a Development Plan Document, the SPD forms an important part of the wider plan for the development of Cannock Chase and is, where relevant, a material consideration in the determination of planning applications.
- 1.2. It should be read alongside the National Planning Policy Framework (NPPF), the National Design Guide, the National Model Design Code, any related design policies and guidance contained within Neighbourhood Plans and any approved Design Codes and Masterplans for the Area.
- 1.3. The Council places great emphasis on the need for new development to be of the highest quality, ensuring that the places created retain and enhance the distinct and separate character of the District's settlements.
- 1.4. The Local Plan and the policies within it, set out the criteria for which new development is tested against. It identifies Cannock Chase as a diverse area characterised by the nationally significant Cannock Chase National Landscape at the heart of the District, important heritage and wildlife assets, and a variety of settlements with their own distinctive characters. It therefore encourages new developments to be designed to respect this diversity and enhance the unique characteristics of the area. It seeks good design that creates, distinctive, functional and sustainable places for residents to live, work and enjoy.

## Planning Context

- 1.5. The National Planning Policy Framework (NPPF) (MHCLG, 2024) recognises the importance of high-quality, beautiful and sustainable buildings and places and encourages local authorities to adopt policies which create better places in which to live and work and helps make development acceptable to communities.
- 1.6. Paragraph 133 of the NPPF identifies that all local planning authorities should prepare design guides or codes consistent with the principles set out in the National Design Guide and National Model Design Code. Design guides should provide a local framework for creating beautiful and distinctive places with a consistent and high-quality standard of design. Their geographic coverage, level of detail and degree of prescription should be tailored to the circumstances and scale of change in each place, and should allow a suitable degree of variety.

## The National Design Guide

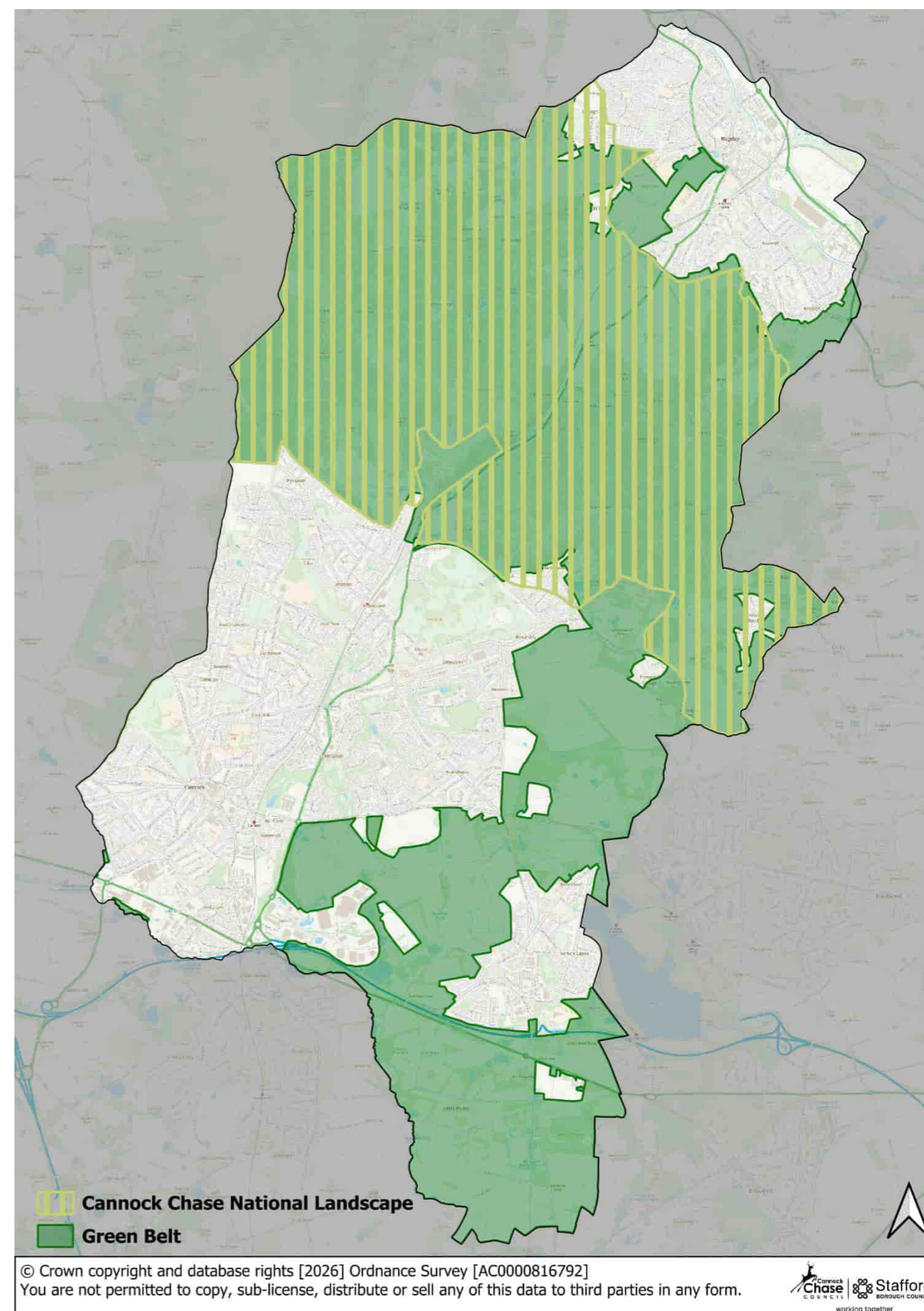
- 1.7. Good design in all developments is inclusive and accessible for everyone, has a positive impact on the environment, integrates into its immediate and wider surroundings, provides flexibility for future change, is easily maintained and delivers a return on investments.
- 1.8. The Government has placed a great deal of emphasis on the importance of creating well-designed places. Alongside the policies within the National Planning Policy Framework (NPPF), there is the [National Design Guide](#), the [National Model Design Code](#), and the police preferred minimum security guidance, [Secured by Design](#).
- 1.9. The National Design Guide notes that well-designed places have individual characteristics which work together to create its physical character. These ten characteristics help to nurture and sustain a sense of community. They work positively to address environmental issues affecting climate and contribute towards the cross-cutting themes for good design set out in the NPPF.



Figure 2.1: The ten Characteristics of well-designed places extracted from the National Design Guide

## Document Structure

- 1.10. This document has been prepared to ensure the necessary and proportionate design guidance can be easily found and is structured around the 10 themes of the National Design Guide:
- > Context and Identity
  - > Built Form
  - > Movement, Public Spaces and Uses
  - > Homes and Buildings
  - > Nature
- 1.11. The appendices provide supplementary guidance concerning Character Area Assessments and Parking Standards.
- 1.12. It should be noted that, whilst the guidance contained within the document has been separated into a number of different themes to align with the National Design Guide, there are elements of the design guidance that relate to more than one theme. This is particularly relevant to new residential developments where much of the development guidance will also apply. It is therefore important to take account of all of the guidance contained below, where it is relevant to the development under consideration.



## 2.0 Context and Identity

2.1. Context and Identity are two of the ten characteristics of good design identified in the National Design Guide which calls for a well-designed development to understand and relate well to the site and its wider context and respond to local character and identity. It means they are well grounded in their locality and more likely to be acceptable to existing communities. Creating a positive sense of place helps to foster a sense of belonging and contributes to well-being, inclusion and community cohesion.

### Cannock Chase District

2.2. Cannock Chase District lies within Southern Staffordshire on the northern edge of the Black Country Area. At the heart of the District lies the nationally significant Cannock Chase National Landscape (formerly Area of Outstanding Natural Beauty) and around 60% of the District is designated Green Belt.

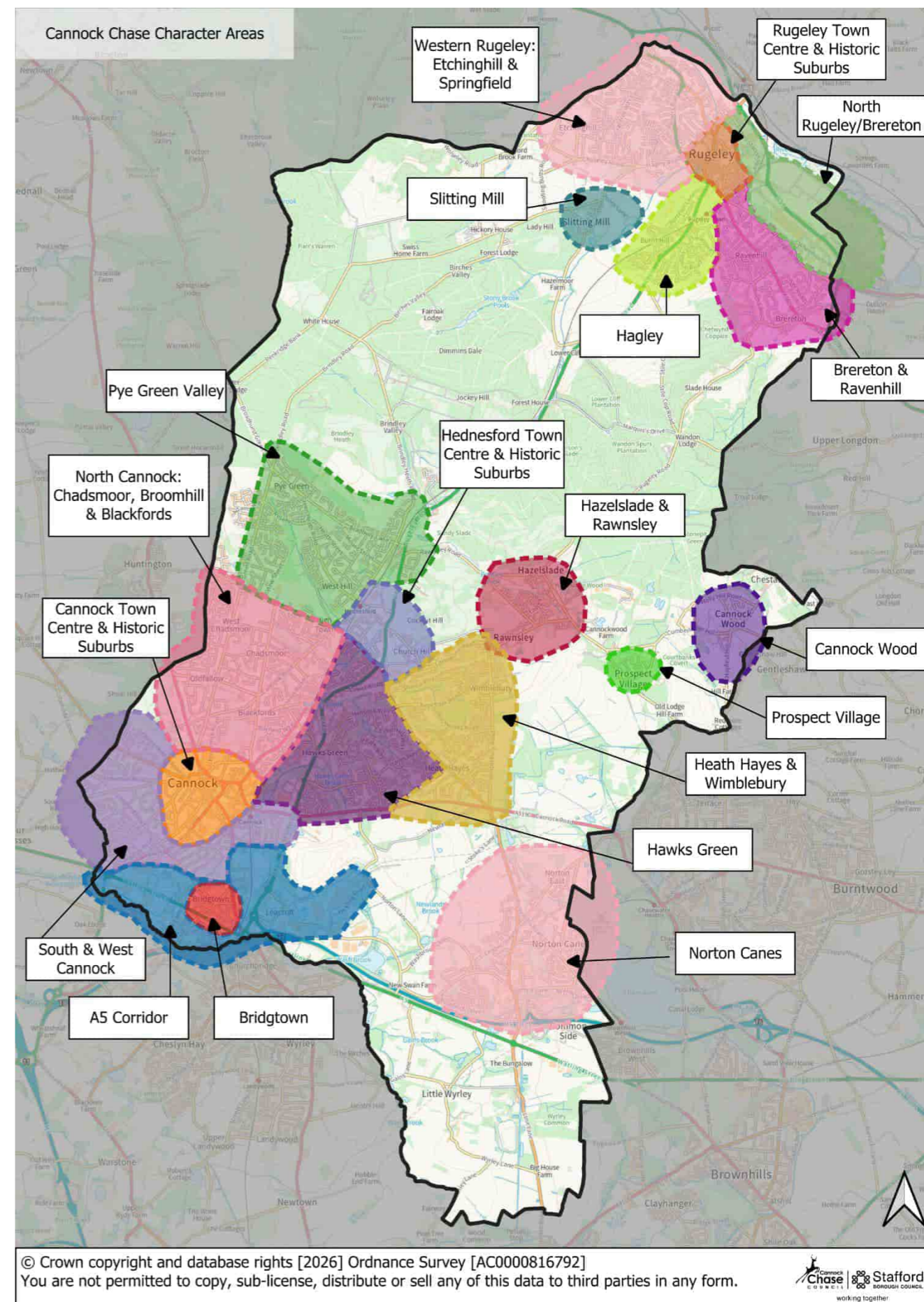
2.3. The area is characterised by important heritage and wildlife assets, and a variety of towns, villages and rural settlements with their own individual characters. It is important that all new developments are designed to respect this diversity and respond to the historical, cultural and landscape context of the area.

### Character Areas

2.4. Cannock Chase contains 19 Character Areas as identified in the adjacent map. This chapter should be read in conjunction with the Character Area Descriptions (Appendix C) which identifies the key features and key local design principles for the individual character areas taking into consideration the historic context of the area.

### Conservation Areas

2.5. Cannock Chase contains eight Conservation Areas. Conservation Areas are areas of special architectural or historic interest. They do not just focus on the buildings, but also on the overall setting and character of the area, including trees, street furniture. Street layout etc. they are a national designation, meaning that they are of national importance and not just local importance. When proposing development in a conservation area this Design Guide SPD should be read in conjunction with the applicable Conservation Areas Management Plan and the guidance provided by Historic England ([Good Practice for Design in the Historic Environment: Principles and Case Studies | Historic England](#)).



## Response to Context

- 2.6. Well-designed new development responds positively to the features of the site itself and the surrounding context beyond the site boundary. It enhances positive qualities and improves surrounding context beyond the site boundary. It enhances positive qualities and improves negative ones. Some features are physical including:
- > The existing built development, including layout, form, scale, appearance, details and materials;
  - > Local heritage and local character;
  - > Landform, topography, geography and ground conditions;
  - > Landscape character, waterways, drainage and flood risk, biodiversity and ecology;
  - > Access, movement accessibility;
  - > Environment, including landscape and visual impact, orientation, noise, air and water quality;
  - > Views inwards and outwards; and
  - > The pattern of uses and activities, including community facilities and local services.
- 2.7. New developments should be integrated into its wider surroundings physically, socially and visually. It should be carefully sites and designed and is demonstrably based on an understanding of the existing situation.
- 2.8. Identification of the existing features of the site and the wider area highlights opportunities for the design of new developments to link well into their context and enhance these features for the benefit of new and existing residents.

### Principle CI1: Site Context

- a. Development proposals should produce well-designed and managed spaces, which provide a visually attractive environment and ensure that a place is easily accessed, is safe and secure, and is inclusive for all members of the community.
- b. Development proposals should have regard to a site's Local Plan designations, which are shown on the Local Plan Policies Map. Applicants should also carry out their own desktop analysis to identify any further site constraints.
- c. Development proposals should ensure that heritage assets and their settings are conserved, enhanced and integrated into the design of new development. This includes buildings of local historic importance identified through neighbourhood plans. Consideration should also be given to the relevant Conservation Area Management Plans and the policy tests as set out in Chapter 16 (Conserving and enhancing the historic environment) of the NPPF.
- d. Development proposals should have regard to climate change at all

## Creating Character and Identity

- 2.9. The identity or character of a place comes from the way that buildings, streets and spaces, landscape and infrastructure combine together and how people experience them.
- 2.10. It is not just about the buildings or how a place looks, but how it engages with all of the senses. Local character makes places distinctive. Well-designed, sustainable places with a strong identity give their users, occupiers and owners a sense of pride, helping to create and sustain communities and neighbourhoods.
- 2.11. Each locality has particular characteristics which can be reinforced or lost as a result of development. These are highlighted in the District Character Area Descriptions (Appendix C). Good design will give careful thought to how development requirements can be accommodated whilst maximising the opportunities offered by a particular site. Adapting to local circumstances helps new development have some individual character and contribute to sense of place.

### Principle CI2: Character and Identity

- a. Development proposals should produce places that are visually attractive and aim to bring pleasure to users and passers-by. They should cater for all users and be well-designed.
- b. Development proposals should consider design in its context, complementing and enhancing the character and appearance of the local area and reinforcing local distinctiveness taking into consideration the Character Area Descriptions (Appendix C).
- c. Well-designed places should appeal to all of the senses; its enduring distinctiveness, attractiveness and beauty are all affected by its looks, feels, sounds and even smells.
- d. Development proposals comprising of large-scale residential developments should adopt a flexible approach and even standard house types should allow creation of a diverse and interesting environment with a sense of place.
  - i. Development should be adapted to topography and significant landscape features should form focal points. Particular care will be needed on the edges of open countryside to avoid an abrupt transition.
  - ii. Edge of settlement development should appear as part of its organic growth, and the impact on distant views should be treated with particular sensitivity.
- e. Buildings should:
  - i. Consider the typical building forms of the locality in which they are situated
  - ii. Draw upon the architectural precedents that are prevalent in the local area
  - iii. Use local building, landscape and topographical features, materials and plant types
  - iv. Introduce built form and appearance that adds new character and differences to places

## Appraising a Site and its Setting - Key Questions for establishing Context and Identity

2.12. All new developments should be designed to respect and respond to the historical, cultural and landscape context of Cannock Chase. The following tables provide a useful appraisal tool for ensuring context and identity is fully considered at the outset stage of the design process:

### Natural Environment

<b>Topography</b>	Which way does the site slope?
<b>Drainage</b>	Is the site liable to flooding? Does it need a Flood Risk Assessment? Have sustainable drainage opportunities been considered?
<b>Tress/Hedges</b>	What trees and hedgerows are to be found on the site? Are there any subject to a Tree Preservation Order/Ancient Hedgerow?
<b>Biodiversity</b>	Are there any wildlife habitats within the site? What are the ecological corridors they use through the site? Are these green corridors that need to be retained? What species can be found on site?
<b>Watercourses</b>	Are there any watercourses crossing the site? Are they to be retained and incorporated? How will the form, function, aesthetic and biodiversity value of any watercourse be enhanced through development, including its wider setting?
<b>Landscape Character</b>	What is the character of the landscape?

Table 2.1: Natural Environment Appraisal

### Built Environment

<b>Easements</b>	Are there any easements for services that cannot be built on?
<b>Buildings</b>	Are there any buildings/structures within the site? Should they be retained?
<b>Listed Buildings</b>	Are there any Listed Buildings within or in close proximity to the site?
<b>Contamination</b>	Is the site contaminated?
<b>Archaeology</b>	Does the site have any archaeological interest?
<b>Adjoining Buildings</b>	Are there any buildings adjoining the site? What is the form, scale and layout of these?
<b>Conservation Areas</b>	Does the site lie within or adjoin a Conservation Area?
<b>Scheduled Monument</b>	Does the site include a Scheduled Monument, or lie within its setting?

Table 2.2: Built Environment Appraisal

### Legibility

<b>Views</b>	Are there any important views? From the site or of the site from off-site?
<b>Landmarks</b>	Are there any important landmark on or off site?
<b>Neighbouring Properties</b>	What is the relationship of neighbouring buildings to the site? Do neighbouring properties overlook the site?
<b>Adjoining Uses</b>	Will there be any impacts such as noise from neighbouring use?

Table 2.3: Legibility Appraisal

### Land Use

<b>Local Facilities</b>	What local facilities are there within walking distance of the site? Are there any opportunities to improve links to adjoining/surrounding public rights of way? What condition are the public rights of way or towpaths - do they need improvement?
<b>Surrounding Land Use</b>	What is the use of land adjoining the site, either existing or proposed?
<b>Existing Land Use</b>	What is the existing land use of the site?

Table 2.4: Land Use Appraisal

### Movement

<b>Rights of Way</b>	Are there any existing rights of way or towpaths across the site?
<b>Movement Networks</b>	How does the site relate to the existing movement network?
<b>Public Transport</b>	Where are the nearest bus routes and bus stops?
<b>Access</b>	What are the access points to the site?
<b>Desire Lines</b>	What are the desire lines to local facilities?
<b>Walking and Cycling</b>	What is the local walking and cycling network and how will the proposed development connect to it?

Table 2.5: Movement Appraisal

### Building Form

<b>Roof Form</b>	What is the roof type - flat, ridge, hipped etc.? What is the degree of slope? Are there dormer windows? Will this impede solar photovoltaic or solar thermal arrays? Does this element make a positive contribution to the character of the areas?
<b>Materials</b>	What materials are used - brick, stone, tile, slate etc.? What is the typical colour? Does this element make a positive contribution to the character of the area?
<b>Windows</b>	What type are they - sash, bays etc.? How many are there and what are their size and shape? What proportion of the façade do they take up? - solid to void ratio What colour is the frame of the window? Does this element make a positive contribution to the character of the area?

Table 2.6: Building Form Appraisal



**Open Space/Landscape**

<b>Public Space</b>	Is the street layout characterised by areas of public space - e.g. village greens, open/green/blue spaces, public squares, Sustainable Drainage Basins, rain gardens and swales? Do these elements make a positive contribution to the character of the area?
<b>Garden Sizes</b>	What size and shape are the gardens? Does this element make a positive contribution to the character of the area?
<b>Street trees/hedges</b>	Are the streets characterised by tree planting and/or existing hedges? Does this element make a positive contribution to the character of the area? Will this support natural cooling?

Table 2.7: Open Space/Landscape Appraisal

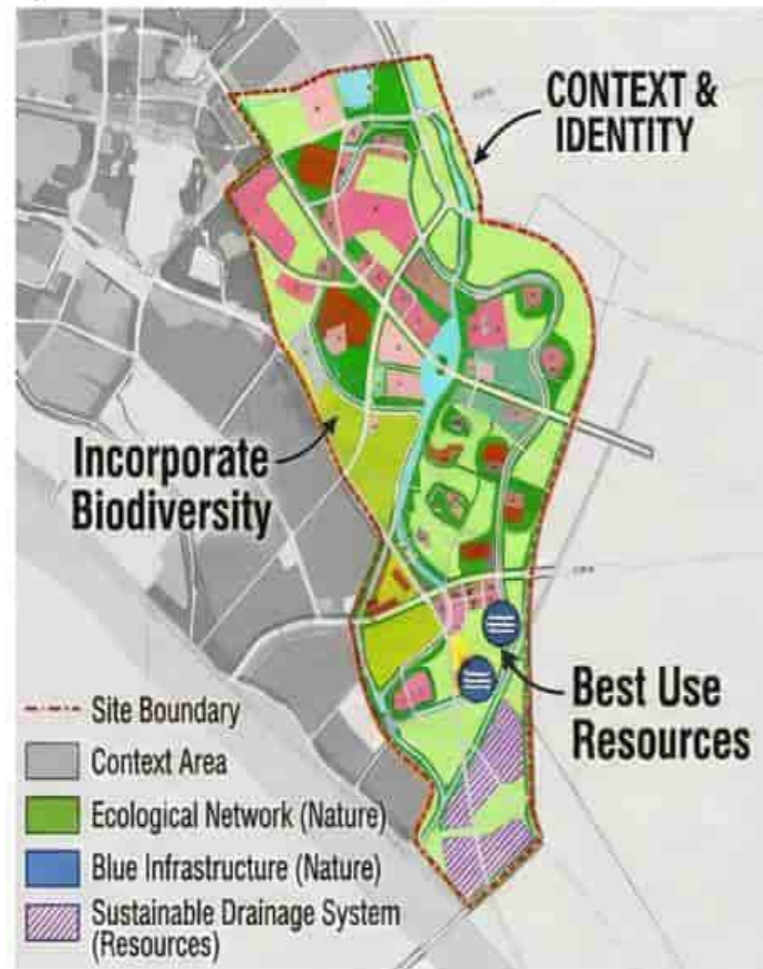
**Character of the Surrounding Area**

<b>Layout - Block Structure/Size</b>	What size and shape are the development blocks? Are the blocks rectilinear or irregular in shape? Does this make a positive contribution to the character of the area?
<b>Street Types</b>	Is there a recognisable street hierarchy - e.g. mews, residential streets, park edges etc.? Does this element make a positive contribution to the character of the area?
<b>Orientation</b>	Does building orientations provide the best opportunities for solar gain?
<b>Street Layout</b>	Is there a connected street network? Are street layouts straight or irregular? Does this element make a positive contribution to the character of the area?
<b>Plot Sizes</b>	What size and shape are the residential plots? Does this element make a positive contribution to the character of the area?
<b>Relationship of building to street</b>	Do buildings front the street? Are the buildings gable end on to the street? Does this element make a positive contribution to the character of the area?
<b>Continuity of frontage</b>	Do the streets have a continuous frontage or are there gaps in the built frontage? Does this element make a positive contribution to the character of the area?
<b>Setbacks/building line</b>	How far are the buildings set back from the highway? Does this element make a positive contribution to the character of the area?
<b>Car Parking</b>	Where is parking being provided? Does this element make a positive contribution to the character of the area?
<b>Front Boundaries</b>	What form of front boundary treatment is there - hedges, walls, soft landscaping etc.? Does this element make a positive contribution to the character of the area?

Table 2.8: Character Appraisal

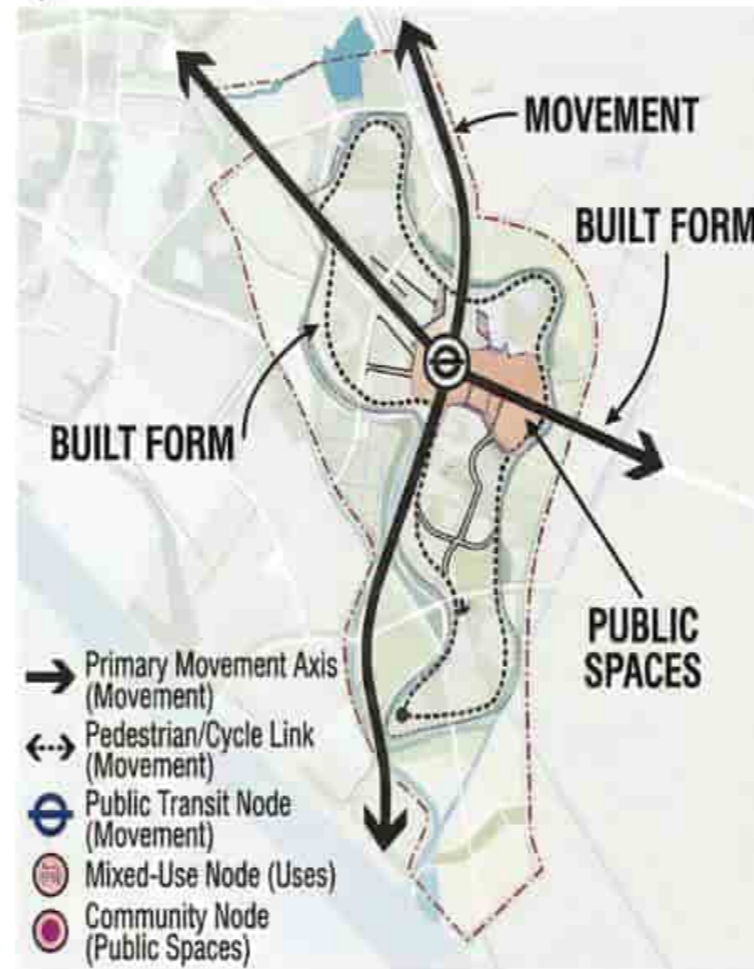
The **National Design Guide** ( 2021 ) outlines UK priorities for well-designed, functional, and beautiful places. It serves as a material planning consideration to help local authorities, applicants, and communities create successful developments. It is structured around **ten interconnected characteristics**.

**a) SITE BASELINE & ENVIRONMENTAL APPRAISAL**



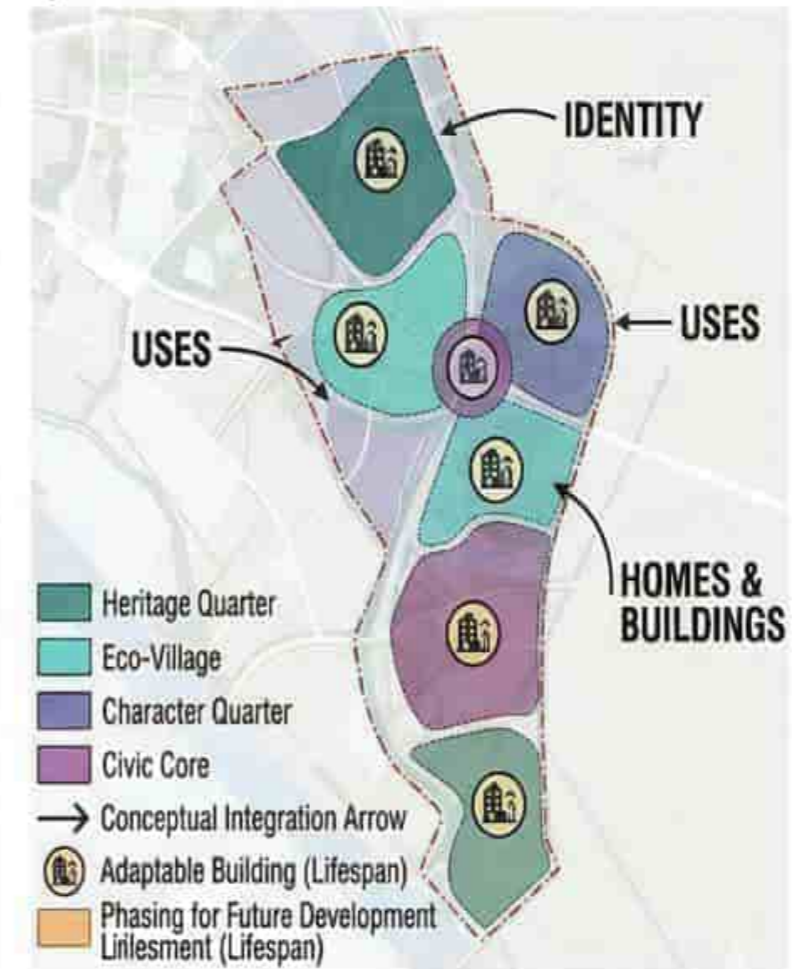
(a)

**b) SPATIAL STRUCTURE & CONNECTIVITY**



(b)

**c) CHARACTER AREAS & ADAPTABILITY**



(c)

Figure 1: High Level Site Appraisal Methodology Incorporating National Design Guide Characteristics

## 3.0 Built Form

- 3.1. Built Form relates to the pattern of development and the arrangement of development blocks, streets, open spaces, and individual buildings. The interrelationship between all these elements has the potential to create an attractive place to live, work and visit.
- 3.2. Buildings and spaces can take many forms, depending upon their size, shape, height, bulk, massing, building lines and relationship to a plot boundary, for example. Together they create a sense of place and contribute to its character. Sustainability and climate change should be considered as part of the initial design process to ensure this can be incorporated into the built form of the development.

### Densities

- 3.3. The density of development is an important consideration in placemaking. Policy SO3.1 of the Local Plan requires development to achieve an average site density of 50dph in Cannock, Rugeley and Hednesford town centres and 35dph in the suburban areas. The Character Area descriptions (Appendix B) set out the individual density characterisation of these areas and should be taken into consideration to ensure that developments make the most efficient use of land available whilst reflecting the existing character of the area.
- 3.4. It is important to note that density is only one determinant of character along with a number of other factors such as building materials and form, building arrangement and hard and soft landscape treatments.
- 3.5. Density should be determined by the context within which development is to be built and should be sympathetic in terms of the surrounding context. Development should consider the built density of the settlement as a whole, as well as the immediate local context to determine what may be appropriate.
- 3.6. Higher densities are appropriate in town centres and accessible locations close to public transport routes, shops and facilities. This helps to make shops and community facilities more viable and helps to create walkable environments that are not only more sustainable but have a greater degree of vitality and are more likely to encourage community cohesion. Lower densities (15 - 20dph) are more likely to be appropriate in rural locations and small villages.

#### Principle B1: Densities

- a. **Development proposals should normally respect the established density of the neighbourhood with higher density development close to town centres/public transport interchanges, reducing to lower density at the edges of settlements.**
  - i. **Higher density developments close to inner urban areas will rely on a formal pattern of development where buildings contain and enclose spaces by use of continuous building frontages. There may be a varied building line and a harmonised range of materials and architectural detail.**
  - ii. **Lower density developments are more appropriate on edges of towns or in smaller settlements. This type of suburban environment is a challenge to design for and it will be important to establish a strong design concept to produce an environment of variety, quality and visual interest.**
  - iii. **Infill sites may give scope for individual designs and established landscaping should be carefully safeguarded to help the new development fit into its setting.**
- b. **On large scale developments it may be necessary to create different character zones within the development, e.g. higher density around a community focus - shops, school etc.**

## Building Form

- 3.7. Well-designed developments are informed by an analysis of existing context and character, and new character areas in larger developments should also relate to those found locally. New buildings should therefore be reflective of the existing building forms, scale, rhythm, materials, and patterns of development.
- 3.8. Historically most buildings in Staffordshire had steeply pitched roofs to accommodate clay plain tile, slate or thatch. They presented a small sharply defined roof area to the road. Larger properties had additional rooms beneath parallel roofs or gabled at right angles. Moder broad roof spans, standard house types with regular eaves and ridge heights make a repetitive roofscape, unrelieved by chimneys which help to break up the roof lines. In sensitive areas it is often to revert to more traditional proportions that relate to existing development.
- 3.9. Local warm orange red-brick is a characteristic feature of the older buildings in the District; Staffordshire was well endowed with clay suitable for brick and tile making and local brickyards operated in the 20<sup>th</sup> Century. Painting of external brickwork not only alters the appearance of areas but increases maintenance responsibilities to.
- 3.10. Staffordshire has its own vocabulary of detail and repertoire of local building materials. The skilful interpretation and use of such details as an integral part of house design will give individuality to new housing (see Character Area Descriptions Appendix C). Traditional detail such as decorative bargeboards and crested ridge tiles have been rediscovered in an effort to lend individuality to standard house designs, however these have also become standardised, being applied regardless of the style of local houses.



## Building Design

- 3.11. The detailed design and appearance of the development is important as it can contribute to or undermine the character, identity, or sense of place. In part because the external appearance of a building creates an important and visual backdrop to the public realm.
- 3.12. There is no single design solution appropriate to every situation, nor is there any stated preference regarding architectural style for contemporary or traditional styles of new builds. Consideration should, however, be given to the Character Area Descriptions and the section of Context and Identity.
- 3.13. The following guidance sets out what should be considered throughout the design process and demonstrated clearly within planning application submissions along with taking consideration to the relevant sections of Local and National Planning Policy, the National Design Guide and any subsequent guidance.

### EXTENSION GUIDELINES: ENSURING ARCHITECTURAL HARMONY

**DISCORDANT DESIGN**  
clashing materials  
disregard for scale  
alien roof forms



**INTEGRATION STANDARDS:** High-quality design results from extensions that respect and align with the prevailing character, materials, and established form of the host building, creating a seamless and positive whole.

Figure 2: Extension Guidelines

### Principle B2: Building Design

- Development proposals should consider the surrounding context and local identity in determining the architectural style. Consideration should be given to the Character Area Descriptions (Appendix C).
- Development proposals should be well related to their surroundings in terms of siting, scale, form and massing, detailing and overall appearance.
- Development proposals should result in safe and secure environments through the creation of pleasant, convenient and safe routes through an area, and incorporating natural surveillance, lighting, boundary and landscape treatments and other measures to improve security taking into consideration Policy SO1.3 and Policy SO8.5.
- Proposals should minimise the impact of vehicles, parking and servicing areas.
- Architectural creativity and innovative design solutions should be explored where opportunities exist to bring modern and contemporary design to developments.
- If alternative 'heritage' style is explored, the design should demonstrate a full understanding of the heritage architecture to be adopted - its intentions, its guiding proportions and correct detailing.
  - Pastiche design derived from poorly understood principles does not contribute to the creation of sense of place for a development nor the quality of the built environment.

### Building Heights

- Development proposals should complement and be respectful of neighbouring buildings and should not inappropriately dominate the street scene. Where an increase of scale is appropriate, buildings should step or gradually increase from one height to another.
- Development proposals should complement the existing buildings and surroundings/street scene in scale and character

### Principle B3: Building Design – Housing Mix

- Developments should provide an appropriate mix of tenure in accordance with Local Plan Policy SO3.2 when considering the provision of mixed tenure housing within a proposed development:
  - proposals should be tenure blind to ensure that affordable housing cannot be differentiated from market housing in terms of design
  - the quality and design of affordable housing should be an equally high standard as market housing, with similar detailing
  - affordable housing should also be dispersed throughout the site to promote community cohesion

## Roof Design

- 3.14. Roof design is one of the key characteristics of a well-designed development and the following elements need to be considered:
- > Roof pitch and shape in relation to the depth of building (e.g. gable, hip, flat, mono-pitch etc.)
  - > Whether a living roof is appropriate
  - > The use of flat roofs to accommodate amenity space, green/blue roofs
  - > Dormers and rooflights
  - > Roofing materials
  - > Construction form and detailing
  - > Renewable energy generation
- 3.15. Flat roofs are an opportunity to provide a biodiverse green or blue roof. Green roofs are low maintenance, with thin layers of substrate and a mix of appropriate wildflowers and Sedum. Sedum on its own delivers little biodiversity value and minimal water storage capacity. Blue roofs are designed to increase rainwater attenuation are only suitable where large expanses of roof terrace are required and designed with appropriate loadings. A blue-green roof combines the two technologies of a green and blue roof. The highest quality would be a bio-solar green-blue roof.

### Principle B4: Roof Design

- a. A variety of roof styles can be used across a large development. Development proposals should not just include the traditional pitched roof, but should consider incorporating alternative styles such as mono-pitch, flat and curved as they can become a focal point on key frontages or help to create a distinctive character for a development or street.
- b. Development proposals within the existing street scene should respect the existing characteristics of local buildings and the roofscape in the surrounding area. Consideration should be given to the existing local character as set out in the Character Area Descriptions (Appendix C).
- c. Integration of renewable energy as part of roofs in new development will be encouraged. Roofs should be designed and orientated, where possible, to accommodate solar panels.
- d. Loft conversions should use rooflights where possible to maintain the pitch of the roof and avoid overlooking.

### Roof Extensions

- e. Carefully placed and sympathetically designed dormer windows are acceptable. They should be subordinate to the existing roof and follow the vertical lines of existing doors and they should be unobtrusive, usually adopt a pitched roof style and must not

overhang the roof, wrap around the existing roof or rise above the existing ridge level. Design materials should follow those of the existing dwelling.

- f. Hipped or gable dormers may be appropriate. Alternatively, recessed dormers or roof lights may be the solution where it is particularly important not to disturb the existing roof form.
- g. Dormers should be designed to ensure they do not restrict the use of solar technologies and should be avoided on roof slopes with a good solar orientation.
- h. Box-like roof extensions to the front are not acceptable as they are inevitably unsympathetic to the design of existing dwellings. If the roof pitch is too shallow to enable a dormer to be kept below ridge height it will not be possible to extend in the roof space.

### Living Roofs

- i. The use of living roofs should be considered for all new large commercial buildings.
  - i. The use of living roofs could mitigate the loss of green space from building and hard surfacing, similarly living walls could be considered.
  - ii. The use of living roofs (or living walls) could benefit appearance of commercial buildings when viewed from high ground within the District, as well as adjacent Districts.
  - iii. Such roofs could provide ideal sites for nesting birds if treated appropriately.
- j. Use of living roofs can be expanded into the street scene by utilising street furniture such as bus stops, cycle and bin stores, to expand on the greenery in the area.

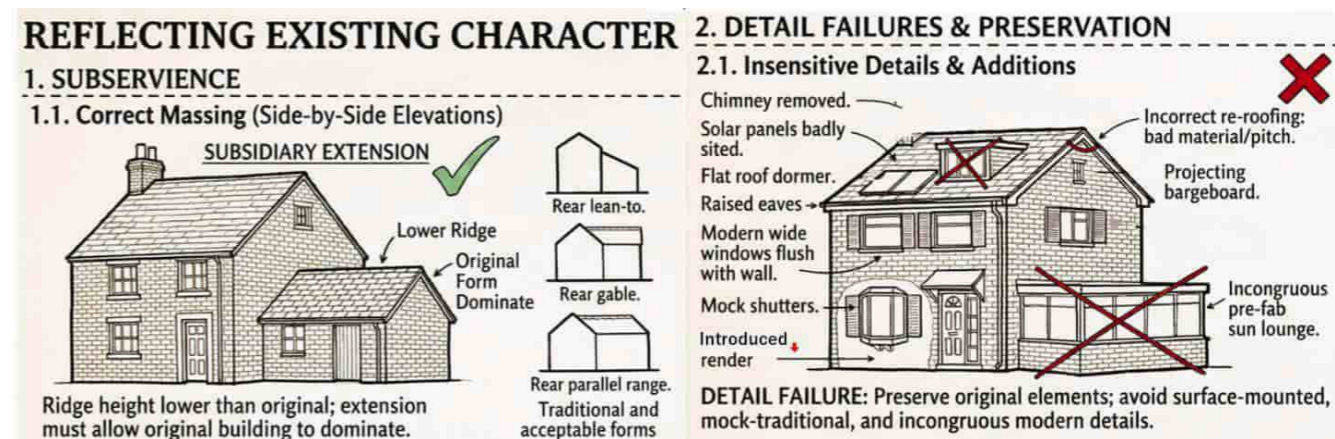


Figure 3: Assuring appropriately detailed buildings that retain positive characteristics is key to good building design

## Materials

- 3.16. The choice and distribution of materials can help to add interest to a building façade and influence the character of streets and spaces as well as the overall development.
- 3.17. The following criteria should be considered when selecting materials:
- > Appropriateness to the function of the building
  - > Scale: the unit size of the material related to a person or those in adjacent buildings
  - > Colour and texture: assertive, complementary or recessive
  - > Durability: e.g. design life, robustness, ease of maintenance
  - > Sourcing: sourcing the materials locally/regionally
- 3.18. Cannock Chase Green Belt and National Landscape designations are testament to the openness and quality of the natural landscape within the District and the importance of ensuring the right balance is maintained in conserving and enhancing the area whilst maintaining it as a living, working environment. As such, the materials and design of development proposals should be appropriate and sympathetic to the location and surrounding area.
- 3.19. The historic environment is vulnerable to unsympathetic change from repairs and alterations using modern materials and techniques, and the right expertise and appropriate materials and craftsmanship are needed to ensure investment is worthwhile and the building or area can continue to thrive. Development sympathetic to the historic environment raises the design and environmental quality of the District.
- 3.20. Traditionally constructed buildings do not perform in the same way as modern ones and need to be treated differently. Modern materials and techniques are often incompatible and can lead to long term deterioration. Poor 'period style' features look incongruous and not authentic on a genuinely historic building.

### Principle B5: Materials

- a. The choice of materials should normally reflect the character of the setting of the development taking into consideration the Character Area Descriptions, or the role of the building in its setting.
- b. In large schemes the contextual analysis should create a character area strategy which can be used to inform the materials within different parts of the wider scheme.
- c. The choice of materials for a development should relate to its urban, suburban, or rural location, whether it is large or small scale, or whether the building is a 'landmark' (small or large).
- d. Where there is a well-established pattern of local building materials within the setting of a proposed development, this should be recognised and complemented in the choice of proposed materials.
- e. Extensions should use the same materials - brick, render, boarding, tile or slate - as the existing dwelling and those compatible with the wider area. Older houses may require reclaimed materials, also the same detailing of eaves, verge etc.
- f. Where possible, development proposals should consider the use of recycled and locally sourced materials.
- g. Cladding colour and design of large footprint buildings should be chosen to best fit site context; mid-range to darker colours will be less obtrusive, broken up by brickwork detail to help reduce overall impact. In mixed use areas compatibility with setting will be particularly important.
- h. Development proposals within the Green Belt and National Landscape will be given greater consideration and should use external materials that are sympathetic to the local vernacular and aim to enhance the Green Belt and the outstanding natural beauty of the National Landscape.
- i. Leisure and tourism uses in the Green Belt should be designed to be unobtrusive in the landscape through careful use of materials.
- j. Consideration should be given to the Cannock Chase AONB Management Plan 2025 – 2030 (or subsequent versions) for proposals within the National Landscape
- k. Development proposals within Conservation Areas will be given greater consideration and should consider how building materials contribute to character and appearance. Consideration should be given to the Character Area Descriptions (Appendix C) and Conservation Area Management Plans.
- l. Development proposals affecting Listed Buildings should use good quality, appropriate materials and careful craftsmanship in executing work.

### Reference Links

[AONB management plan - Cannock Chase](#)

[Good Practice for Design in the Historic Environment: Principles and Case Studies | Historic England](#)

## Siting

### Principle B6: Siting

- a. Buildings should respond positively to the existing frontage of the street.
- b. Siting of buildings needs to respect set-back from roads, with separation distances between buildings typical of the area. Consideration should be given to the Character Area Descriptions (Appendix C).
- c. Buildings should be sited so that a clear distinction can be made between their public fronts and private backs. Consideration should be given to boundary treatments to separate private gardens from the public space where back gardens face out onto the public realm, ensuring this does not create unattractive, narrow alleyways.



## Infills and Backland Development

### Principle B7: Infills and Backland Development

- a. Infill and Backland Development should demonstrate that it accords with the surrounding character, pattern, and grain of development. Regard should be given to plot size, frontage length and dwelling size. Consideration should be given to the Character Area Descriptions (Appendix C).
- b. Key considerations of proposals limited by space could include access, transport connectivity, ownership, infrastructure, existing structures (above and below ground), services, trees, air, noise and odour pollution, listed structures, conservation areas and possible contamination to be resolved.
- c. Development proposals should not take place at the expense or loss of the positive aspects of the character of the street scene, the area, or the unacceptable loss of amenity of the original house on the plot, or its neighbours.
- d. Careful consideration should also be given to the impact on parking provision in the area.

## 4.0 Movement, Public Spaces and Uses

### Design for Movement

- 4.1. The movement of people and all modes of transport should be considered as part of the design process from the outset, as poor design can have negative consequences and impact on residents, businesses, and the environment. Sustainability should be a key part of all movement considerations. Connections and streets should be designed around a hierarchy which prioritises sustainable modes of travel and incorporates well-designed walking and cycling networks.
- 4.2. Patterns of movement for people are integral to well-designed places. They include walking, wheeling and cycling, access to facilities, employment and servicing, parking and the convenience of public transport. They contribute to making high quality places for people to enjoy. Their success is measured by how they contribute to the quality and character of the place, not only how well they function.
- 4.3. Successful development depends upon a movement network that makes connections to destinations, places and communities, both within the site and beyond its boundaries.

### User Hierarchy

- 4.4. The street hierarchy is a key component in the layout and form of a new development to facilitate movement. The hierarchy of different routes must be considered from the outset of the design process, as it influences the spatial characteristics of the development.
- 4.5. The design of all developments should prioritise sustainable modes of travel and consider movement and connections in this order:
  - > Pedestrians, including people with mobility needs (walking and wheeling)
  - > Cyclists
  - > Equestrians (where appropriate)
  - > Users of public and shared transport services (including bus services, lift share schemes, ride hailing such as taxis, on-demand transport, car clubs and hire of bikes and e-bikes)
  - > Delivery and service vehicles
  - > Other motor traffic

### Making Provision for Walking, Wheeling and Cycling

#### Principle M1: Making Provision for Walking, Wheeling and Cycling

- a. Development proposals should create places which are easy to get to and from, and easy to travel within. Movement on foot or by bicycle should be made as, if not more convenient as travelling by car, in particular with regards to short or medium journeys.
- b. Development proposals on the edge of settlements should provide pedestrian and cycle links, where appropriate, to connect with existing public rights of way, allowing residents of new development to easily walk and cycle from the development into the countryside for leisure purposes.
- c. Walking routes should be comprised of short segments, overlooked by surrounding buildings or regularly used open spaces, well-lit (Policy SO8.5(a(v))) and not situated between blank frontages.
- d. Where possible, walking routes should not be alongside busy roads, and should be convenient, direct and safe routes through the area.
- e. Where possible, cycling routes should run alongside vehicular roads and be physically segregated cycle routes, rather than marked on the road. They should also connect to the existing cycle network.
- f. New pedestrian and cycle routes should be waymarked and supported by distance markers to encourage leisure use of these routes.
- g. New pedestrian and cycle routes should be supported by seating in an appropriate location to encourage all potential users of the routes to use them.
- h. Routes must provide links through a development to services and facilities, whilst also connecting with wider infrastructure such as canals, public rights of way and public transport.

#### Managing the Highway

The Staffordshire County Council guidance on the size and features of the highway should be considered as part of any development proposal.

Consideration should be given to Active Travel England requirements for cycle infrastructure design as outlined in Local Transport Note 1/20 (LTN1/20) ([Cycle infrastructure design \(LTN 1/20\) - GOV.UK](#)).

# GRADIENTS IN ACTIVE TRAVEL ROUTES

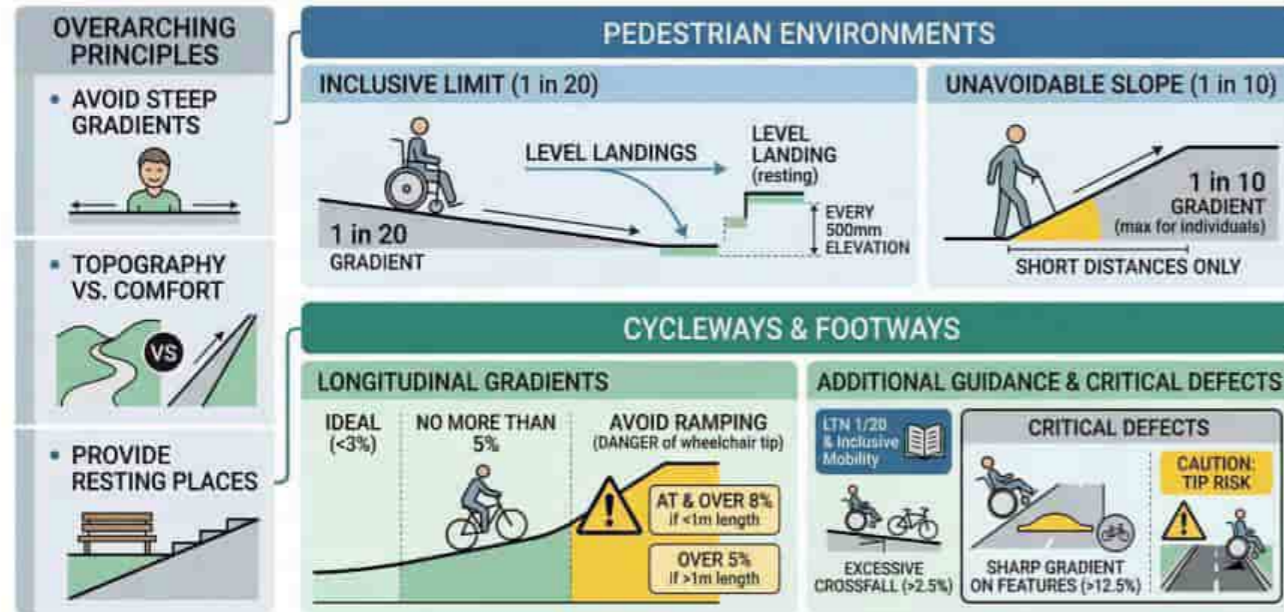


Figure 4: Gradients in Active Travel Routes



Figure 6: Natural Surveillance for Safe Active Travel

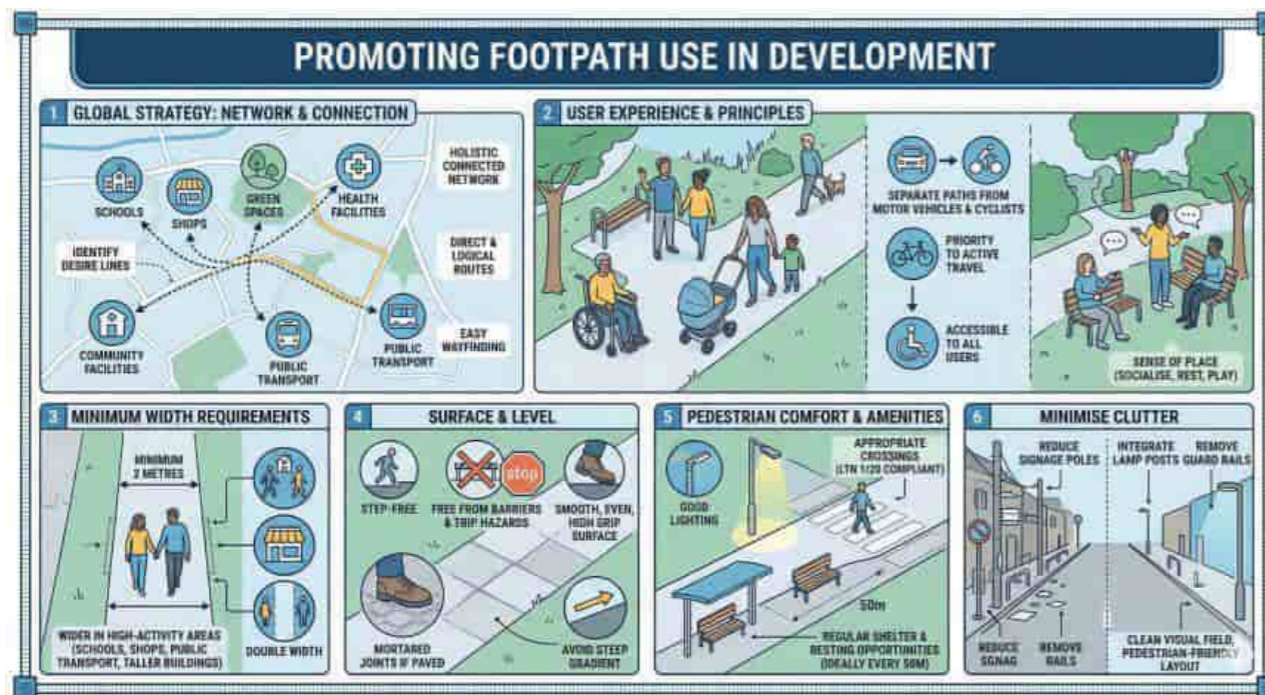


Figure 5: Promoting Footpath Use in Development

## Public Spaces

- 4.6. The quality of the spaces between buildings is as important as the buildings themselves. Public spaces are streets, squares, and other spaces that are open to all. They are the setting for most movement. The design of a public space encompasses its siting and integration into the wider network of routes as well as its various elements. These include areas allocated for different users - cars, cyclists, buses and pedestrians - for different purposes such as movement or parking, hard and soft surfaces, street furniture, lighting, signage and public art.
- 4.7. Public spaces can include the following typologies:
- > Streets – the space enclosed by the fronts of buildings comprising highway space, meeting space, commercial space, utility and recycling infrastructure, play space and green routes.
  - > Paths – neither streets nor footways; not often incorporated in new designs but can be vital in linking streets, squares and other places.
  - > Squares – visually static spaces suitable for sitting and socialising accommodating a range of activity and uses including community activity sessions or shared games.
  - > Pocket parks – small spaces within the urban block structure, including parklets.
  - > Recreation Grounds – usually a legacy of earlier open-space planning; provision made for sport.
  - > Open Space – for socialising, informal play, nature, landscaping, informal recreation, water management, cultural activities and entertainment.
  - > Parks – formal landscape but possibly with open spaces and sports facilities. Provision for a variety of functions depending on size.
  - > Waterfront – includes canalside environments and may host any of the above.
- 4.8. The public space network, and the movement and activities it enables, will connect with the surroundings to become part of a wider urban system. Collectively, this shapes the sustainability of the town and local area.

## Attractiveness

### Principle P1: Public Spaces - Attractiveness

- a. Development proposals should consider and integrate public spaces from the outset of the design process.
- b. New public spaces should be designed for use during all seasons and by all members of the community and should incorporate public conveniences and accessible seating to encourage visits by all groups within the community and to encourage people to spend time in these spaces.
- c. Where possible, new public spaces should be designed so they are multi-functional and encourage people to visit the spaces for a range of activities.
- d. Development proposals should ensure the long-term viability of street furniture in order to prevent products creating eyesores in the future.
- e. Public spaces should include extensive soft landscaping that is integrated into the external areas of a development site, providing shelter, screening intrusive elements of the public realm, and acting as green corridors.
- f. Landscaping of public spaces should be designed so that it is easy to maintain and manage, wildlife friendly, and tolerant to climate change.



Figure 7: Example street with ample usable public space

## Safety

### Principle P2: Public Spaces - Safety

- a. Public spaces should be well-lit in the interests of safety. Light pollution, including glare, skyglow, light trespass and clutter, should be avoided to minimise impacts on the environment (Policy SO8.5(a)(v)).
- b. Where possible, street lighting should be decorative as well as functional and should enliven the whole of the area in a visually coherent and interesting manner.
- c. Development proposals should coordinate lighting with adjacent sites in order to prevent excessive clutter.
- d. Lighting within car parking area should be sufficient for car drivers to see pedestrians and also be appropriate for pedestrians to see and be seen going to and from parked cars.
- e. Development proposals should maximise the natural surveillance of public spaces
- f. Buildings should be designed so that windows and/or doors face out onto public spaces.
- g. Buildings should be designed so that the most frequently used rooms overlook public spaces.
- h. Buildings should be designed so that entrances are clearly visible and accessible from both the street and within the buildings. Recessed entrances should be avoided.
- i. Development proposals should not facilitate public access to private spaces.



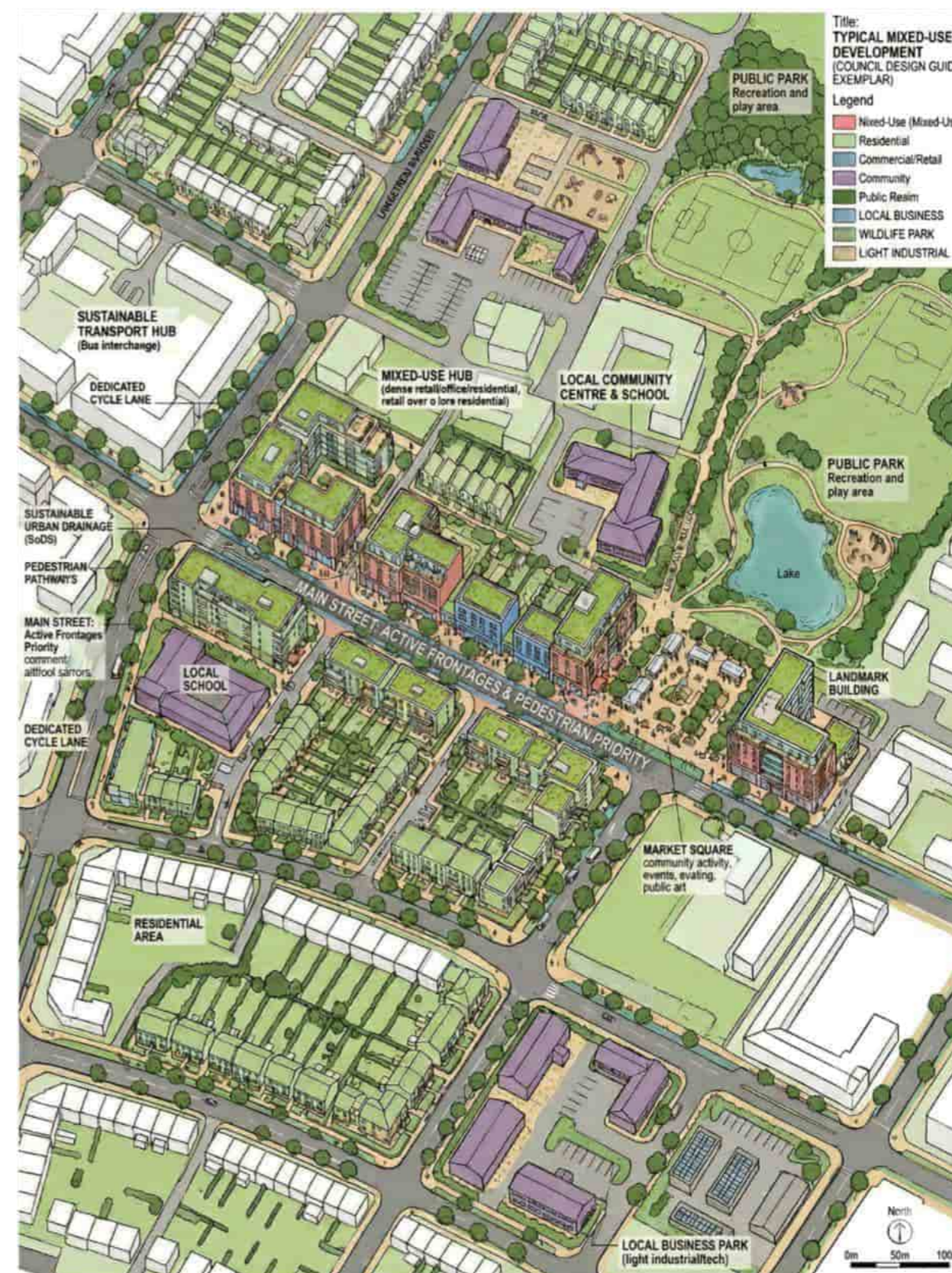
Figure 8: Well-designed Play Facilities

## Uses

- 4.9. Sustainable places include a mix of uses that support everyday activities, including to live, work and play.
- 4.10. Well-designed neighbourhoods need to include an integrated mix of tenures and housing types that reflect local housing need and market demand. They are designed to be inclusive and to meet the changing needs of people of different ages and abilities. New development reinforces existing places by enhancing local transport, facilities and community services, and maximising their potential use.
- 4.11. Where there is rapid social and economic change, such as sustainable growth or diversification in rural communities or town centres, well-designed buildings and places are able to accommodate a variety of uses over time.
- 4.12. Well-designed places have:
- > a mix of uses including local services and facilities to support daily life;
  - > an integrated mix of housing tenures and types to suit people at all stages of life; and
  - > well-integrated housing and other facilities that are designed to be tenure neutral and socially inclusive.

### Principle U1: Uses

- a. Community uses should be co-located wherever possible in order to support linked trips by active travel modes.
- b. Where appropriate, uses should be integrated into the same building to encourage their use e.g. combining leisure uses with health services and community facilities.
- c. There is a presumption in favour of developments that contain a mix of uses within buildings and streets where:
  - i. The development is located either close to existing services and facilities; or
  - ii. The development is located on a public transport corridor.
- d. Where large stores are integrated into town centres, care needs to be taken to ensure that they do not offer inactive blank facades onto the key areas of public realm.
- e. Where large stores are proposed as backland development, the store entrance should be located on the main pedestrian route in the most accessible location.



## 5.0 Homes and Buildings

- 5.1. The design details of homes and buildings are important in supporting the health and wellbeing of occupiers and users. The most successful designs will mean the buildings are adaptable, accessible, prioritise natural daylight, consider practical applications such as storage and have sufficient indoor and outdoor space.
- 5.2. Well-designed homes and buildings also should be efficient and cost effective to run. Considering the form and function of the building from the outset and how best to utilise the plot to benefit from natural daylight, ventilation and energy efficiency are important steps in developing a proposal.
- 5.3. In homes of any type, it's particularly important to consider providing adequate outdoor space, which could take the form of gardens, communal courtyards, balconies and roof gardens.
- 5.4. The conversion of existing buildings into homes can be more challenging than designing purpose built new buildings. This guidance sets minimum standards and design details to assist applicants in creating well designed homes and buildings.

### New Dwellings

- 5.5. The following guidance sets out the key design principles for residential sites.

#### Principle HB1: Design of New Dwellings

- a. All proposals must respond positively to the site in its local context. They should be based on an analysis of the site's existing characteristics such as topography, townscape and built form, views, landscape, use and activity, access and movement and any planning policy designations that apply.
- b. All development should respond positively to the distinctive characteristics of Cannock Districts Character Areas to maintain and enhance its character and beauty. Proposals should respond positively and sensitively to areas of historic interest and important views.
- c. The Council has set out expectations for achieving low carbon development. New dwellings should be designed to be adaptable to climate change, considering the natural conditions of the site and incorporating energy efficiency measures considering ventilation, heating, cooling, daylight and SUD's schemes (see 'Resources' for detailed guidance).
- d. The Council has adopted the Nationally Described Space Standards. New dwellings should also be designed with consideration of access, ceiling heights, storage and privacy to promote comfort, safety, health and efficiency for the occupier.

- e. Main entrances to dwellings should face the road to provide active frontages on elevations that abut public realm areas, with pedestrians and cyclists considered prior to motorists.
- f. Dwellings at corners or road junctions should have windows facing both streets, providing interest to the street scene.
- g. Refuse bins should be accessible and well-integrated into the design of streets, spaces and buildings, to minimise visual impact, unsightliness and avoid clutter.
- h. Services including utilities and exterior details such as drainpipes, gutters and meter boxes should be considered early in the design process to be discreet, easy to maintain and integrated to enhance the visual impact.
- i. There should be a minimum distance of 21 metres between front and rear windows of habitable rooms (kitchens, living rooms, dining rooms and bedrooms) or no less than the existing distance where this is less than 21 metres. Facing windows at ground floor level can be more closely spaced if there is an intervening permanent screen e.g. wall or fence. This standard is particularly important for new dwellings which will face/back onto existing dwellings. Variations to this recommended minimum distance will be considered dependent upon the particular circumstances and type of development.
- j. For dwellings where there are substantial differences in levels a minimum distance of 30 metres between the front and rear windows of habitable rooms within opposing dwellings and the rear extremities of any extension will need to be maintained.
- k. For new dwellings (excluding apartments) a minimum garden depth of 10.5 metres should be provided.



## Boundary Treatments

5.6. The following guidance sets out key design principles for property boundaries.

### Principle HB2: Boundary Treatments

- a. The height, design and materials used for boundary treatments should relate to the character of the local area.
- b. Boundaries between front gardens should not exceed the height of the front facing boundary.
- c. Proposals to amend a boundary treatment within a conservation area will be permitted where they preserve or enhance the character of the area or reinstate historic boundary features that have been lost.
- d. Materials for boundary treatments such as unrendered blockwork, concrete panels, perforated blocks and industrial security fencing are inappropriate within a residential setting and will not be permitted
- e. Boundary treatments at the edge of settlements, in or adjacent to the Green Belt or in rural locations may require softer boundary treatments to enhance landscape character. Consideration of landscaping is important and is likely to include maintenance, enhancement and planting of native species such as trees and hedgerows to soften the edge at the site boundary.
- f. Development that would involve the removal of any tree, woodland or hedgerow, which contributes significantly to the character of the landscape and its surroundings will be resisted unless the need for development is sufficient to warrant the loss and the loss cannot be avoided by appropriate siting or design.

Principles N3 and N6 should also be taken into consideration.

## Gardens and Private Amenity Space

5.7. The Council will support developments which provide occupiers with access to private and shared outdoor spaces.

### Principle HB3: Gardens and Amenity Space

- a. New residential development should provide for private outdoor garden space of a usable size and shape, fit for purpose, in proportion to the size of the dwelling and its locality, particularly where garden size is important to distinctive local character as set out in the Character Area Guidance.
- b. New development should meet or exceed the minimum size requirements for outdoor space based on type:

1 -2 bed dwelling:	40-44m <sup>2</sup>
3 bed dwelling:	65m <sup>2</sup>
4+ bed dwelling:	80m <sup>2</sup>
Flats with Communal Space:	30m <sup>2</sup> per flat

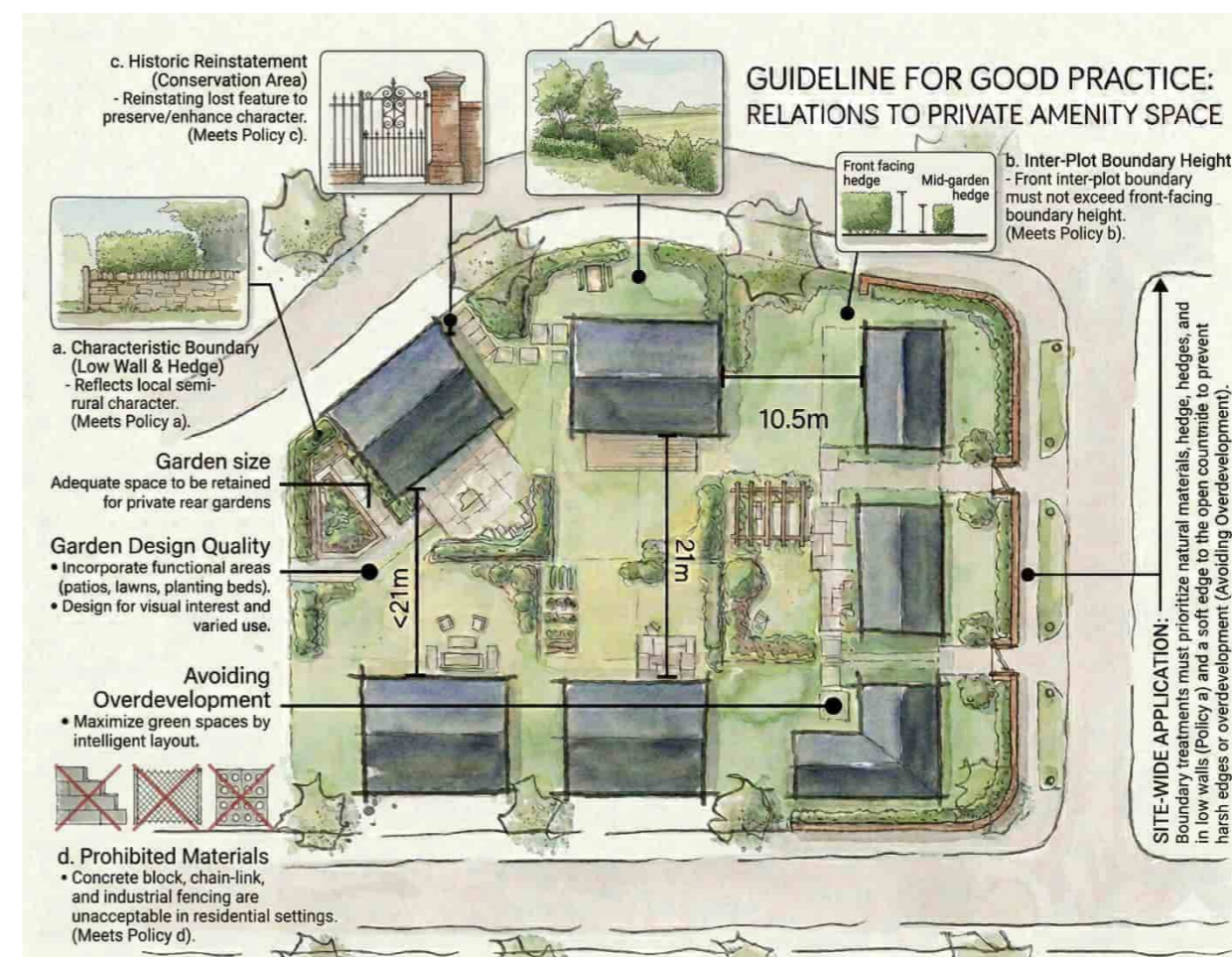


Figure 9: Separation distances discussed at Principle HB1 along with positive boundary characteristics

## Waste, Servicing and Utilities

- 5.8. At the design stage, consideration should be given to waste, servicing and utilities so that they are unobtrusive and well-integrated into neighbourhoods.

### Principle HB4: Bin Storage and Collection

- a. Appropriately designed bin storage should be considered for all types of developments. They should be designed to be fully accessible to disabled residents and well ventilated; preferably in a shaded position to minimise odours.
- b. Communal bin storage is particularly important for flats to ensure accessibility, safety, and odour/cleanliness. They should be located at ground/vehicle access level with adequate access and consideration should be given to lighting and vermin control.
- c. Development proposals should ensure that there is sufficient room in all communal bin stores and bin storage areas for the number of bins required and their safe removal and replacement by refuse collection crews.
- d. Bin storage points should be located outside of the public highway and outside of visibility splays.
- e. Drag distances should be designed in accordance with the Waste Management Building Regulations.
- f. Bin storage areas should avoid blocking views between occupied rooms and the street to maintain natural surveillance of the street.
- g. Opportunities should be taken to integrate the design of external bin storage with the building façade, or as an element of the semi-private outdoor space between the building and the street.
- h. The means of getting waste containers from the rear of the property to the front (without having to carry waste through the house) needs to be ensured. Where that is not possible, a suitable storage area at the front of the property will be required.
- i. Bin storage areas should not require vehicles parked in allocated parking spaces or on driveways to be moved so that bins can be moved past.

### Principle HB5: Servicing and Utilities

- a. New building services and equipment should be integrated within buildings and should only be provided externally where they cannot be provided internally.
- b. Electrical substations and gas governors should be subtly located, considering visual and recreational amenity and self-policing, and housed in purpose-made buildings designed and located to blend in with the adjoining housing.
- c. The design and location of drainage, lighting and other utilities should be coordinated and positioned to minimise future impacts on users.
- d. New services and utilities and their siting should be planned as part of the overall scheme, if exact locations of proposed services are unknown at application stage, an indicative locations or zones must be estimated based on existing information such as outfall & connection points.
- e. The requirements of services and site landscaping (tree planting) must be fully coordinated at the design stage to avoid conflicts or future issues.

### Reference Documents/Links

- The Building Regulation – Approved Document H – Section H6 (Solid Waste Storage)
- NHBC Foundation Report NF60 – Avoiding Rubbish Design
- Department of Transport – Manual for Streets (p.76-77)
- BS5906:2005 Waste Management in Buildings – Code of Practice
- Making Space for Waste: Designing Waste Management in New Developments; ADEPT (2010)

## Householder Alterations and Extensions - Front, Side and Rear Extensions

- 5.9. Extensions can make a property adaptable to suit the occupiers need, but the design is important to complement the existing building and the street scene, and to ensure it does not have a detrimental impact on neighbouring amenity.

### Principle HB6: Extensions

- a. Extensions should complement the existing dwelling and be designed in conformity with the scale, mass, architectural style and use of the materials of the original building, unless exceptional high quality contrasting designs can be justified through a Design and Access Statement
- b. The design should repeat the proportions, design and materials of existing windows and doors and their details and follow the main lines of the existing openings.
- c. Extensions must not dominate the existing dwelling or street scene.
  - i. Side extensions should be subordinate to the main dwelling and be set back by a minimum of 0.5m, extending to 1m where the proposed extension exceeds 75% of the width of the house
  - ii. Two storey extensions should be subservient to the main dwelling and limited in depth, width, and height to avoid an overbearing appearance, significant overshadowing and loss of privacy and should avoid an un-neighbourly impact.
- d. There will be a general presumption against front extensions other than porches or equivalent small additions such as canopies. This is unless it can be shown that the extension can be successfully assimilated into the street scene. Porches will be acceptable where they match the style of the existing dwelling and are set back by more than 2m from the edge of the highway.
- e. The cumulative area of extensions to properties must not exceed 50% of the original garden space of a property.
- f. Extensions should not significantly harm the privacy or outlook of neighbouring properties through over-looking or being over-dominant. Extensions should not cause significant loss of natural light to neighbouring properties and should adhere to the 45-degree rule and the 25-degree standard as shown in Figure 4.
- g. There should be a minimum distance of 21 metres between front and rear windows of habitable rooms (kitchens, living rooms, dining rooms and bedrooms) or no less than the existing distance where this is less than 21 metres. Facing windows at ground floor level can be more closely spaced if there is an intervening permanent screen e.g. wall or fence. Variations to this recommended minimum distance will be considered dependent upon the particular circumstances and type of development.

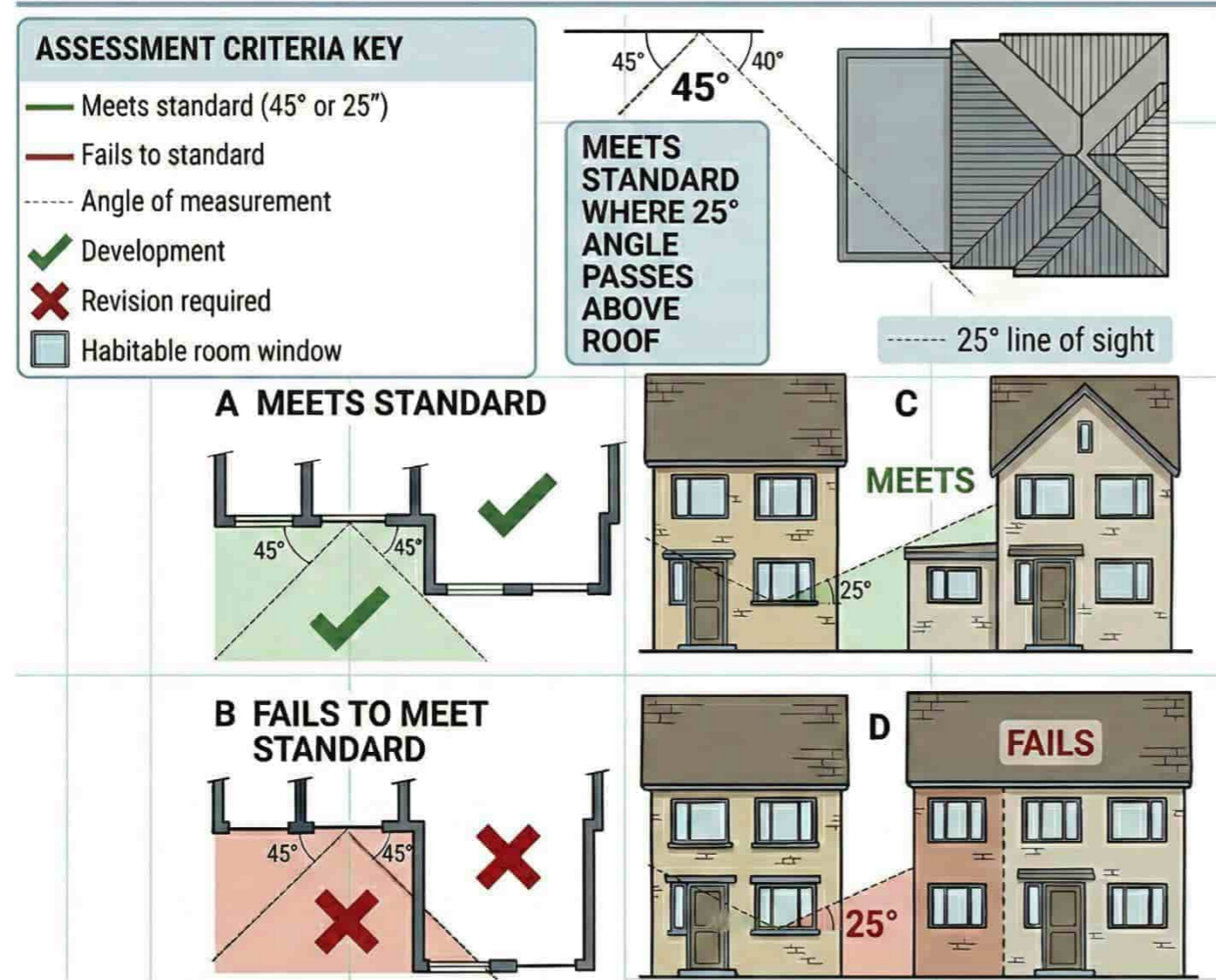
- h. For dwellings where there are substantial differences in levels a minimum distance of 30 metres between the front and rear windows of habitable rooms within opposing dwellings and the rear extremities of any extension will need to be maintained.
- i. A minimum garden depth of 10.5 metres should be retained, measured from the extension's rear external wall to the property's rear boundary, in order to ensure adequate private outdoor space. In some circumstances in particular for extensions over two storeys or larger, or where there are differing levels, more garden depth may be required.
- j. Obscure glazing or windows with cill height of 1.7 metres or above can potentially be used as alternative to the above separation distance. Side facing first floor habitable room windows should not overlook neighbouring private amenity space at a distance of less than 10 metres.
- k. Where a side extension includes a blank side gable, this can have an overbearing impact on adjacent properties. Accordingly, a minimum distance of 10.5metres should usually be provided between any single storey extension and any windows serving habitable rooms on adjacent properties. For two-storey extensions, this should be extended to 12.5metres and for three-storey extensions, 14.5metres. Where there is a substantial levels difference between the property being extended and any adjacent properties, a greater distance may be required.

### Habitable Rooms

A habitable room is defined as a room used, or intended to be used, for dwellinghouse purposes. This could include (but is not limited to) a bedroom, kitchen, dining room, or lounge. Utility spaces, halls/landings, and bathrooms are not considered to be habitable rooms.

Front, rear and side facing windows to habitable rooms will be protected from significant overlooking and overshadowing where such windows are the primary source.

### Council Design Guide: Assessing Natural Light



\*This guide explains how to assess proposals using the 45-degree horizontal rule for window separation and the 25 degree vertical rule for overall building height. (A) and (C) show compliant layouts. (B) and (D) show non-compliant layouts requiring modification. ... (A) and (C) show compliant layouts based on single-house assessments. ...

Figure 10: Assessing Natural Light

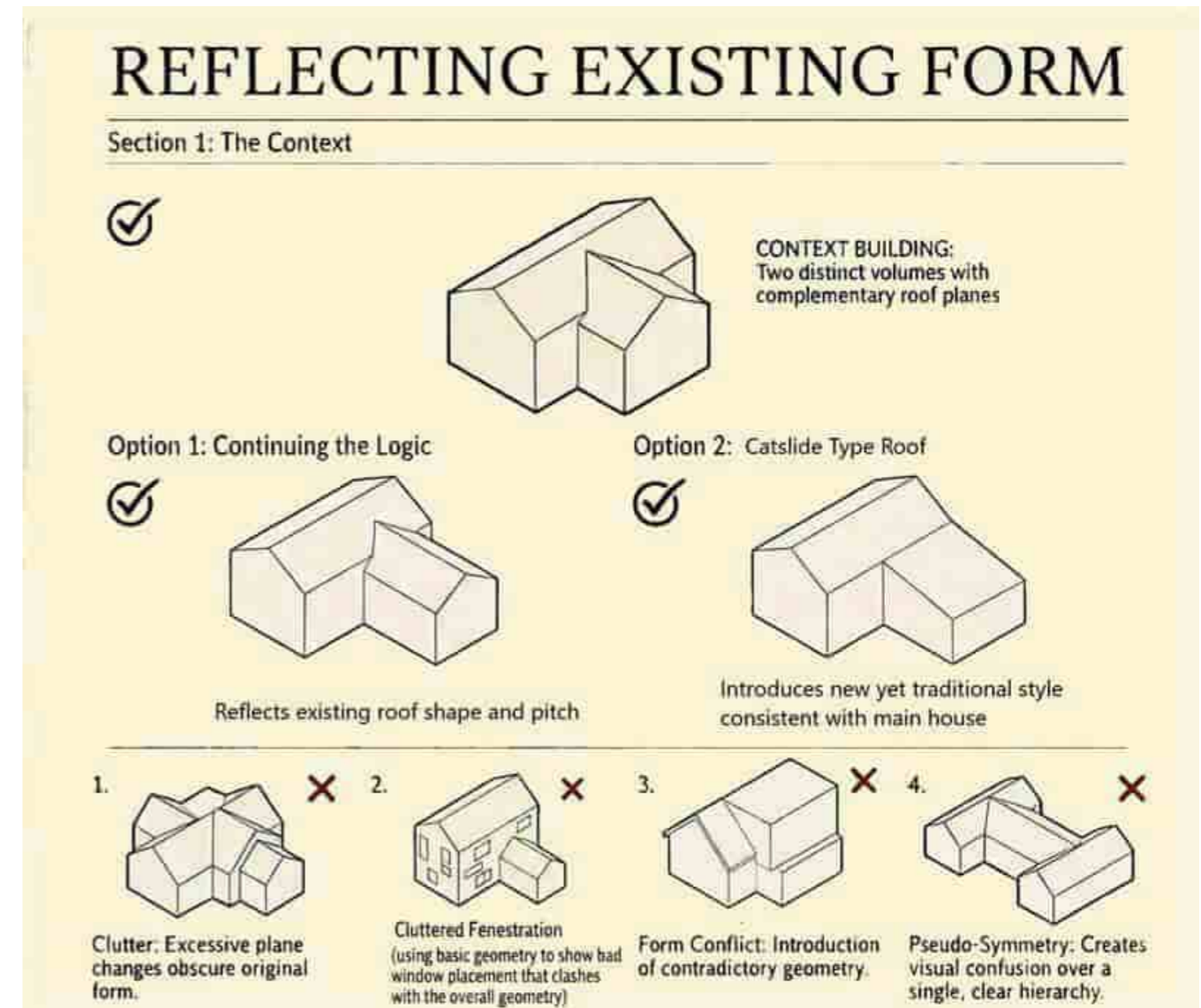


Figure 11: Reflecting Existing Form



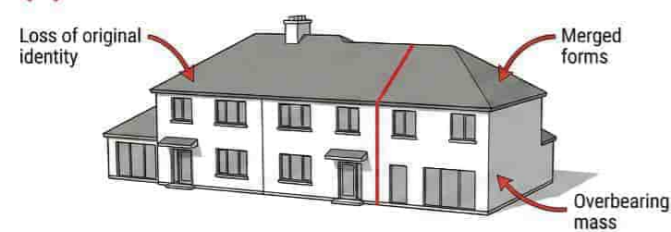
Figure 12: Extension reflects form of existing house



Figure 14: Extension reflects form of existing house

PRINCIPLE: AVOID THE TERRACING EFFECT

UNACCEPTABLE: BLENDED EXTENSIONS



PREFERRED: DISTINCT EXTENSIONS



Extensions should be designed to respect the original architectural integrity of the dwelling. Avoid seamlessly integrating or terracing extensions. Create distinct, subordinate volumes with clear separation (e.g., using set-backs, different roof forms, or recessed links) to prevent overbearing mass and loss of original character.

Figure 13: Avoiding Terracing in Design

1. SUBSERVIENT EXTENSION [cite: 0] (CORRECT)



2. DOMINANT EXTENSION [cite: 0] (INCORRECT)



Figure 15: Subservient extensions remain architecturally subordinate to the host building



Figure 16: Generally Acceptable and Unacceptable Design Principles in the Streetscene

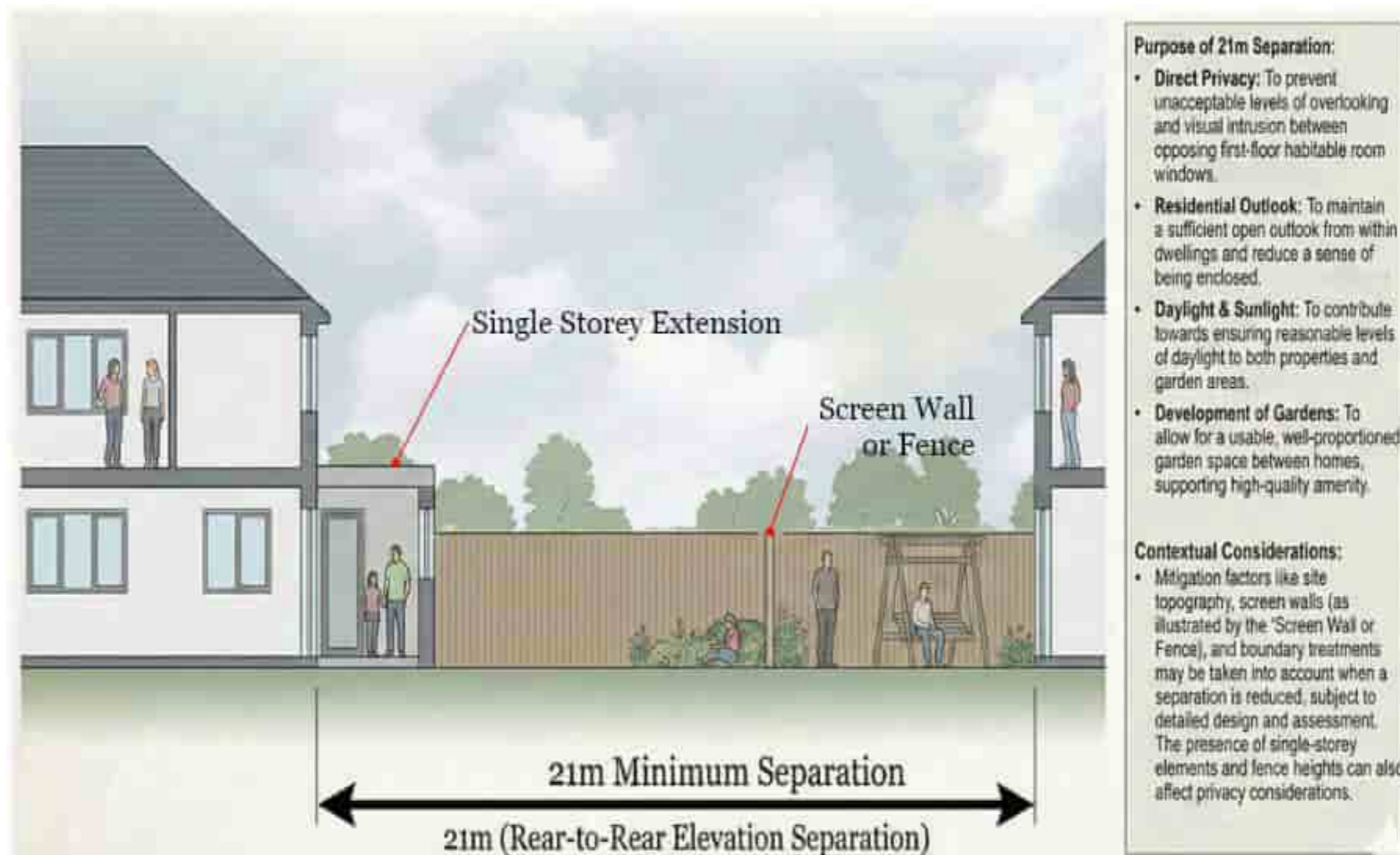


Figure 17: Assuring Reasonable Privacy

## Self and Custom Build Homes

- 5.10. Defined in the Self-Build and Custom Housebuilding Act (2015); “self-build and custom housebuilding” means the building or completion by individuals, associations of individuals, or persons working with or for individuals or associations of individuals of houses to be occupied as homes by those individuals.
- 5.11. The Council holds a register of individuals who are seeking to acquire self-build plots of land and must grant enough planning permissions for custom and self-build housing to meet the demand on the register.

### Principle HB8: Self and Custom Build Homes

- a. It is recommended that applicants seek pre application advice from the Local Authority to support the application process.
- b. Planning applications should state clearly that a proposal is for custom and self-build housing, including reference to custom and self-build housing in the description of development.
- c. Proposals should clarify the type of self and custom build that is proposed from the following options:
  - i. Self-Build - a plot of land for the initial occupant to design their own home.
  - ii. Custom-Build - the initial occupant will choose their house design from customisable house designs offered by a developer.
  - iii. Group Custom and Self Build - the initial occupant will join an intentional community to collectively design and deliver, or commission professionals to design and deliver, housing in which they will live. This could involve communal living.
  - iv. Self-Finish/Shell Homes - the home is built as a watertight shell by a developer, the internal layout of which is then designed and finished by the initial occupant.
- d. Proposals should specify how the housing will be delivered, either the development of serviced plots for sale or through design and build by the applicant and clearly specify the number of units to be delivered.
- e. Plot passports should be submitted with the planning application for all custom and self-build developments of 5 or more homes. This statement is a concise visual document which will provide key design and development parameters for each plot to inform the design and construction of a custom and self-build home. This document should be made available to prospective purchasers when marketing individual plots.
- f. Ensure you are familiar with the CIL exemption process and procedure before commencing development. Failure to follow this correctly may mean the development is liable for CIL charges.

**g. A phasing plan will be required for all development proposals delivering multiple custom and self-build homes. For larger sites where custom and self build plots are delivered alongside market housing, separate phasing plans should be prepared to ensure that the commencement of housebuilder phases is not dependant on the completion of any custom and self-build housing phases.**

## Inclusive Design

- 5.12. Inclusive design is about making the built environment accessible to everyone to support a diverse and healthy society. Designing for the widest range of people creates better designs and benefits everyone. Integrating inclusive design principles as early as possible will result in the best outcomes but there should also be focus on management, maintenance and support around buildings and places once they are being used.

### Principle HB7: Inclusive Design

**New development should be accessible, taking consideration of design details such as step free access, wide corridors, signage, lighting, visual contrast and materials.**



Figure 18: Tactile Paving

## Houses in Multiple Occupation (HMOs)

### Principle HB9: Houses in Multiple Occupation (HMOs)

- a. Proposals for HMO's will be supported where it would not lead to an overconcentration of HMOs in a single area.
- b. Proposals that would lead to an overconcentration of HMOs in an area will be resisted.
- c. Where a proposal would result in a block of three or more HMO's or where it would result in two HMOs on either side of a class C3 dwelling, this will be resisted in order to avoid an overconcentration of HMOs in a single street.
- d. Proposals for larger HMOs and homes for looked after children are likely to be supported where the building is detached with sufficient space around the curtilage for garden space, cycle and car parking and storage for bicycles, waste and recycling as well as clear fire escape routes, lighting and security measures.
- e. Proposals for larger HMOs and homes for looked after children in terraces and semi-detached properties are unlikely to be supported. Such proposals must demonstrate that there will no significant adverse effect on neighbouring amenity, or that the impact can be mitigated. Such properties would need specific upgrades, for example enhanced acoustic insulation to improve sound proofing.

### Minimum standards

- f. HMOs other than bedsits should have access to internal communal living space.
- g. All HMOs should have access to outdoor amenity space or should have a private balcony. A guideline for gardens is 10m<sup>2</sup> outdoor space per occupant. This excludes areas intended for parking and storage.
- h. Car parking standards for HMOs are set out in Appendix A
- i. The minimum sanitary facilities for occupants without ensuite facilities are set out as follows:

Number of Occupants	Minimum Provision
1-3	1 bathroom containing a toilet, bath or shower and hand wash basin
4-6	1 bathroom with a bath or shower 1 separate toilet with hand wash basin
6-10	2 bathrooms containing a bath or shower 2 toilets with hand wash basin



Figure 19: Overconcentration of HMOs

## Commercial Sites

### Principle HB10: Commercial Sites

- a. Site design should find ways to reflect key characteristics of the local area (see Appendix C: Character Area Descriptions), in particular retaining/enhancing the appearance of the District's high quality business parks, historic town centres and A5 Corridor.
- b. Boundary treatment security and safety can be achieved without compromising appearance – high quality unobtrusive fencing set back behind a good planting scheme provides an attractive and prestigious first impression for a business.
- c. Large expanses of hard surfacing and parking should use a variety of materials, be ameliorated with soft landscaping, including new tree planting with appropriate root zones, to enhance appearance and use SuDS in the interests of sustainability.
- d. Connectivity of development with surroundings is important to make the site work; good design is not just about appearance. Planned paths in appropriate places assist circulation and avoid pedestrian 'short cuts'.



## Equestrian Development

### Principle HB11: Equestrian Development

- a. The conversion of existing buildings for stabling is given favourable consideration providing no conflict of use is likely to arise and provision is made for retention of protected species that would otherwise be displaced.
- b. Freestanding stables need to be sensitively located in order to minimise their effect on their surroundings and where possible should be sited so that they closely relate to existing natural screening. Isolated positions within open fields where they would be conspicuous would be unacceptable.
- c. Careful consideration should be given to the location and nature of buildings and other developments on the fringe of the National Landscape in order to conserve its setting.
- d. Stables should be of a size that is comfortable for their purpose but not large enough to enable easy conversion to other uses. In general, each loose box within a stable block will need to be approximately 10 – 15sqm in floor area. The height needs to need 2.3m to the eaves, but all stables should have a pitched roof in the interest of visual amenity.
- e. Erection of fencing to enclose a paddock and removal of an existing hedgerow can have detrimental effect on landscape quality, existing planning should be retained and supplemented wherever possible, and fencing should be painted or stained in a recessive colour. Additional screening will be required if outdoor storage of equestrian related materials is necessary.
- f. Extensive areas of hardstanding should be avoided and permeable surfaces used instead.
- g. Maneges (surfaced riding areas) should be sited near to stables and associated buildings to limit the dispersal of development in the landscape, and to existing field boundaries to take advantage of hedgerow screening.

## Shopfronts and Signage

### Principle HB12: Shopfronts and Signage

#### Shopfronts

- a. Retail development should be inclusive and should be designed to best accommodate its customers' needs.
- b. Retail development in the town and local centres should create easily accessible entrances for pedestrians and the mobility impaired.
- c. Where appropriate, new shopfronts should relate well to the whole elevation of the host building in terms of design, proportions and materials, and respect their neighbours.
- d. New shopfronts should not cover or involve the removal of original architectural features of value to the building or its setting, nor other features worthy of retention.
- e. Shopfronts and their surrounds of merit or historic interest may not be appropriate to replace or alter. Their design is usually appropriate to the whole building façade so their repair and sympathetic refurbishment in order to retain and enhance their value will be encouraged and there will be a general presumption against their removal.
- f. Stallrisers below shop windows give protection to the window and provide a visual anchor. They should be constructed of substantial and hardwearing materials.

#### Signage

- g. Fascias should be designed in order to enhance the streetscape and buildings, rather than to just advertise premises. The proportions of fasciae should be based on the surrounding area and streetscape and the proportions of the building they sit within.
- h. Fascias should sit below the first-floor window level and should be demarcated at the top by a cornice or capping feature and should be contained at each end.
- i. Not more than one projecting sign shall be permitted on any fascia and it shall be located at the same level as the fascia sign. The size should be in proportion with the fascia and the building as a whole.
- j. Traditional hanging signs may be located above fascia level provided that this does not detract from the character of the building.
- k. Any illumination shall be in scale with the fascia and the building as a whole and not create a 'cluttered' appearance. Spotlights or other individual lamps shall be contained in lamp holders in recessive colours.

- l. Internally illuminated box signs where the whole face is lit will not normally be permitted in Conservation Areas. Where they are acceptable the box projection should be kept to a minimum and the frame should be in an appropriate subdued colour, not in plain aluminium.
- m. Where businesses occupy upper floors the use of lettering applied to the window is often preferable to an external sign.

#### Shutters

- n. If security shutters are required the use of grilles is preferred to perforated shutters to allow displays to remain visible, allow light into the street and provide more inviting town centres and local areas.
- o. Security for shopfronts can be achieved in various ways, some less attractive than others. Alternatives are listed below from i.-v. in order of preference. All external shutters and grilles require planning permission:
  - i. Security glazing (laminated security glass)
  - ii. Internal window security grilles
  - iii. External window security grilles, removable or roller type
  - iv. Open lattice or large punched hole metal shutters with a high degree of transparency, minimum 55% (where more robust types of shutter required)
  - v. Solid metal roller shutters and perforated shutters are not normally acceptable and never on Listed Buildings or Conservation Areas. They create an environment perceived as unsafe when the shops are closed and can become a target for graffiti.

#### Sunblinds and Canopies

- p. Apron blinds or awnings are a traditional feature of shopping area, retracting into a recessed compartment. As with all elements of the shopfront, thought must be given as to how the blind box can be integrated within the overall design.
- q. The edge of the canopy when extended, should not be so low as to be a hazard to pedestrians and must not extend to the trafficked highway.
- r. Canopies and blinds should normally be retractable rather than fixed and only used when necessary to avoid clutter in the shopping area.
- s. A separate license from the Highways Authority will be necessary if the canopy extends over the public highway.

# TRADITIONAL SHOP FRONT: ANATOMY & KEY COMPONENTS

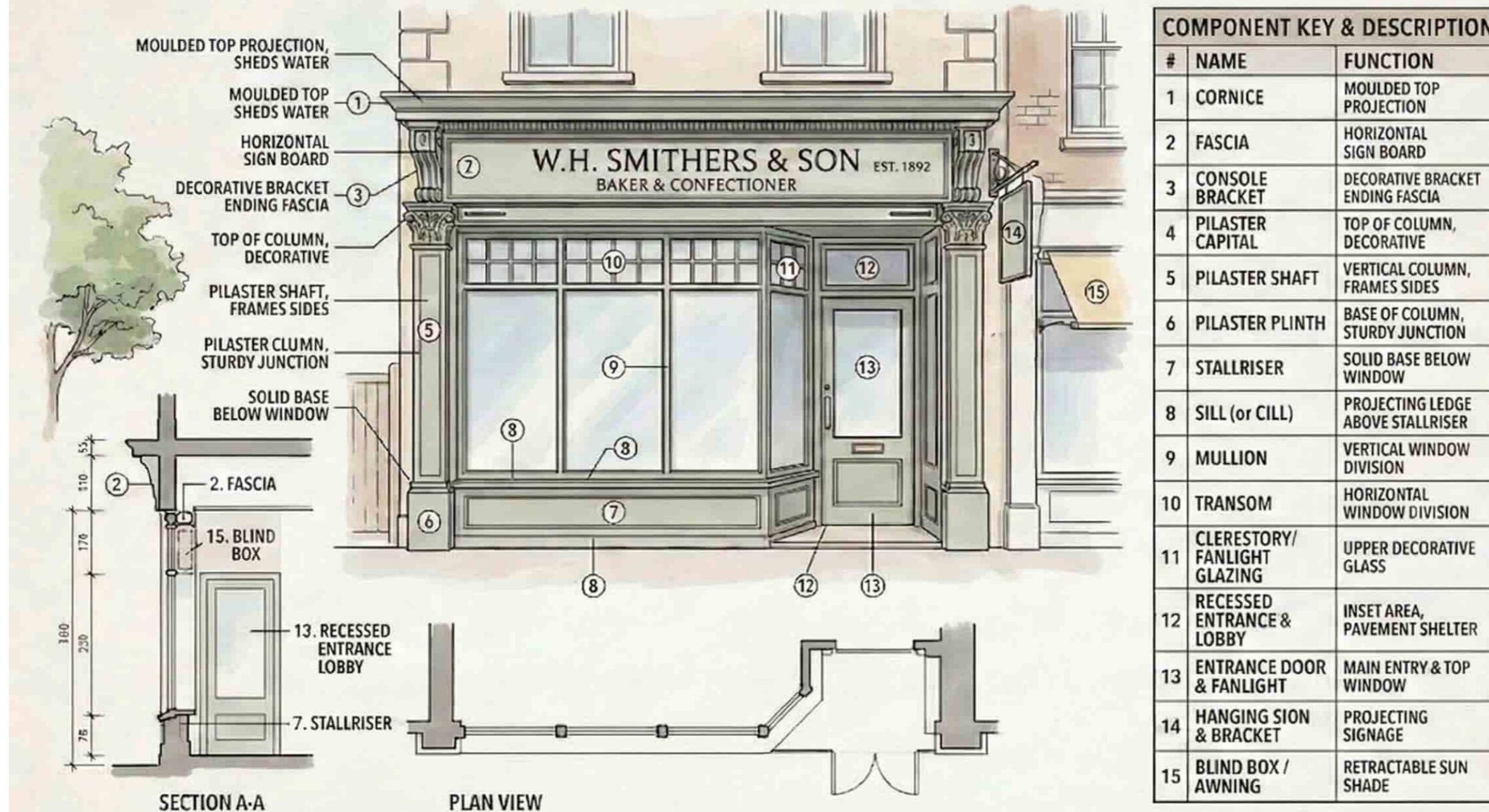


Figure 20: Key characteristics of traditional shop fronts

## 6.0 Nature

- 6.1. Nature must take a stronghold in the design process from the outset, with a push for sustainability and increases in biodiversity. Nature can play an important part towards people's physical activity and mental wellbeing; therefore, the importance of green and blue space should not be underestimated in terms of the benefits it can provide.
- 6.2. Cannock Chase contains a variety of habitats, contributing to its character, and the quality of life of its residents. Designing in biodiversity at the start of the process, building on opportunities and mitigating impacts will help to secure a net gain for biodiversity, as required by national and local planning policy.
- 6.3. Ecological impacts will vary depending on the scale of the development, from large areas of open grassland to individual bat roosts in a single dwelling. Through ecological site assessment, developers will be able to understand opportunities and constraints on the site. The significance of any biodiversity designations will inform the measures required to mitigate any impacts and enhance the site as per national and local planning policy.
- 6.4. Each locality has particular existing biodiversity characteristics which can be reinforced or lost as a result of development, by incorporating biodiversity considerations into all development proposals, as far as possible, the opportunity for habitats and species to be able to adapt to a changing climate is strengthened. The use of local specific within landscaping schemes will also contribute towards more resilient habitats and enhance the local character.
- 6.5. Natural England's Green Infrastructure Framework provides national principles and standards for creating multifunctional, nature-rich environments. The Framework should inform design decisions related to habitats networks (including blue infrastructure), accessible greenspace, tree canopy cover, urban greening and climate resilience. Links to further national and local guidance are provided in Appendix B.

## Biodiversity

### Principle N1: Biodiversity

- a. **Development proposals should minimise fragmentation of habitats and increase linkages through 'green corridors', existing blue infrastructure, linear habitat features, shady tree canopies and diverse microhabitats etc. where applicable, these should link the site to the wider ecological network, Strategic Green Space Network and nearby designated sites.**
- b. **Development proposals should ensure that where possible green spaces are not isolated within site layouts and that connectivity between green spaces is maintained to enable wildlife movement.**
- c. **The use of integrated bat and swift boxes/bricks are encouraged, and where renovations and modern construction results in the removal of nesting/roosting niches for birds and bats replacement features should be incorporated.**
- d. **Green and Blue Infrastructure components require appropriate long-term, bespoke care to remain functional, delivered by specialists with the expertise to provide the correct management for biodiversity, the long-term maintenance of these components should be considered from the beginning of the design process.**
- e. **Particular emphasis should be given to supporting and enhancing the strategic habitat corridor between Cannock Chase Special Area of Conservation (SAC) and Sutton Park. Proposals should maximise opportunities for heathland restoration, expansion and linkage within and adjacent to development sites.**
- f. **Development proposals on land released from the Green Belt should deliver high-quality compensatory environmental enhancements, including new or enhanced green infrastructure, habitat creation, natural capital improvements, woodland planting, walking/cycling links and landscape enhancements beyond basic enhancements.**
  - i. **These measures should be designed as a coherent package, securing long-term environmental quality, landscape character and recreational value of the remaining Green Belt, as required in the Local Plan.**

## Design Considerations

### Principle N2: Design Considerations

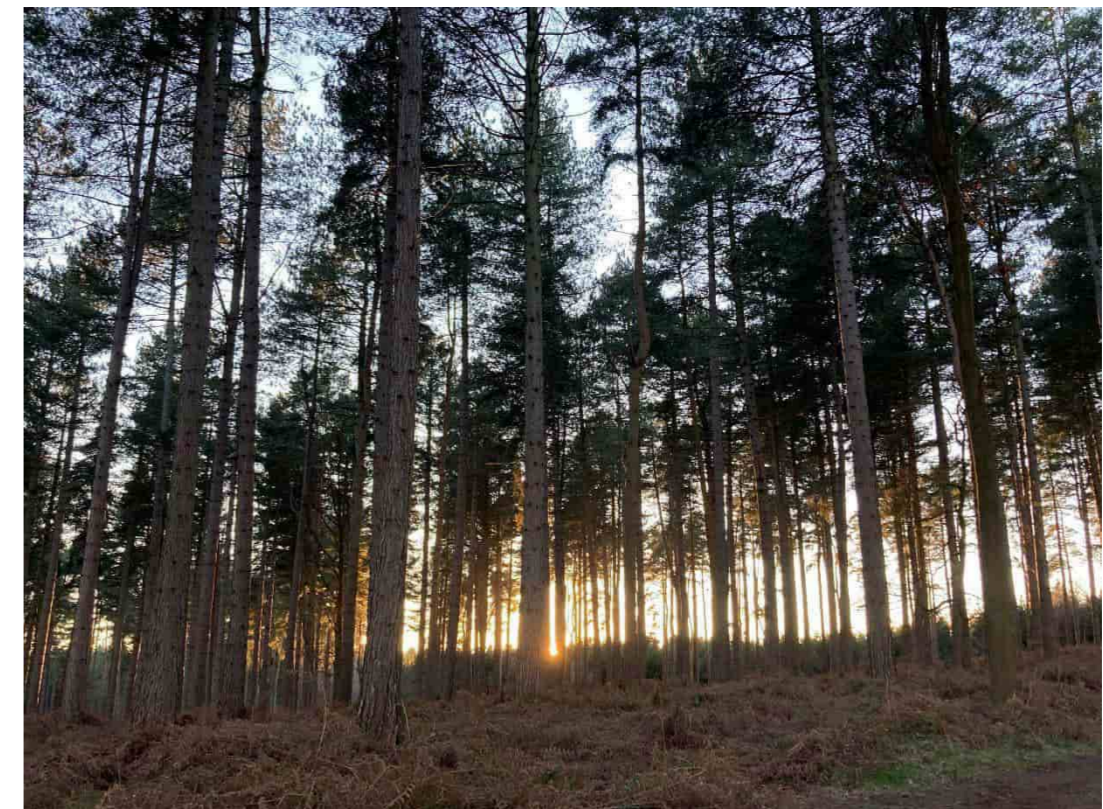
- a. Design should begin with a clear understanding of existing habitats and species and follow the mitigation hierarchy: avoid > mitigate > compensate.
- b. Layouts should avoid harm to designated sites, priority habitats, irreplaceable habitats (such as ancient woodland, veteran trees and lowland fen), and features that contribute to ecological connectivity, this includes providing sufficient buffers to prevent indirect impacts, including those arising from recreational use.
- c. Design proposals should also show how alternative site layouts, footprints and building positions were considered to avoid impacts first, before proposing mitigation or compensation measures.
- d. Development should be designed in accordance with Natural England's Green Infrastructure Framework, which establishes national principles, standards (including the Accessible Greenspace Standard and Urban Tree Canopy Standards) and mapping tools for planning multifunctional network that supports ecological connectivity, climate resilience, flood management, cooling, recreation and local landscape character.
- e. Design should integrate natural capital enhancements, including soil restoration, water quality improvements and carbon sequestration through habitat creation, ensuring that green infrastructure delivers multi-functional benefits.
- f. Housing should face outwards towards green space to avoid long stretches of back gardens forming the edge of green space, and to prevent issues such as garden waste dumping or the creation of informal access points into these areas.



## Features for Wildlife in the Built Environment

### Principle N3: Features for Wildlife in the Built Environment

- a. All new buildings should integrate high-quality, species-appropriate nest and roost features (such as swift boxes), informed by BS 42021:2022 (or the most recent standards).
- b. Bat roost features should follow best-practice guidance such as that provided by the Bat Conservation Trust. They should be sited close to vegetation and away from lighting.
- c. Extensive use of impermeable boundary treatments (such as close-board fencing and brick walls) should be minimised wherever possible. Alternatives such as post-and-wire fencing with hedgerow planning should be used instead, particularly on edge-of-settlement developments. Where impermeable boundary treatments are unavoidable, they should include 13cm x 13cm hedgehog holes at ground level to maintain habitat connectivity.
- d. Trees should be integrated into streets, courtyards and car parks to support cooling, shading, flood resilience and wildlife movement.
- e. Lighting should avoid illuminating wildlife corridors, watercourses, woodland edges or bar flight lines. Following Local Plan requirements and Institution of Lighting Professionals/Bat Conservation Trust '*Bats and Artificial Lighting at Night*' guidance Warm-spectrum (<3000K) downward-directed, low-spill lighting should be used, retaining dark corridors across and around the site.



## Sustainable Drainage Systems and Water Features

### Principle N4: Sustainable Drainage Systems and Water Features

- a. Development should use Sustainable Drainage Systems (SuDS) as integral green-infrastructure features that enhance biodiversity and contribute to habitat connectivity.
- b. SuDS should be designed from the outset to deliver measurable ecological benefits by including biodiversity-rich features, such as wetlands, swales, and ponds with varied backs and microhabitats. They should align with the Local Nature Recovery priorities wherever possible and contribute to Biodiversity Net Gain.
- c. Watercourses should be naturalised where possible, providing continuous habitat corridors and supporting climate resilience.
- d. Development should provide a naturalised buffer to watercourses, proportionate to their scale and ecological value. For main rivers and more significant watercourses, a minimum 10-15m undeveloped, naturalised buffer (measured from the top of the bank) should be provided. Wider buffers (15-20m) may be required for priority habitats, ecological corridors or sites with sensitive riparian features. For smaller watercourses (e.g. ordinary watercourses, ditches or ephemeral channels), a reduced buffer may be appropriate; however, buffers should not fall below 6m unless justified by site-specific constraints and supported by ecological assessment.
- e. Management plans should secure long-term ecological success of habitats, Sustainable Drainage Schemes, green infrastructure and biodiversity net gain measures with clear responsibilities, monitoring and adaptive management for at least 30 years, as required by the Environment Act and Local Plan policies.

## Biodiversity Net Gain

### Principle N5: Biodiversity Net Gain

- a. Biodiversity Net Gain (BNG) should function alongside, not instead of, wider biodiversity protections and policy considerations.
- b. BNG proposals should align with LNRS priorities and spatial opportunity areas, which identify where habitat creation will provide greatest strategic benefit. In accordance with the BNG hierarchy, on-site enhancements should be provided wherever possible and considered before resorting to off-site units.

## Habitat Creation, Soil Condition and Appropriate Planting

### Principle N6: Habitat Creation, Soil Condition and Appropriate Planting

- a. Proposals should demonstrate how the findings of soil surveys have informed habitat design and set out any nutrient-reduction or soil-remediation measures required to achieve target conditions. Habitat establishment timescales should recognise that some habitats may take several years to reach their intended quality.
- b. Long-term management should secure the actions needed for habitats to establish and persist, with ongoing monitoring to track condition and guide adaptive management so that desired outcomes are achieved.
- c. Planting schemes should use native British flora of local provenance, following national good practice such as Flora Locale's *Go Native! Planting for Biodiversity*, which promotes using the right plants in the right place to support local habitats and species.
- d. Guidance from the Forestry Commission and Woodland Trust Woodland Creation Guide should inform tree and shrub selection, focusing on resilience, biosecurity and long-term habitat value.
- e. Species choice should reflect the ecological character of the site, including local soils, and take into account Local Nature Recovery Strategy (LNRS) priorities and local landscape context.

## Public Access and Ecological Sensitivity

### Principle N7: Public Access and Ecological Sensitivity

- c. Walking and cycling routes should be provided in ways that avoid directing pressure into sensitive or fragile habitats.
- d. Interpretation boards and clear wayfinding should be incorporated to support responsible access and minimise disturbance.
- e. Paths should be aligned to prevent erosion and uses surfacing materials that reflect local soils and geology.
- f. Appropriate zoning, screening and green buffers should be used to prevent the creation of new desire lines and to avoid habitat disturbance.
- g. Development should also retain naturalistic areas where wildlife can thrive undisturbed.

### Reference Links

Staffordshire County Council guidance on drainage strategy requirements for planning applications to ensure effective flood risk management should be considered ([Information for planners and developers | Staffordshire County Council](#)).

PPG Natural Environment Guidance should be considered with regards to swift bricks (<https://www.gov.uk/guidance/natural-environment>)

## Appendix A: Car Parking Standards

- A.1. This section sets out the parking standards that apply to new developments. It replaces the existing Parking Standards, Travel Plans & Developer Contributions for Sustainable Transport SPD (2005). It provides more detail to support the relevant policies in the Cannock Chase Local Plan (2018 - 2040), in particular the Transport Policies grouped under Strategic Objective 5 of the Plan.
- A.2. A series of Design Principles for vehicles, motorbikes, bicycles and lorry parking is provided within this section. A set of standards for main use classes (Table CP3a) and more flexible guidelines for other uses Table CP3b) can be found at the end of this section, as these can vary quite considerably, they need to be considered on a case-by-case basis.

### Policy Review

- A.3. There has never been set national standards for parking, however, national guidance including Planning Practice Guidance, White Papers and Transport Circulars have often informed local parking standards, where introduced.
- A.4. This section sets out the context and justification for the policy approach which is adopted to inform the approach to local parking standards.
- A.5. The NPPF states that if setting local parking standards for residential and non-residential development, the following should be taken into account:
  - a. The accessibility of the development;
  - b. The type, mix and use of development;
  - c. The availability and opportunities for public transport;
  - d. Local car ownership; and
  - e. The need to ensure an adequate provision of spaces for charging plug-in and other ultra-low emission vehicles.

### Maximum v Minimum Standards

- A.6. In the past, planning guidance supported maximum parking standards with the aim of reducing reliance on car use and encouraging walking, cycling and use of public transport. Whilst in certain locations it may be appropriate to limit car parking to achieve significantly higher densities of development, usually in situations where there are also vehicular constraint policies, it is now also acceptable to establish baseline amounts for car parking provision and set these as minimum levels (CIHT<sup>1</sup>).
- A.7. The NPPF (MHCLG, 2024) at Paragraph 113 of Chapter 9; Promoting sustainable transport states that maximum parking standards for residential and non-residential development should only be set where there is a clear and compelling justification

that they are necessary for managing the local road network, or for optimising the density of development in city and town centres and other locations that are well served by public transport (in accordance with chapter 11 of this Framework). In town centres, local authorities should seek to improve the quality of parking so that it is convenient, safe and secure, alongside measures to promote accessibility for pedestrians and cyclists.

- A.8. In line with the Framework, the Council seek to adopt a minimum parking standard for the District.

### Vehicle Sizes

- A.9. Car dimensions have generally increased over time as illustrated in the table below produced by the RAC (based on the top five models sold in the UK in those respective years<sup>2</sup>).

Year	Average width (m)	Average length (m)	Average total area (m2)
1965	1.5	3.9	5.9
1985	1.6	4.0	6.4
1995	1.7	4.3	7.3
2005	1.7	3.8	6.7
2015	1.8	3.9	7.3
2020	1.8	4.3	7.6

Table A.1: Car Dimensions

- A.10. This has a resultant impact on parking bay and garage sizes as it is important that spaces are large enough to accommodate modern vehicles if they are to be counted towards meeting minimum standards.
- A.11. The Department for Transport (DfT) Manual for Streets (2007) suggested parking bay sizes according to the type of space with a parallel parking arrangement requiring 6m by 2m, the traditional off-street parking space of 2.4m x 4.8m, with some additional space if considering parking spaces for disabled people. Motorcycles require a 2m x 0.8m footprint.
- A.12. These standards have been widely adopted by Local Planning Authorities and were also reiterated in The British Parking Association guide 'Parking Know How, Bay Size' in July 2016 which highlighted the standard 2.4m wide by 4.8m long as the 'UK norm' with the space for manoeuvring (roadways) between bays as 6metres. However, it also states 'these dimensions are neither minimum nor written in tablets of stone, and may be revised to suit particular needs, but remember that good access and wider bays aids efficient use of the parking area'<sup>3</sup>. The guidance provides a greater minimum dimension for bays reserved for disabled badge holders of a minimum of 6.6m long by 2.7m wide, or 3m wide where placed in the centre of the carriageway.

<sup>1</sup> The Chartered Institute of Highways & Transportation 'Guidance Note: Residential Parking res\_parking\_design:Layout 1 (accessed 10/03/25)

<sup>2</sup> Rac (2021) 'Standing Still' 69684 RACF – Standing Still AW.3.pdf (accessed 10/03/25)

<sup>3</sup> BPA (July 2016) 'Parking Know How Bay Size' Parking Standards for parking bay sizes (accessed 10/03/25)

- A.13. It offers more scope for motorcycles with ranges in length from 1800 to 2700mm and an average width of 1400mm per machine. For on-street parking places they cite guidance by the Motorcycle Action Group which suggest anchor points are set into the carriageway near to the kerb-edge or into the wall or floor of off-road parking places. These can be easy and cheap to install and allow riders to secure their bikes when parking. With a set height of about 60cm will accommodate a wide range of wheel sizes but hinder thieves using the floor or carriageway as leverage for bolt cutters and jacks. The guidance also supports bay sizes for coach parking of 15m by 5m.
- A.14. More recent guidance released in 2023 by the Institute of Structural Engineers recommends the length of a parking bay to increase from 4.8m (16ft) to 5.0m (16.4ft), and the width of a standard parking bay is likely to increase from 2.4m (8ft) to 2.6m (8.5ft) with particular applicability to commercial car parks<sup>4</sup>.
- A.15. The RAC report 'Standing Still' (2021) also highlights there has been a reduction in use of garages for parking noting contributory factors such as the increased size of vehicles, the conversion of garages for habitable living space, use of garages for storage and the conversion of front gardens into parking spaces. A study conducted by RAC Home Insurance in 2014 showed that 62% of households use their garage for purposes other than parking their car (RAC, 2014). Of the remaining 38% who use their garage for its intended purpose, one in five said that they found it hard to park their car inside because of the garage's small design (RAC, 2014).
- A.16. The Department for Transport (DfT) Manual for Streets (2007) recommended a minimum clear internal dimension of 3m by 6m for garages used for parking. However, it is problematic to count garage as equivalent parking spaces as there is no guarantee it will be used for that purpose due to the ability to convert them to habitable accommodation without permission, and the fact they are often used for storage.

**Car Ownership**

- A.17. Car ownership rates have been recorded by ONS in the 2021 census. 83% of households in the District had 1 or more cars or vans at the time of Census 2021.

Number of vehicles	Percentage of households in Cannock Chase %
No cars or vans in household	16.9
1 car or van in household	39.5
2 cars or vans in household	31.7
3 or more cars or vans in household	11.8

Table A.2: Car Ownership Percentages in Cannock Chase

- A.18. There are variations in rates of car ownership across the District with the highest levels of households with no cars concentrated in and around Rugley Town Centre and Cannock Town Centre and some of the highest levels of car and van ownership in Hawks Green, Wimblebury and Cannock Wood.

**Travel to Work**

- A.19. At the time of the 2021 Census, across Staffordshire Cannock Chase had the lowest proportion of employed residents who stated that they work mainly at or from home at 19.5%. This reflects the relatively high proportion of residents working in sectors and jobs that did not facilitate homeworking.
- A.20. Cannock Chase has the highest proportion of residents who travelled to work by driving a car or van of all English local authorities at 64% - above the England average of 44.5% and the Staffordshire average of 57.8% (Staffordshire Observatory Census 2021 Labour Force and Travel to Work Briefing Census 2021 - Staffordshire Observatory).
- A.21. 34.3% of Cannock Chase residents aged 16+ in employment travelled less than 10km to work in 2021, whilst 28.1% travelled 10km and over.

**Electric Vehicle Charging**

- A.22. Legislation and regulations have been introduced at a national level over the past few years to ensure the UK is ready for transition to electric vehicles. The Electric Vehicles (Smart Charge Points) Regulations 2021 requires new private (domestic and workplace) charge points sold in Great Britain to have smart functionality. Part S of the Building Regulations introduced in June 2022, mandates EV charging infrastructure in new and renovated buildings. The Public Charge Point Regulations 2023 seeks to improve the experience of consumers using public charge points.
- A.23. The Staffordshire County Council Public Electric Vehicle Charging Infrastructure Strategy was published in 2023. The strategy will support the authority to meet climate action targets and to facilitate and coordinate the increase of EV charging infrastructure across the County.

<sup>4</sup> The Institute of Structural Engineers (2023) 'Car Park Design' <https://www.istructe.org/resources/guidance/car-park-design/> (accessed 13/03/25)

## Car Parking Guidance

- A.24. Parking should not be an afterthought; it must be designed to fit sympathetically and appropriately within the development from the outset.
- A.25. As expressed in the National Design Guide; well-designed parking is attractive, effectively landscaped and sensitively integrated into the built form so that it does not dominate the development or the street scene. It incorporates green infrastructure, including trees, to soften the visual impact of cars, help improve air quality and contribute to biodiversity. Its arrangement and positioning relative to buildings limit its impacts, whilst ensuring it is secure and overlooked.

### Principle CP1: Car Parking Guidance

- Car park spaces for dwellings should not visually dominate the frontage of properties. Allocated parking provided for new dwellings should be to the side or rear of the property, wherever possible. Rear parking courts should not be supported unless appropriately designed including suitable rear access to the property, pathways, lighting and security measures.
- In-curtilage parking in front gardens is limited to 50% of the property's frontage, and only where there is room to retain 3m of frontage as garden. An exception can be made for dwellings built to M4(3) standards.
- Visitor parking should be provided only in unallocated marked on-street bays or in communal car parking courts, wherever possible.
- New hard surfaces which are not part of the public highway should be designed to be permeable.
- Large expanses of tarmac will not be acceptable. Applicants should adopt a landscape-led approach to car parking. Landscaping is encouraged around vehicle parking areas to reduce the visual impact of cars and promote biodiversity and improved health and wellbeing. Sufficient space should be allowed for planting and allowing people to get in and out of vehicles.
- Electric vehicle spaces and charging points need to be considered, so they are suitably located, sited and designed to avoid street clutter.
- Developments should contain appropriate parking provision for disabled people.
- Whilst adequate parking is required to serve the development, proposals should consider measures to reduce reliance on the private car and should prioritise walking, cycling and public transport (Policy SO5.1).



Figure A.1: Accessible Parking Bays

## Parking Bay Sizes

- A.26. The review of policy demonstrates that the average size of cars has been increasing, although national guidance has remained unchanged. This section sets out the standard size but recommends larger space sizes to accommodate modern vehicles, as well as setting bay sizes for other uses.
- A.27. The DfT has set out a detailed Local Transport Note on Cycle Infrastructure Design published July 202 which sets out typical dimensions of cycles and general principles for cycle parking.
- A.28. Parking Standards for accessible bays is currently set out in The Buildings Regulations 2010 Approved Document M and further guidance is set out in BS 8300 Design of an accessible and inclusive built environment - Buildings Code of Practice.

### Principle CP2: Parking Bay Sizes

- Standard parking bays are to be provided at a minimum size of 5m x 2.5m, to reflect the increased average size of cars.
- Designated parking bays for disabled people are to be provided at a minimum of 6m x 3.6m.
- Designated parking bays for disabled people will meet British Standard 8300:2009 which are at least 2400mm x 4800mm with a 1200mm wide safety or transition zone marked out with cross patterned stripes along at least one side of the bay (1200mm can be shared with an adjoining accessible bay).
- Parking bays for lorries are a minimum of 16.5m x 5m, with a minimum headroom of 2m.
- There should be a minimum of 6m reversing distance between parking bays.

### Note

The dimensions for a parking bay do not include the space needed for manoeuvring, loading and unloading.

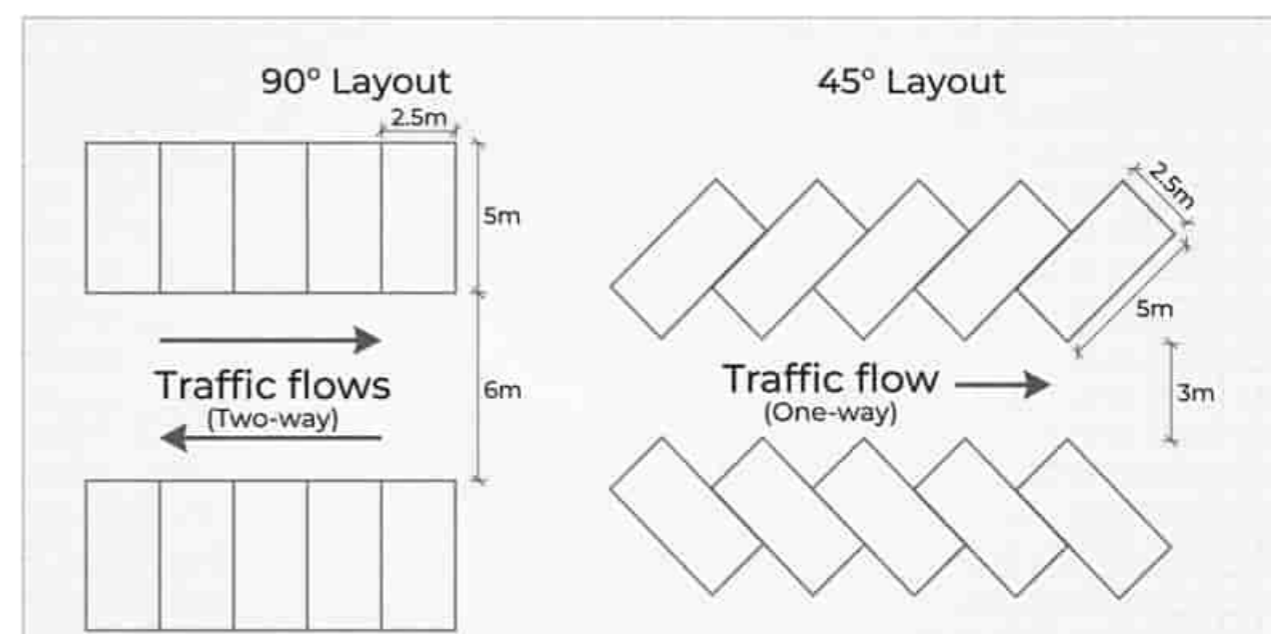


Figure A.2: Car Parking and Parking Bay Standards

## Parking Standards

- A.29. All development requires a level of parking which is appropriate to the intended occupancy and use. Schemes with too few spaces can lead to inappropriate on street parking which can be obstructive and present a hazard to users of the highway.
- A.30. This section presents minimum standards for the provision of parking spaces for vehicles, bicycles and motorbikes for different types of development. It also provides exceptions to the standards if detailed evidence demonstrates that the level of parking is unnecessary, for example in very accessible locations.

### Principle CP3: Parking Standards

- Applications for new development, extensions and change of use should accord with the minimum parking standards set in Table CP3a or have regard for the guidelines in Table CP3b.
- Parking provision in town and local centres will be considered on a case-by-case basis. The District wide standards may not be applicable in defined centres or other very accessible locations where it can be demonstrated that the development is served by safe walking and cycling routes, cycling facilities and frequent public transport provision, existing or planned, generally within an 800m/10-minute walking distance.
- In all other circumstances, evidence should be provided if an applicant seeks to demonstrate that the minimum standards may not be appropriate. Such evidence must consider the use of the development over its lifetime and not just the specific circumstances of the current user/occupier.
- As a principle, garages are not considered to count as part of the parking space provision, as there is no guarantee they will be used for vehicle parking. A parking space in a garage will only be considered as part of the policy provision if the internal space is at least 3m wide and 6m deep and it contains an electric vehicle charging point and will be subject to conditions at the planning stage for retention as a garage.
- Designated parking spaces for disabled people must be provided in accordance with prevailing Government standards.

## Motorcycle Parking Standards

- A.31. Motorcycles are more similar to bicycles than cars in terms of convenience, flexibility and security, and therefore the behaviour and requirements often align with the cycle parking model. Good practice from the Institute of Engineering Motorcycle Guidelines sets out that parking should be near, clear, secure and safe to use. The Council's motorcycle parking standards are based on these principles.

### Principle CP4: Motorcycle Parking Standards

- Developments should contain appropriate parking provision for motorcycles. Development requiring 200 or more car parking spaces should provide 5 stands measuring 1.4m x 2.3m marked 'Motorcycle Parking Only'.
- The location of motorcycle parking should be close to the entrance of sites and buildings.
- Motorcycle spaces should provide a flat level site made of material that does not become soft in hot weather, and preferably sited away from drains to improve safety for riders.
- Motorcycle parks should have dedicated security lighting or be located in well-lit areas which are naturally overlooked. Security measures to prevent vehicle theft such as CCTV coverage or anchor points should also be considered.
- Motorcycle bays should be sited away from tree cover wherever possible. Consideration should be given to the proximity of any trees which could make the surface more slippery. Covered bays are preferable although this must be balanced with the visual impact.

### BEST PRACTICE EXAMPLE - Motorcycle Security



Figure A.3: Motorcycle Parking Standards

## Cycle Parking Standards

- A.32. Policy and initiatives at the national and regional level to continue to promote cycling as an important mode of transportation that will improve people's health and wellbeing and can reduce the number of polluting vehicles on the road.
- A.33. The NPPF states that planning policies should provide for high quality walking and cycling networks and supporting facilities such as cycle parking (drawing on Local Cycling and Walking Infrastructure Plans).
- A.34. This has been fully bolstered by the development of Active Travel England as an executive agency sponsored by the Department of Transport. They aim to increase the number of local journeys being walked, wheeled or cycled by 2030.
- A.35. Staffordshire County Council published the Local Cycling and Walking Infrastructure Plan 2021 - 2031 in April 2021. It sets out the networks which are prioritised for improvements across the county. The plan identifies cycle parking is integral to any cycle network and states that cycle parking, and routes to and from it, should be clearly marked, overlooked, well-maintained, well-lit and integrated into the built environment.
- A.36. Planning for cycle parking in a wide range of developments, including consideration of storage in private residences is therefore one important factor in encouraging the greater take up of cycling as an alternative to car use.

## Principle CP5: Cycle Parking Standards

- Cycle bay sizes should be at least 2m in length for standard size bikes with some larger spaces for trailers, accessible and tandem bikes.
- Traditional cycle stands such as hoop stands require at least 0.6m clearance to walls, and a clear space of 1.0m in front to enable the bicycle to be wheeled into position. There should be a 1m clearance space between stands. Other types of cycle parking including cycle lockers, two tier stands or cycle hubs may be more appropriate in larger developments.
- The location of cycle stands shall be as close as possible to the entrance of sites and buildings. Cycling provision should be in secure positions or where surveillance by staff or passers-by are a deterrent to theft.
- It is recommended that parking for adapted cycles for disabled people is co-located with disabled car parking at a rate of 5% of total cycle parking provision.
- At any sites where ten or more spaces are provided, the stands should be located under cover, be lit and appropriately signed.
- The detailed design and lighting of such facilities should have regard to the locality and to the proposed development.
- Large employment generating development should provide cycle storage lockers and shower and changing facilities for cyclists.

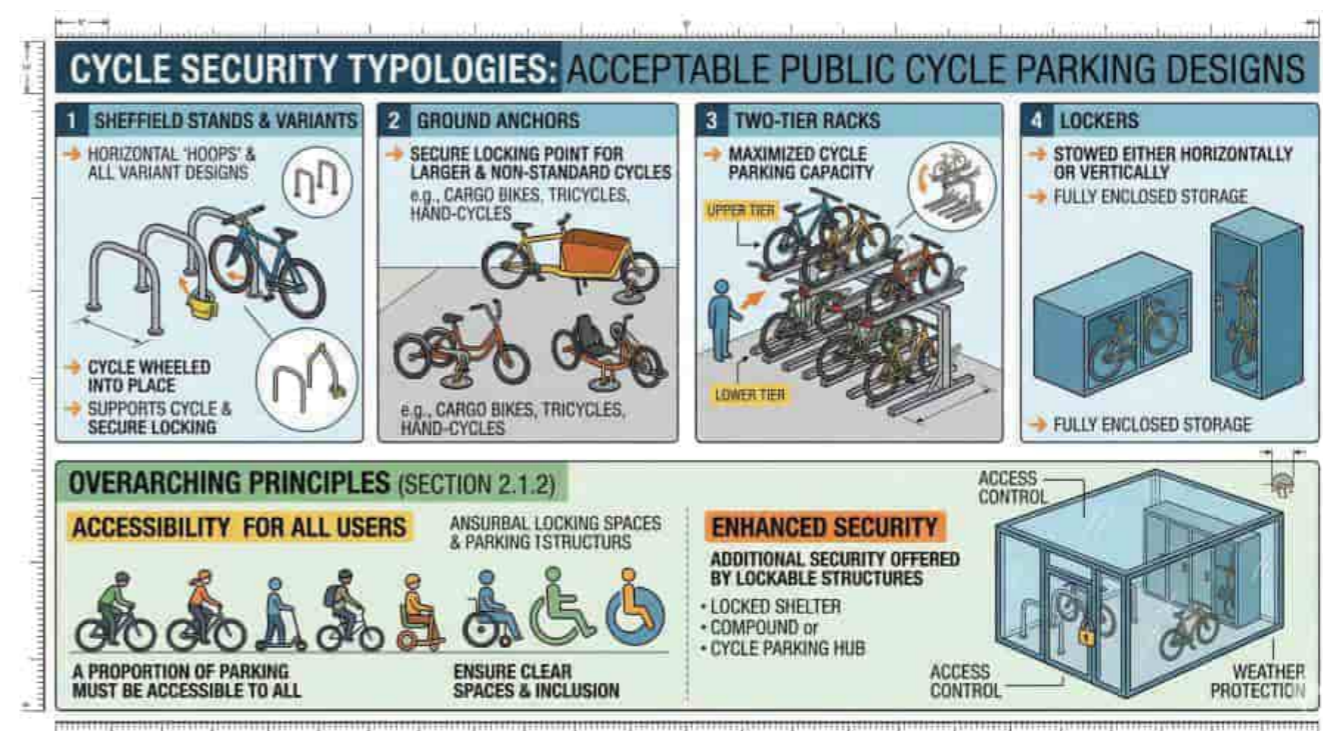


Figure A.4: Cycle Parking Standards

## Note

Consideration should be given to Active Travel England requirements for cycle infrastructure design as outlined in Local Transport Note 1/20 (LTN1/20) ([Cycle infrastructure design \(LTN 1/20\) - GOV.UK](#)).

**Lorry Parking Standards**

- A.37. Most lorry parks (or Truckstops) operate 24 hours a day. They are the safest place for lorries to park. Good secure parks can have entry and exit gates, covered by CCTV and may have other security features. The larger lorry parks may have a vehicle wash, fuelling facilities and provide food and wash facilities for drivers.
- A.38. The National National Highways' Lorry Parking Demand Assessment (2023) suggested that additional parking provision is needed in the vicinity of the Strategic Road Network in Staffordshire. The assessment used a scoring mechanism rating Local Authorities out of 20 with regard to off-site parking issues and on site lorry park utilisation issues. Although Cannock Chase was not identified as a priority area scoring above 12 in the analysis, it did score 11.8 and therefore is close to the threshold. The demand arises to the east of Cannock around the A5/M6 toll although there is lorry parking available at Norton Canes Services which was completed after the study was published, and may have addressed this demand and would affect the overall score.
- A.39. The following guidelines are provided to inform proposals for new lorry parks in the District.

**Principle CP6: Lorry Parking Standards**

- a. Parking bays require level ground and should be well marked.
- b. The parking area should be well-lit with either security or overhead lighting.
- c. The parking area should be secure, surrounded by perimeter fencing that is higher than 1.8m and CCTV which monitors the perimeter and entrance. Consideration should be given to the design of the entrance to prevent unauthorised access.
- d. Lorry parks should provide toilets and showers for all genders to provide basic amenities for lorry drivers. Proposals which include convenience food, cafes or alternative overnight accommodation are also supported to expand the services available.
- e. Locations should have good access to the internet or proposals should seek to improve local internet access on site as electronic payment systems and pre booking systems are encouraged in lorry parks, reducing the need for carrying cash which is a security risk.
- f. The design of the development should provide a welcoming environment to customers, clearly signposting the facility to ensure that it is visually recognisable from the roadside.
- g. Proposals for staffed facilities are supported to improve security and to support the services on offer to customers.

- h. It is recognised that lorry park locations may be outside of defined settlements in the development plan. Early engagement with the Local Planning Authority is encouraged through the pre-application service to discuss the proposal and gain advice.
- i. Whilst the overall national need for new, high quality lorry parks is accepted, it may be necessary to demonstrate through an application the need for a lorry park in a specific location in the District, particularly where this would be contrary to policies in the development plan. Consideration should be taken of the quantity and quality of existing facilities in the vicinity, and the extent to which they are operating at capacity to help to determine the need for further parking facilities.

## Parking Standards - Table CP3a

Cannock Chase District Parking Standards

Use Class	Vehicle	Bicycle	Other
B2 General industrial	<p>1 space per 25m<sup>2</sup> up to 250m<sup>2</sup>                      Floorspace above 250m<sup>2</sup>: 1 space per 50m<sup>2</sup></p> <p>Disabled parking: Individual spaces for each disabled employee plus 2 spaces, or 5% of the total, whichever is greater</p>	1 space per 500m <sup>2</sup>	
B8 Storage or distribution	<p>Floorspace below 250m<sup>2</sup>: 1 per 25m<sup>2</sup>                      Floorspace above 250m<sup>2</sup>: 1 space per 50m<sup>2</sup>                      Floorspace above 1000m<sup>2</sup>: 1 space per 80m<sup>2</sup></p> <p>Disabled parking: Individual spaces for each disabled employee plus 2 spaces, or 5% of the total, whichever is greater</p>	1 space per 1000m <sup>2</sup> gross floor area	Sufficient lorry spaces will also be expected
C1 Hotels	<p>Employees: 1 space per 5 staff                      Guests: 1 space per bedroom</p> <p>Disabled parking: 3 spaces or 6% of the total, whichever is greater</p>	<p>Employees: 1 space per 5 staff                      Guests: 1 space per 10 guest rooms</p>	<p>Where accommodation for resident members of staff is to be provided, additional spaces may be sought in accordance with the standards relating to dwellings.</p> <p>Available space off-highway for servicing/delivery vehicles</p>
C2 Residential Institutions	<p>Resident Staff: 1 space per resident staff                      Non-Resident Staff: 1 space per 5 non-resident staff plus 1 space per 30 bed spaces                      Visitors/Care Workers: 1 space per 3 beds for visitors/care workers                      1 space per 10 students (unless the educational facility is for over 16 years where there should be 1 space per 5 students)                      Disabled parking: 3 spaces or 6% of the total, whichever is greater.</p>	<p>1 space per 5 staff                      1 space per 3 bed spaces                      1 space per 10 students</p>	<p>Hospitals: Parking provision should be determined on a case-by-case basis, taking into account the range of functions contained. Parking levels and management arrangements should be defined in a transport assessment covering staff, patients and visitors.</p>
C2A Secure Residential Institution	<p>Resident Staff: 1 space per resident staff                      Non-Resident Staff: 1 space per 2 non-resident staff                      Visitors/care workers: guide: 1 space per 3 beds for visors, see note.                      Disabled Parking: 3 spaces per 6% of the total, whichever is greater (minimum 2 disabled spaces on site)</p>	<p>1 space per 5 staff                      1 space per 5 staff plus                      1 space per 30 bed spaces                      1 space per 10 students</p>	<p>Class C2A includes a variety of uses which will demand a varying need for parking. Standards should be used as a guide but there must be flexibility, and applications should be looked at on a case-by-case basis. Visitor parking requirements will vary between institutions and should be dealt with on an individual application basis.</p>

<p><b>C3 Dwellinghouses</b></p>	<p>4+ bedroom homes: 3 spaces 2 and 3 bedroom homes: 2 spaces 1 bedroom homes: 1 space</p> <p>For flats and major developments, provision of unallocated car parking will be required to accommodate additional cars and visitors: 1 unallocated space per 5 dwellings (0.2 per dwelling)</p>	<p>For individual dwellings, provision within storage room, garage or via access to rear garden to be demonstrated.</p> <p>Covered, lit, secure cycle storage must be provided for apartments: minimum 1 space per apartment.</p>	
<p><b>C4 Houses in Multiple Occupation</b></p>	<p>3 spaces (0.5 spaces per bedroom), except where the property does not have safe pedestrian access to services and facilities (800m distance to a convenience shop on footpaths) where 1 space per bedroom would be required.</p>	<p>Covered secure cycle storage must be provided: 0.5 spaces per bedroom.</p>	<p>The Standards per bedroom set out for C4 HMO's are also applicable to proposals which are classed as Sui Generis i.e HMO's above 6 bedrooms.</p>
<p><b>E(a) Display or retail sale of goods, other than hot food</b></p>	<p>Food stores: 1 space per 14m<sup>2</sup> Non-food stores: 1 space per 20m<sup>2</sup></p>	<p>Small retail (&lt;200m<sup>2</sup>): 1 per 100m<sup>2</sup> Medium (200-1,000m<sup>2</sup>): 1 per 200m<sup>2</sup> &gt;1,000m<sup>2</sup>: 1 per 250m<sup>2</sup></p>	<p>Available space off-highway for servicing / delivery vehicles.</p>
<p><b>E(b) Sale of food and drink for consumption (mostly) on the premises</b></p>	<p>Customers: 1 space per 10m<sup>2</sup> Employees: 1 space per 2 staff</p>	<p>1 space per 60m<sup>2</sup> (excluding associated residential accommodation)</p>	<p>Any residential accommodation will also require consideration of parking requirements. Available space off-highway for servicing / delivery vehicles.</p>
<p><b>E(c) Provision of:</b></p> <ul style="list-style-type: none"> <li>• E(c)(i) Financial services,</li> <li>• E(c)(ii) Professional services (other than health or medical services), or</li> <li>• E(c)(iii) Other appropriate services in a commercial, business or service locality</li> </ul>	<p>1 space per 20m<sup>2</sup></p>	<p>1 space per 200m<sup>2</sup></p>	
<p><b>E(d) Indoor sport, recreation or fitness (not involving motorised vehicles or firearms or use as a swimming pool or skating rink,)</b></p>	<p>Considered on a case-by-case basis. In determining the minimum number of spaces, consideration will be given to the total number of staff and predicted customer usage of the facility at peak times. Provision for spectators and visiting sports teams including coach parking will also be taken into account, where applicable.</p>	<p>1 space per 5 staff plus 1 space per 100m<sup>2</sup></p>	
<p><b>E(e) Provision of medical or health services (except the use of premises attached to the residence of the consultant or practitioner)</b></p>	<p>1 space per medical practitioner on duty at the busiest time plus 1-2 spaces per consulting room in use at the busiest time.</p>	<p>1 space per 5 staff 1 space per 5 staff plus 1 space per 30 bed spaces 1 space per 10 students</p>	
<p><b>(f) Creche, day nursery or day centre (not including a residential use)</b></p>	<p>1 space per employee plus 1 space for every 6 children attending. Proposals should demonstrate there is appropriate provision made for drop off/collection of children, including</p>	<p>1 space per 5 staff plus 1 space per 200m<sup>2</sup> for visitors</p>	

	consideration of staggered drop off/collection times.		
E(g) Uses which can be carried out in a residential area without detriment to its amenity	1 space per employee plus consideration of appropriate unallocated parking for customer/visitor	Considered on a case-by-case basis.	
F1 Learning and non-residential institutions	<p>Museums/art galleries/libraries: 1 space per every 3 members of staff present at peak times plus 1 parking space for every 5 sqm of public floor space.</p> <p>Education: 1 space per teaching staff plus 1 space for every 3 non-teaching staff. 1 space per 15 students (appropriate provision should be made for drop off/collection of children, including by bus/coach).</p>	<p>1 space per 15 staff plus 1 space per 60m<sup>2</sup></p> <p>1 space per 5 staff plus 1 space per 3 students</p>	
F2 Local community	Considered on a case-by-case basis. In determining the minimum number of spaces, consideration will be given to the total number of staff and predicted customer usage of the facility at peak times based on two people per car. Some of the uses are considered under Table CP3b	Considered on a case-by-case basis.	
Sui Generis	Considered on a case-by-case basis. In determining the minimum number of spaces, consideration will be given to the total number of staff and predicted customer usage of the facility at peak times based on two people per car. Some of the uses are considered under Table CP3b	Considered on a case-by-case basis.	

## Parking Standards – Table CP3b

Cannock Chase District Parking Standards for other uses

Use Class	Vehicle	Bicycle	Other
Stadia	1 space per 15 seats (Transport Assessment and Travel Plan will be required)		For stadia sufficient coach parking should be provided to the satisfaction of the local authority and treated separately from car parking. Coach parking should be designed and managed so that it will not be used for car parking.
Theatre	1 space per 3 members of staff 1 space per 5 customer seats 1 space per 10m <sup>2</sup> dressing room space	1 space per 5 staff plus 1 space per 100m <sup>2</sup>	Available space off-highway for servicing / delivery vehicles.
Caravans: Residential sites/ mobile homes Or Transit or static holiday site	1 space per caravan Visitors 1 space per 5 pitches	1 space per 5 staff plus 1 space per 10 pitches	
Garden Centres	1 space per 50m <sup>2</sup> for staff and customers	1 space per 200m <sup>2</sup> for staff and customers	Available space off-highway for servicing / delivery vehicles.
Marinas	1 space per 2 mooring berths	1 space per 10 moorings	Available space off-highway for servicing / delivery vehicles.
Taxis or Vehicle Hire	1 space per permanent member of staff plus 1 space per 1 registered car		
General vehicle repair and servicing garages	3 car/lorry spaces as appropriate per service bay plus 1 space per 50m <sup>2</sup> for staff		Available space off-highway for servicing / delivery vehicles.
Car washing facilities	5 queuing spaces		Available space off-highway for servicing / delivery vehicles.
Specialist vehicle repair centres i.e. tyres, exhausts etc.)	3 car/lorry spaces as appropriate per service bay plus 1 space per 40m <sup>2</sup> of staff parking		Where retail food sales are also present at a facility the appropriate Class A1 standard - smaller retail units, will normally be required, i.e. 1 space per 10m <sup>2</sup> . Spaces will also be required for articulated vehicles and deliveries
Golf courses	Minimum 100 spaces per 18-hole course.		Any licensed club facilities will need additional parking Mini-bus or coach parking to be considered on need.
Tennis, Bowling (Greens), Cricket, Football, Rugby	1 space per 3m <sup>2</sup> of public floor area of buildings; 12 spaces and one space for a coach for each pitch		Available space off-highway for servicing / delivery vehicles.
Halls or meeting places, principally for local community	1 space per 10m <sup>2</sup> 1 space per lane of any driving range		Mini-bus or coach parking to be considered on need.
Cinemas, bingo, casinos, concert halls and conference facilities	Over 1000m <sup>2</sup> : 1 space per 5 seats		Available space off-highway for servicing / delivery vehicles.
HMO's above 6 bedrooms	3 spaces (0.5 spaces per bedroom), except where the property does not have safe pedestrian access to services and facilities (800m distance to a convenience shop on		

	<b>footpaths) where 1 space per bedroom would be required.</b>		
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## Appendix B: National and Local Guidance (Nature)

### National Guidance

- The Green Infrastructure Framework produced by Natural England, provides national principles, standards, mapping tools and design guidance for creating high-quality, multifunctional GI that supports biodiversity, climate resilience, and access to nature. It includes the Accessible Greenspace Standard, Urban Tree Canopy Standard, Urban Greening Factor, and Urban Nature Recovery Standard. <https://designatedsites.naturalengland.org.uk/GreenInfrastructure/Home.aspx>
- Government Planning Practice Guidance for Biodiversity Net Gain <https://www.gov.uk/government/collections/biodiversity-net-gain#developer-guidance>
- Institution of Lighting Professionals/Bat Conservation Trust guidance on sensitive lighting to promote wildlife use alongside lighting requirements. <https://theilp.org.uk/resource/gn08-bats-and-artificial-lighting-pdf.html>
- National Standards for Sustainable Drainage Systems (2025) Core Standard 6 details design requirements for biodiversity [National standards for sustainable drainage systems \(SuDS\) - GOV.UK](https://www.gov.uk/government/publications/national-standards-for-sustainable-drainage-systems)
- British Standards relating to biodiversity and green infrastructure, including BS 42020 (Biodiversity in Planning), BS 8683 (Biodiversity Net Gain), BS 5837 and BS 8545 (Trees in Development and Establishment), BS 8576 (Veteran Trees), and BS 42021:2022 (Integral Nest Boxes – Selection and Installation for New Developments), or any subsequent updates. <https://knowledge.bsigroup.com/>
- National guidance on plant selection includes Flora Locale's *Go Native! Planting for Biodiversity* guidance, Forestry Commission's *Tree Planting and Woodland Creation Resources*, the Woodland Trust's *Woodland Creation Guide*, and nationally available native-plant selection tools such as Living England, Plantlife's Wildflower Finder and Kew's Know & Grow. These collectively support the use of ecologically appropriate, locally native and biosecure plant species in development.
- Hedgehog connectivity guidance is provided nationally by Hedgehog Street, <https://www.hedgehogstreet.org/>
- Swift Conservation Trust details how to integrate nesting opportunities for swift into development <https://www.swift-conservation.org/OurLeaflets.htm>
- Bat Conservation Trust details how to integrate bat boxes into development <https://www.bats.org.uk/our-work/buildings-planning-and-development/bat-boxes>

### Local Guidance

- Local Nature Recovery Strategy for Staffordshire & Stoke-on-Trent (due to be published in 2026) will identify priority locations for restoration and expansion. <https://staffsandstokelnrs.co.uk/>
- Urban Forestry Strategy 2019–2024 (Cannock Chase) supports retention and expansion of tree cover, climate resilience, landscape character and habitat connectivity.
- Cannock Chase Open Space Assessment (2023) is the evidence base underpinning GI and green space provision.
- Strategic Green Space Network (2022) identifies high-value multifunctional green space needing enhanced protection and connectivity.
- Midlands Heartlands Heathland – a mapped dataset showing areas within the Midlands Heartlands Heathland corridor, which, according to their soils and historic habitats, may be suitable for heathland creation. <https://www.data.gov.uk/dataset/72de0d9a-36fb-4b23-a3a4-2a27ddcd6d71/midlands-heartlands-heathland-heathland-nature-recovery-opportunities-map>
- Cannock Chase Council Biodiversity Net Gain Guidance Note. <https://www.cannockchasedc.gov.uk/residents/planning-and-building-control/development-control/7-biodiversity-net-gain>

## Appendix C: Character Area Descriptions

20 Character Area Descriptions created during the District Characterisation Study 2011 covering the following areas:

- A5 Corridor
- Hednesford Town Centre and Historic Suburbs
- Hagley
- Hawks Green
- Brereton and Ravenhill
- Bridgtown
- Cannock Town Centre and Historic Suburbs
- Cannock Wood
- Noth Cannock – Chadsmoor, Broomhill and Blackfords
- Hazelslade and Rawsley
- Heath Hayes and Wimblebury
- North Rugeley and Brereton
- Norton Canes
- Outlying Buildings/Hamlets in Rural Areas
- Prospect Village
- Pye Green Valley
- Rugeley Town Centre and Historic Suburbs
- Slitting Mill
- South and West Cannock
- Western Rugeley – Etchinghill and Springfields

## Character Area Profile Legends and Glossary

### Key Features Map



<b>Term</b>	<b>Explanation</b>
<i>Key View</i>	Views of the skyline or landscape across the District, often created by the lie of the land or landmark features. They help provide key first/lasting impressions of the District and they make a major contribution to the character of an area
<i>Landmark</i>	Notable buildings that stand out – they help create key first/lasting impressions of areas and are identified with particular places
<i>Node</i>	key movement points of the District, but not as prominent as gateways
<i>Gateway</i>	Key entrance/exit points of the District and communities across it e.g. major road junctions and where the urban and rural areas meet. Help create key first/lasting impressions of areas
<i>Primary key route</i>	The most popular roads used to access the District and pass through on journeys to the wider area e.g. Shropshire and the Black Country or Birmingham.
<i>Secondary key route</i>	Used primarily for key local journeys to neighbouring areas or within the District.
<i>Minor key route</i>	Similar to secondary routes but used on a lesser scale.
<i>Accessible Greenspace</i>	Accessible public green space throughout the urban areas used for leisure purposes. Countryside areas that aren't open to the public are excluded. Major greenspaces are identified because of their District-wide importance. The network of greenspace contributes to the character of an area.

## Character Types Map

-  Historic Town Centre
-  Town Centre Redevelopment
-  Edge of Historic Town Centre
-  Historic Local Centre
-  Industrial - Victorian (Pre 1914AD)- houses
-  Inter War (1914-1945AD)- houses
-  Post War (1945-1990/2000AD)- houses
-  Modern (1990-2000AD onwards)- houses
-  Large Scale Industrial and Commercial

## Landscape Character Types Map

-  River Meadowlands
-  Wooded Estatelands
-  Settled Farmlands
-  Sandstone Hills & Heath
-  Planned Coalfield Farmland
-  Coalfield Farmland

<b>Term</b>	<b>Explanation</b>
<i>Historic Town Centre</i>	Old town centres of Cannock, Rugeley and Hednesford- have medieval or early/mid 19 <sup>th</sup> century origins and surviving old buildings
<i>Town Centre Redevelopment</i>	Parts of the old town centre knocked down and rebuilt in modern style- often as indoor malls or markets
<i>Edge of Historic Town Centre</i>	Buildings that are often larger e.g. supermarkets or cinemas so have located on the edge for more space for the development
<i>Historic Local Centre</i>	Old local centres of Heath Hayes, Chadsmoor, Bridgtown and Brereton that have long history and have surviving old buildings, mainly from the 19 <sup>th</sup> /early 20 <sup>th</sup> century
<i>Industrial-Victorian</i>	Residential areas built in the 18 <sup>th</sup> -early 20 <sup>th</sup> century. Includes traditional terraced houses and some large, grand estate buildings
<i>Inter War</i>	Residential areas built in the early-mid 20 <sup>th</sup> century (1914-1945). Often semi-detached properties or bungalows
<i>Post War</i>	Residential areas built between 1945-1990s. Often semi-detached or detached properties and are large estates
<i>Modern</i>	Residential areas built from 1990s/2000 to the present day. Similar to post-war but can also include flats/apartments
<i>Large Scale Industrial and Commercial</i>	Areas for businesses e.g. business parks at Kingswood Lakeside in Cannock or the Towers in Rugeley

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<i>River Meadowlands</i>	Flat area created by the flooding of the River Trent. Meadows and trees are a key feature of this countryside. Some farming and industrial activities occur in this area.
<i>Wooded Estatelands</i>	Large, dense woodland is key feature of this countryside. Some valleys created by streams and rivers. Farming occurs in the area.
<i>Settled Farmlands</i>	Flatter areas which are mainly laid out for farming or horse grazing e.g. 'grassed' fields. Trees and hedgerows are a key feature, but they are not large woodlands.
<i>Sandstone Hills and Heath</i>	Heath plants and woodland, valleys and hills are key features of this countryside. Horse grazing and farming occurs in the area.
<i>Planned Coalfield Farmland</i>	Flat areas previously used for coal mining and since filled in. Rather than recovering from coal mining 'naturally' the restoration has been more planned, with planting of trees and heath plants purposefully e.g. at Kingswood Lakeside. Farming and industrial activities occur in the area.
<i>Coalfield Farmland</i>	Flat areas previously used for coal mining and since filled in. Mainly grass and woodland areas with some open water features. Farming occurs in the area. The area has been allowed to recover from coal mining 'naturally'.

## **'Further Information' Glossary**

<b>Term</b>	<b>Explanation</b>
Character Type Descriptions	Character types refer to the categories given to the time and period of development in a particular area e.g. is it residential or commercial, built after 1945 or before. There are several character types as set out in the relevant legend above
Rugeley/Cannock EUS (2009/10) and HUCAs	Rugeley/Cannock Extensive Urban Survey-provided detailed analysis of the history and present day built form of the two town centres. HUCA = Historic Urban Character Area
Historic Environment Character Assessment and CHECZ/RHECZ	Provides analysis of historic sensitivity of selected areas in the District. CHECZ= Cannock Historic Environment Character Zone. RHECZ= Rugeley Historic Environment Character Zone
Landscape Character Assessment	Provides analysis of landscape features and their sensitivity/quality across the District. Heathland, Wooded Estatelands etc all refer to a particular type of distinctive landscape and are explained fully in the assessment (or summarised above)
Cannock Chase Local List	A list of buildings or structures which are of local importance

## A5 Corridor

**Character Description:** Prominent route to/through the District, A5 part of strategic road network with enhanced prominence following construction of M6 Toll road and junctions. Built-up western section mainly mid-late 20<sup>th</sup> century/modern large scale commercial/industrial character area with some smaller scale early 20<sup>th</sup> century buildings, including residential, and some larger scale leisure use. Eastern section has rural character with limited roadside development, within Green Belt (see Outlying Buildings character area).

### Key features are:

- A5 follows line of Watling Street, a Roman road, in a wide corridor. Western section retains its commercial character via modern developments.
- Area comprises former 19<sup>th</sup> century industrial landscape of colliery, canals, locks, coal pits and brick works, now largely gone but may be potential for surviving archaeology. Area adjoins adjacent Coalfield Farmlands landscape character area.
- Large commercial sites each side of western A5 comprise series of mostly modern buildings set back from road with ad hoc frontages/signage lacking significant tree planting on long stretches. East and north across Eastern Way and Kingswood Lakeside are distinct retail/business parks and innovative buildings in well-landscaped settings, with lakes and native woodland planting at Kingswood Lakeside.
- Small scale residential property (interwar bungalows and terraced Victorian housing) along frontages near Bridgtown, mostly light coloured render with frontage fences/walls/ hedges.
- Variety of design, scale and materials, dominated by large, 'bulky' developments in brick, cladding and glass.
- Saredon Brook to south of area fuelled many older industrial uses and is key natural landscape feature of historic interest.
- Area well served by transport routes including M6 Toll. 'Gateways' at Churchbridge and Longford Island, with landmark buildings e.g. Ramada Hotel and Longford House.
- Views along corridor constrained by railway bridge/roadside development at Churchbridge, elsewhere open views across level terrain with business parks visible on rising ground at Kingswood Lakeside/Eastern Way.

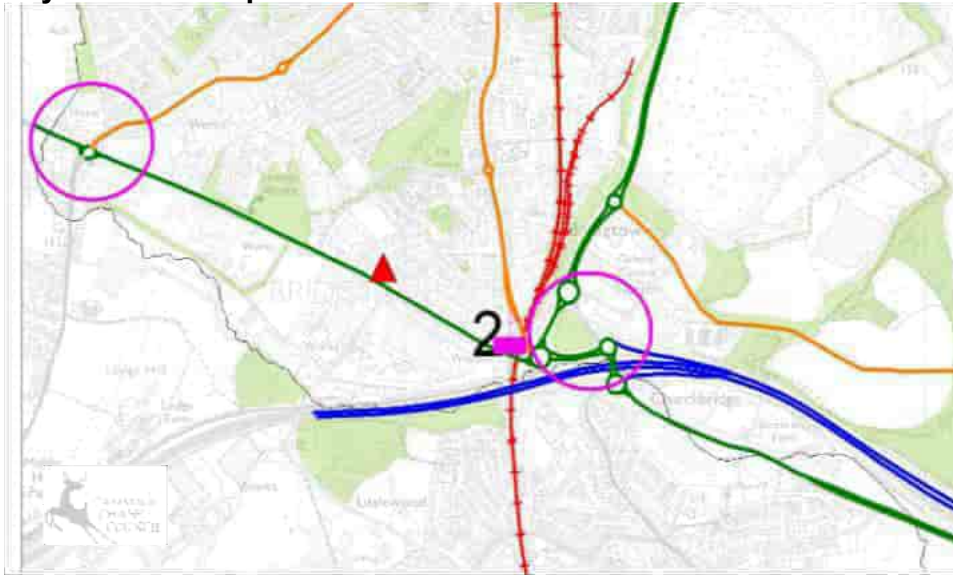
### Key Local Design Principles or 'New development should':

- Reinforce commercial uses along western section of A5 recognising its key economic potential for District.
- Encourage use of high quality frontage treatment and signage to commercial development with soft landscaping providing a unifying feature, to create visual/road safety and environmental enhancement along this strategic corridor which is an 'Air Quality Management Zone'.
- Retain and supplement areas of mature tree planting at western end of corridor.
- Continue to promote high quality design and landscape principles of more recent development e.g Kingswood Lakeside.
- Recognise scope for variety of good quality design and materials throughout area whilst respecting scale of existing development.
- Recognise industrial heritage of area and seek to enhance surviving locally distinctive features and their settings, including proposed restoration of Hatherton Canal route through this area.
- Respect and enhance the forms of historic farmsteads in their landscape context.

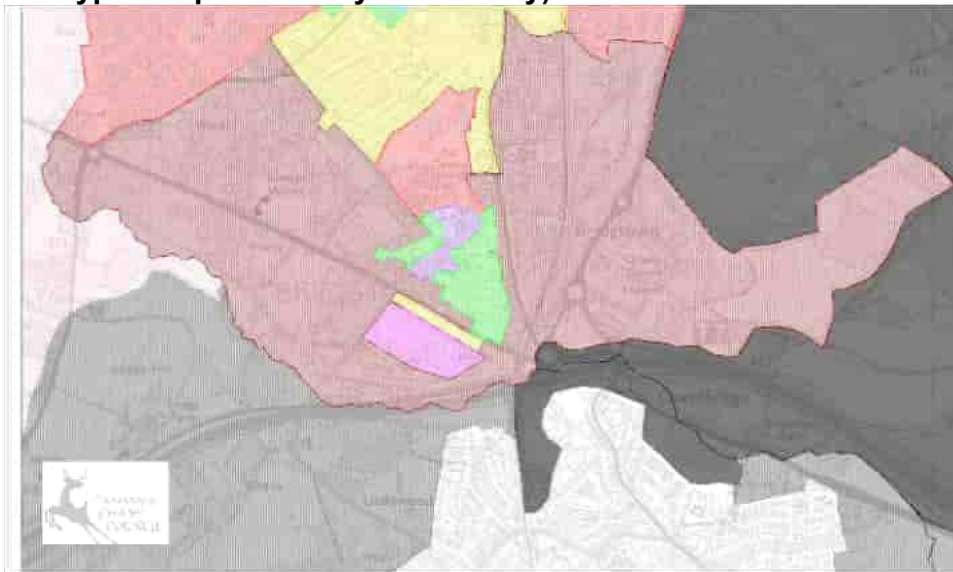
### Further Information:

- Cannock EUS (2009) – HUCAs 15-17
- Landscape Character Assessment (2008)- Coalfield Farmlands
- Cannock Chase Local List

Key Features Map



Character and Landscape Types (period/time of development and type of open countryside nearby)



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Landmark 2- Ramada Hotel



## Hednesford Town Centre and Historic Suburbs

**Character Description:** A small town with strong links to former mining and horse racing industries that contributed to the areas rapid development in the 19<sup>th</sup> century. At foot of Hednesford Hills on edge of Cannock Chase. Suburbs largely 20<sup>th</sup> century in character but with remnants of former Industrial/Victorian properties. Town centre undergoing regeneration which aims to enhance the retail offer.

### Key features are:

- The listed Cross Keys Inn, a former coaching inn, dating from 1746, lies at edge of character area in old centre of Hednesford, approx ¾ mile south of present day town centre. Despite town's possible origins in 11<sup>th</sup> century developing into a small village in 16<sup>th</sup> century most of surviving historic buildings and features date from 19<sup>th</sup> century, reflecting rapid growth of area related to expansion of coal mining.
- Area influenced by surrounding Heathland landscape character and prominence of Hednesford Hills designated 'common land'. Topography of Hills creates a unique green backdrop to the town.
- Present day town centre has 19<sup>th</sup> century character with predominantly 2 storey buildings with shops lining the winding main street, and some modern/contemporary infill e.g. The Lightworks. Ongoing regeneration plans will modernise this character further with new development/redevelopment at each end of the main street and to the north. Red brick and grey tiling dominates, with some rendering and yellow brickwork. Unique detailing to property in Market Street reinforces tradition and distinctive character. Mainly 2 storey, terraced properties with some 3 storey. High-medium density.
- Surviving 19<sup>th</sup> century 2 storey residential property and grid street pattern to east at Church Hill and elsewhere around town centre. Mid-20<sup>th</sup> century development to south with plenty of bungalows. Post-war development lower density, 1960s-70s in character, varied materials/detailing.
- Area acts as key 'gateway' between the wider Cannock urban area and the rural Chase/Hednesford Hills (urban-rural fringe character) along a key route which links north-south. Key landmarks are the listed Angelsey Lodge (1831) standing well back from road at west end of town centre and Hednesford War Memorial (1930s) on edge of Hills. The nearby Our Lady of Lourdes Catholic church dates from 1927-1933, built in 13<sup>th</sup> century style with French overtones.
- Distinct features reflect local heritage and identity e.g. town clock and Miners Memorial in front of the Library. Hednesford Park provides important landscape setting to north of town centre with community recreation facilities.

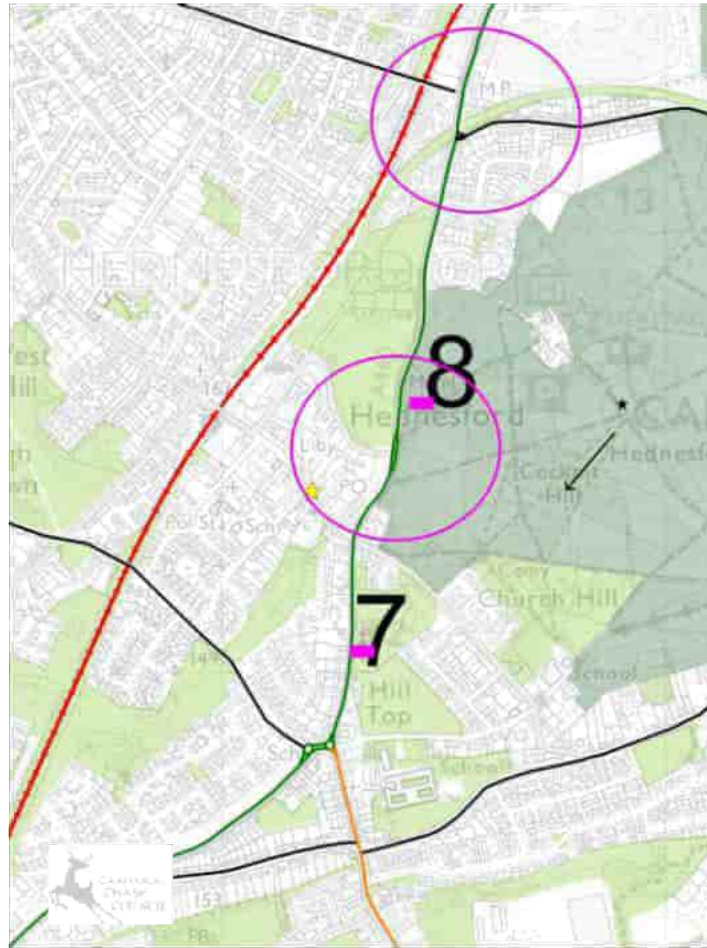
### Key Local Design Principles or 'New development should':

- Preserve/enhance locally distinctive key features of Hednesford town centre and historic suburbs, including the winding street layout, small scale of development and key features of historic and local interest and their settings.
- Preserve/enhance the rural-urban fringe character including key landscape assets of Hednesford Hills, Park and mature trees visible around town. Draw upon this landscape character as inspiration for further 'greening' public spaces in the urban environment and buffering the urban edge.
- Encourage high quality shopfront and signage design and materials appropriate to the particular building within the town centre and support a wide range of mixed uses and small independent shops to enhance variety and vitality.
- Support high quality public realm design and materials with reduction of clutter, and pursue opportunities for public art to further enhance local identity e.g. next phases of Miners Memorial.

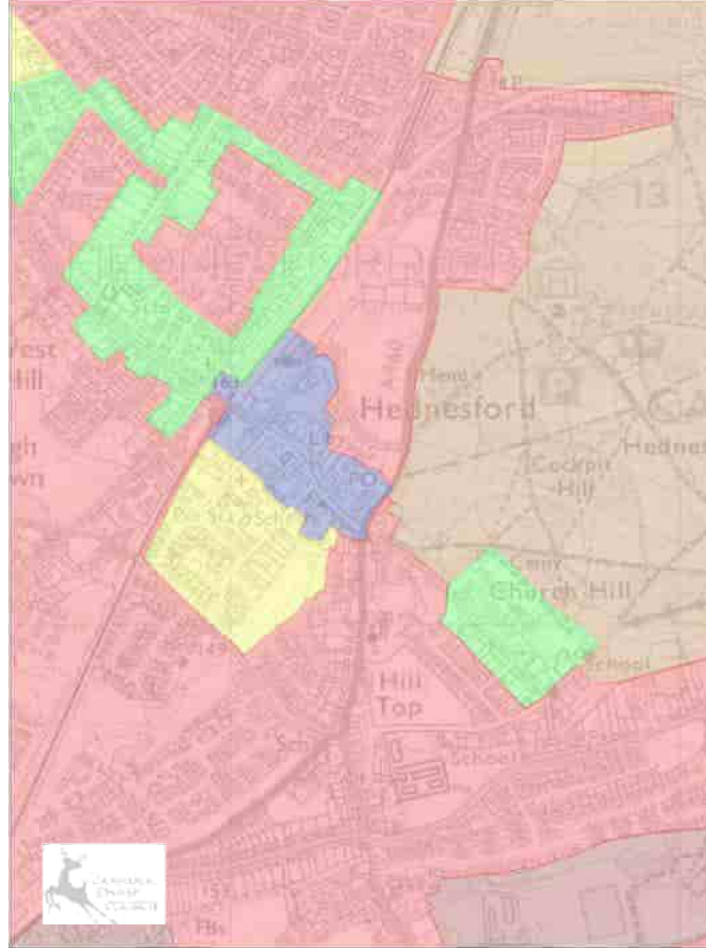
### Further information:

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- Heathland
- Historic Environment Character Assessment (2009)- CHECZ 5-7
- Cannock Chase Local List

## Key Features Map



## Character and Landscape Types (period/type of development and type of open countryside nearby)



Landmark 7 – Our Lady of Lourdes



Landmark 8 – War Memorial

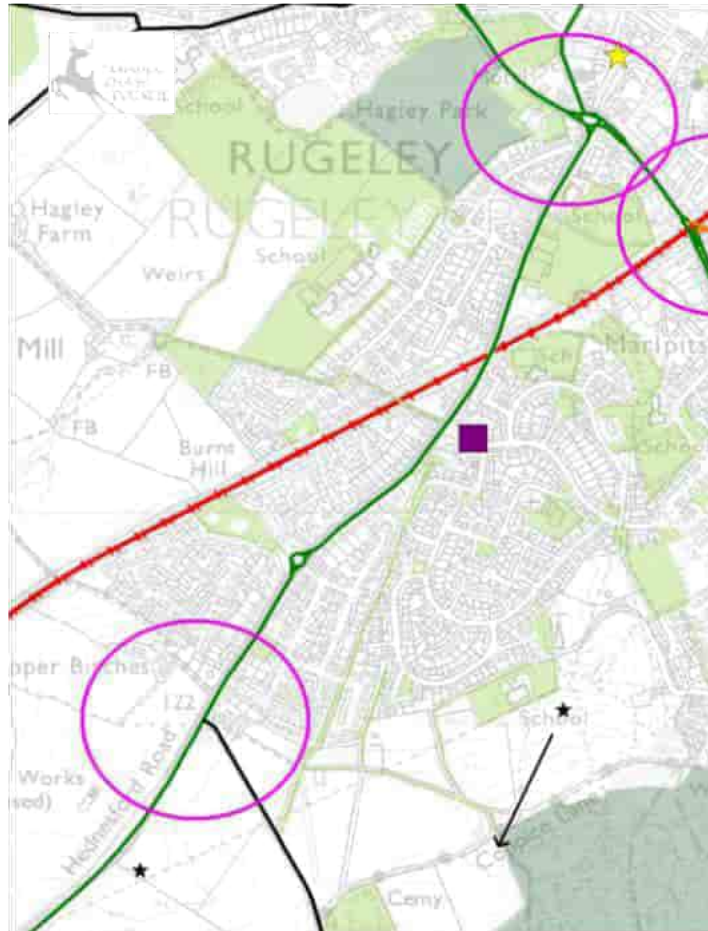


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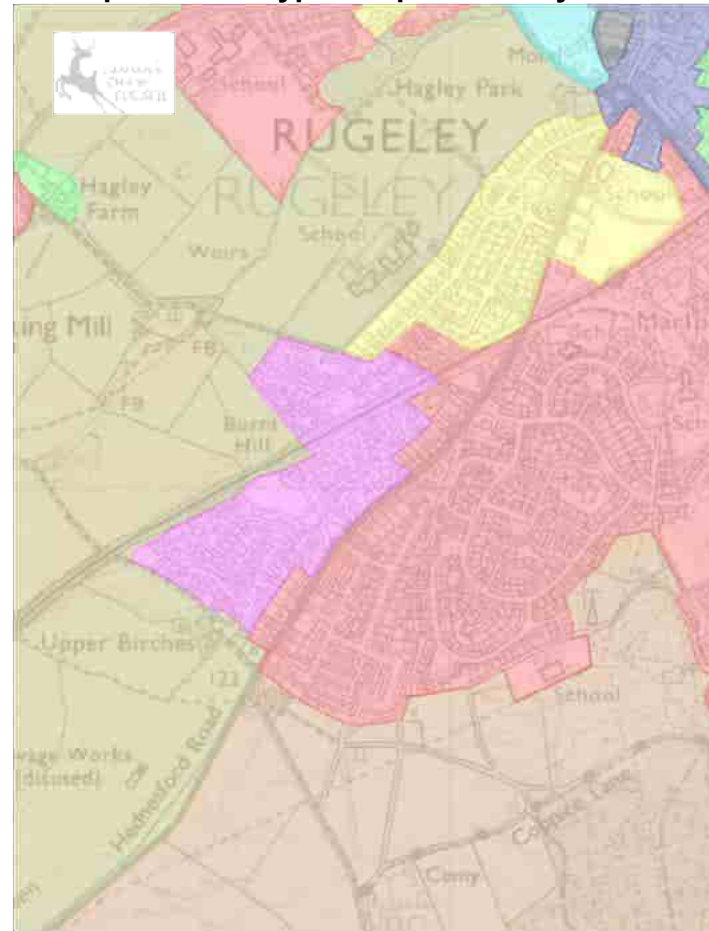


<b>Hagley</b>	
<b>Character Description:</b> A residential suburban area to the south-west of Rugeley town centre of inter-war, post-war and modern character types of houses with associated community facilities e.g. schools, health centre, reaching out to the urban-rural fringe.	
<p><b>Key features are:</b></p> <ul style="list-style-type: none"> <li>• Evidence of early settlement in Bronze Age burnt mounds. Archaeological potential in area though largely overlaid by 20<sup>th</sup> century development. Burnthill/Sandy Lanes are historic routes dating to 16<sup>th</sup>-17<sup>th</sup> century.</li> <li>• Lies on sloping land falling from the Chase towards Trent valley to north - topography creates key view northwards overlooking large parts of AONB and urban Rugeley. Key view from Dinah's Knob overlooking Stile Cop.</li> <li>• Surrounded by landscape character areas of Wooded Estatelands and Heathland. AONB and Green Belt to the south/west demonstrates sensitivity of the rural landscape and area acts as key gateway helping define rural-urban fringe.</li> <li>• 2 storey inter-war properties to the north along Burnthill Lane are semi-detached and short terraces in pebble dash and render however area dominated by post-war residential development. To east, Pear Tree estate is distinct area of early post-war Coal Board housing, largely 2 storey semi/detached houses of render and pebbledash, very plain in style, with the few trees mainly on small areas of open space amongst the housing, but having extensive views over Rugeley town. Modern late 20<sup>th</sup> century development at Burnthill to the west comprises larger detached and semi-detached houses on smaller plots, often 3 storey including dormers, 'traditional' developers house types with elaborate detailing, in red and yellow brick, often with garages. Similar at Lower Birches with less ornamentation.</li> <li>• Primary routes e.g. Sandy Lane/Hednesford Road lined with trees and landscaped frontages creating an attractive green entrance to Rugeley from Cannock and the Chase.</li> <li>• Hagley High School and Rugeley Leisure Centre occupy valley historically associated with 18<sup>th</sup> century Hagley Hall and associated playing fields and Hagley Park create an important 'green wedge' between the built-up areas of Hagley and Western Springs. Leisure Centre locally considered a good example of attractive contemporary design.</li> <li>• Neighbourhood centre at Queensway and community facilities along Sandy Lane e.g. Lea Hall Miners Club, Health Centre, and Rugeley Town railway station give sense of 'active' community and local focal points.</li> </ul>	<p><b>Key Local Design Principles or 'New development should':</b></p> <ul style="list-style-type: none"> <li>• Reinforce gateway role of primary historic route to Rugeley using high quality design and soft landscaping appropriate to urban-rural fringe.</li> <li>• Recognise scope for variety of good quality design and materials throughout area whilst respecting scale and density of existing development, however area characterised by housing estates of homogenous design types which are each more sensitive to introduction of innovation.</li> <li>• Promote the permeability of cul-de-sac developments and links between key facilities via improved green links where appropriate.</li> <li>• Consider visual impact of development on local views from nearby high ground.</li> <li>• Buffer impact of the urban edges with planting relating to local landscape character.</li> <li>• Respect and enhance the forms of historic farmsteads in their landscape context.</li> </ul> <p><b>Further Information:</b></p> <ul style="list-style-type: none"> <li>• See character types descriptions for further information on the built character and detailing.</li> <li>• Landscape Character Assessment (2008)- Wooded Estatelands and Heathland</li> <li>• Rugeley EUS (2009/10) - HUCA 21</li> <li>• Cannock Chase Local List</li> </ul>

Key Features Map



Character and Landscape Types (period/type of development and type of open countryside nearby)



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**Hawks Green**

**Character Description:** The western third of this area, along Eastern Way, consists of large scale commercial/industrial character type with business parks accommodating a range of unit sizes. Remainder of the area is predominantly residential with older post-war buildings at the northern end and a large modern housing estate including a local centre to the south.

**Key features are:**

- Area in 19<sup>th</sup> century was farmland surrounded by collieries and crossed by railway lines and canal, with settlement at nearby Hill Top and Cross Keys (former centre of old Hednesford) with scattered farms. Historic buildings survive including the listed former 16<sup>th</sup> century farmhouse and 18<sup>th</sup> century inn at Cross Keys and former 3 storey 18<sup>th</sup> century Newhall Farmhouse on Lichfield Road. Historic routes remain e.g. Hill Street through old Hednesford at Cross Keys and the bridleway of Hawks Green Lane.
- Lies within valley floor and adjoins Green Belt land to the south which is of the Planned Coalfield Farmlands landscape character.
- Interwar period housing developed along some main road frontages and from 1970's modern industrial development began on land reclaimed from earlier industrial uses, followed by housing and further industrial development continuing up to present day.
- Industrial areas planned around culs-de-sacs comprise mainly modern 'shed' type developments of brick with metal cladding and medium scale height and mass. In south of area more recent business park and office buildings of glass and metal construction.
- 1980's housing laid out to retain broad swathes of countryside with path routes through estates, a distinctive positive feature with amenity and wildlife value. Mainly medium density at 2 storey height, with some higher density, higher rise development on western side in 1990s, maximum 3 storeys. Character of residential areas is less varied due to larger scale of the two main developments - design is 'traditional' developer's house types with red and buff brick and some dark timber cladding detailing on 1980s properties. Lack of landmark features within the estates.
- Two key primary road routes through the District connecting Cannock, Rugeley and Hednesford bound the area as well as linking the District to the wider sub-region.
  - District Centre purpose-built to serve the large residential estate, includes a supermarket, pub and several small scale retailers.

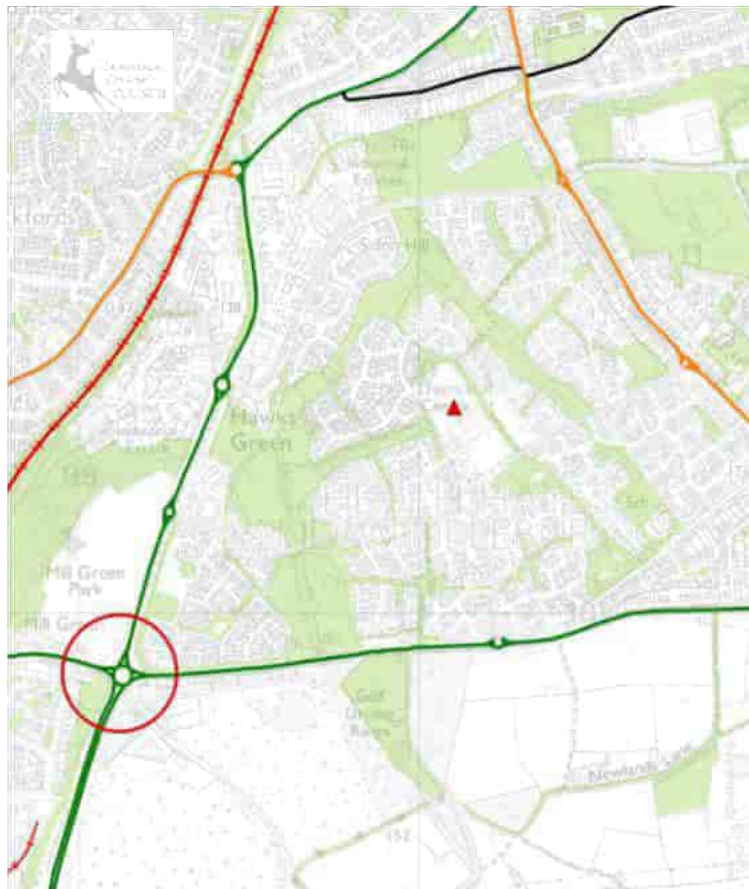
**Key Local Design Principles or 'New developments should':**

- Preserve and enhance green linkages within residential estates and encourage connectivity to wider area.
- Respect existing characteristic density, height and scale of the area.
- Preserve and enhance surviving elements of historic character including road frontages/building lines and locally distinctive features and their settings e.g. fingerpost at Hednesford Road/Lower Road junction.
- Promote enhancement and reinforcement of frontages along key primary routes with appropriate soft landscaping.
- Recognise the homogenous character of existing residential areas but with scope to add appropriate distinctiveness to the area guided by local features and/or history.
- Modern character of commercial areas allows for innovation in future design around this zone.
- Consider potential impact on local views from surrounding areas created by virtue of topography with consequent importance of choice of roof covering, particularly for large buildings e.g. Chadsmoor to the west overlooks large parts of this area as does Hednesford Hills.
- Respect the form of any historic farmsteads in their landscape context

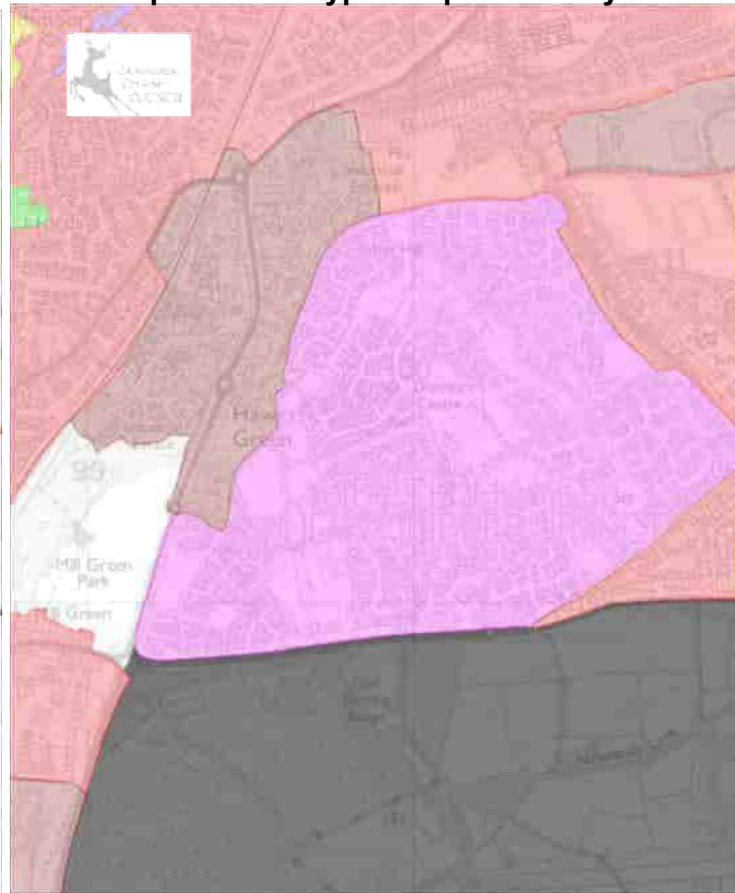
**Further information:**

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)– Planned Coalfield Farmlands
- Cannock Chase Local List

## Key Features Map



## Character and Landscape Types (period/type of development and type of open countryside nearby)



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**Brereton and Ravenhill**

**Character Description:** Post-war development predominates, housing with associated churches, chapels and former schools. Historic local centre at core demonstrating legacy of the area. Industrial/Victorian housing at north end of area along Main Road/Brereton Road, mixture of interwar and modern housing with modern industrial estates on former colliery land to south-west.

**Key features are:**

- Historically collieries, gravel pits and brickworks on edge of Cannock Chase; farmland on lower ground surrounding village centre with its diverse range of buildings including grand houses and workers cottages. Industrial landscape included railways and tramway leading down to Trent and Mersey Canal wharf. Historic coaching inns e.g. Red Lion.
- Landscaped setting of Chase and rising ground to south and west form green backdrop of Heathland and Settled farmlands landscape character, with significant mature trees along road frontages of urban area, some protected by Tree Preservation Order.
- Historic village centre and Canal designated Conservation Areas. Range of significant listed buildings dating from 16<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup> and 19<sup>th</sup> century including large detached 3 storey buildings on Main Road in Georgian and Regency styles. Parish Plan highlights buildings/features of local architectural/historic interest valued by community.
- 19<sup>th</sup> century housing on Main Rd/Brereton Rd includes cottage rows running back from frontage and on Armitage Road includes canal cottages. 1930's 'Coal Board' housing e.g. Springfield Terrace has distinctive 'dormer' design detail. Regular post-war housing layouts of semi-detached and short terraces, mostly 2 storey, some bungalows.
- Recent buildings include some innovative contemporary designs e.g. housing (Coulthwaite Way) and school (Redbrook Hayes Primary). Good examples of historic buildings converted to new uses e.g. former community centre converted to housing.
- Red brick predominates with some render; St Michael's Church and former barn rear of Brereton Hall in sandstone. Retention of front boundary walls help define streetscene.
- Petrol station, pubs, hotel and groups of shops on Main Road and Redbrook Lane. Ravenhill Park is key greenspace for local recreation.
- Topography creates key views e.g. to and from Stile Cop to the south-west, views of Brereton Hall and House from public footpath off Coalpit Lane, views in and out of area dominated by Power Station cooling towers. Wide ranging views from Stile Cop trig point being reduced by tree encroachment. Southern gateway to District on Main Road and to Chase on Colliery Road. Key landmarks are Cedar Tree Hotel (9); St Michaels Church (10); Brereton House (14); and Brereton Hall (15).

**Key Local Design Principles or 'New development should'....:**

- Preserve/enhance locally distinctive features and characteristic building lines, particularly in unique village of Brereton.
- Respect significance of 'green backdrop' with mature trees on road frontages and supplement where appropriate with new long-lived tree planting.
- In appropriate locations e.g. in/close to Brereton Conservation Area well designed 3 storey buildings may be acceptable, elsewhere generally 2 storey appropriate.
- Recognise scope for variety of good quality design and materials in modern areas with preference for red brick and red/blue tiles/slate in historic areas, using render sparingly/where appropriate.
- Support downgrading of Main Road A460 through Brereton village with environmental enhancements following completion of Rugeley By-pass.
- Respect and enhance the forms of historic farmsteads in their landscape context.
- Consider impact on key views and potential enhancement of 'gateways'.

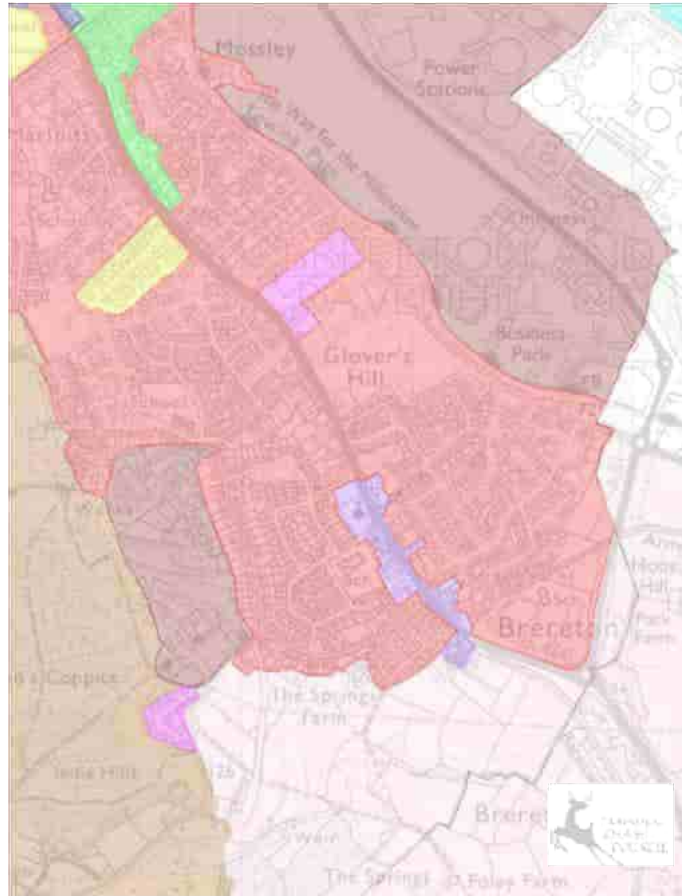
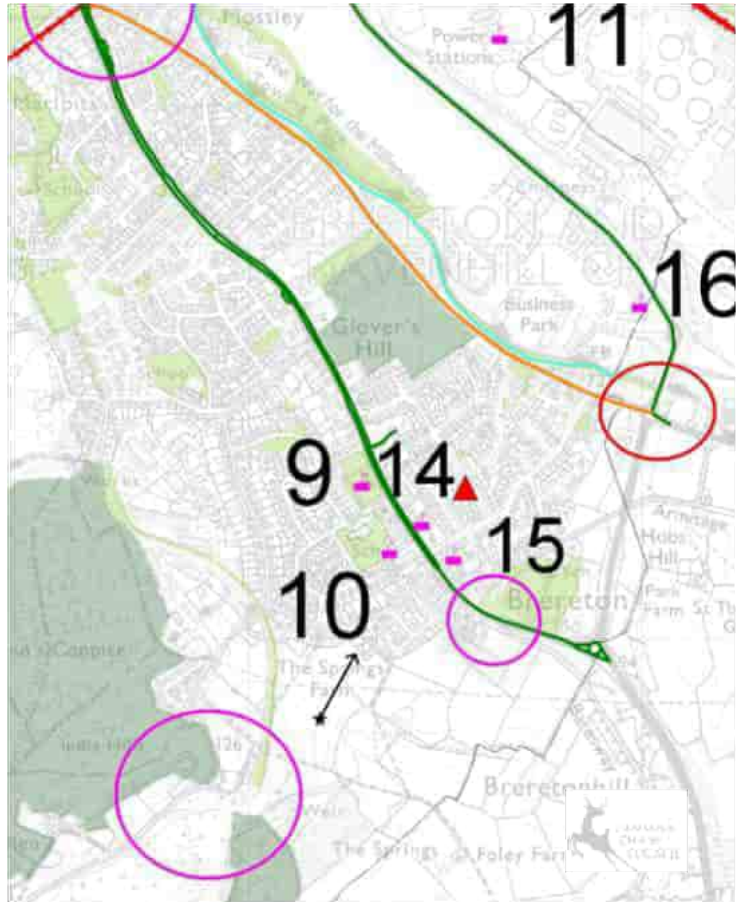
**Further information:**

- See character types descriptions for further information on the built character and detailing.
- Main Road, Brereton Conservation Area Appraisal and Management Plan
- Landscape Character Assessment (2008)- Heathland and Settled Farmlands
- Cannock Chase Local List
- Brereton and Ravenhill Parish Plan

**Key Features Map**

**Character and Landscape Types (period/type of development and type of open countryside nearby)**

**Item No. 13.70**



Landmark 9- Cedar Tree Hotel



Landmark 10- St Michael's



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Landmark 14- Brereton House



## Bridgtown

**Character Description:** Much of the 19<sup>th</sup> century settlement of Bridgtown survives with small scale historic local centre along North Street surrounded by development of the Industrial-Victorian era. Area of post-war housing and industrial development is located on the northern edge. Area is enveloped by modern larger scale commercial and industrial land uses.

### Key features are:

- Origins in 18<sup>th</sup> century factory development associated with edge-tool manufacture and later brick and tile works, plus development of Wyrley and Essington Canal.
- Location immediately north of Watling Street (A5 a primary key route) close to Churchbridge where road crossed Wash Brook and later railway crossed road. Largely sheltered from impact of the A5 by being fairly 'inward' looking as a community with the local centre at the core of the area.
- Existing streets were laid out on compact grid/linear pattern in late 1800s and housing erected together with associated non-conformist chapels and schools. Some of these buildings now converted to commercial use or redeveloped in 20<sup>th</sup> century.
- Together with the historic street pattern, a significant collection of Victorian shop fronts and outbuildings survive and now provide local shops and accommodate variety of small businesses. North Street designated a Conservation Area and underwent an environmental enhancement scheme of traffic calming and façade improvements in the 1990's.
- Remains of edge tool works/workshops and lower middle class housing survive on Walsall Road frontage.
- Now forms part of wider suburban Cannock, however, surviving Victorian detailing of facades, materials used and smaller scale nature of the properties make the area distinct. Key materials are traditional red bricks (many overpainted brown) with brown/grey tiling and white timber window and door frames. Chimneys and brick walls to some frontages form key features, with some round headed doors, windows and carriage entrances. 2 storey terraced/semi-detached properties dominate, on narrow plots. Medium-high density in character.
- Hard urban environment in centre with occasional trees and green spaces towards periphery.

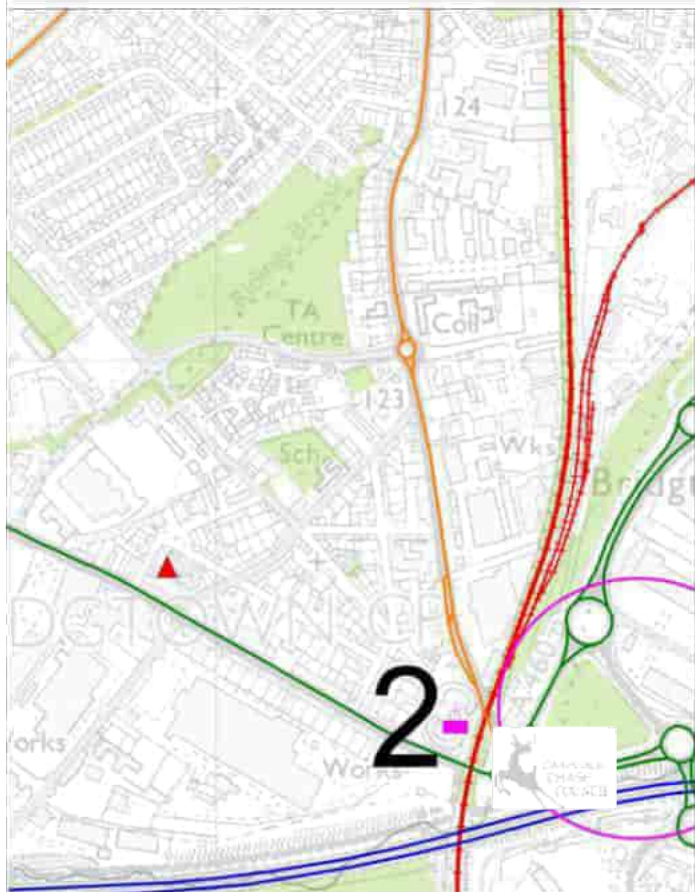
### Key Local Design Principles or 'New development should':

- Preserve and enhance locally distinctive character and appearance of the historic area and its setting, including views in and out, and reflect small scale/domestic character of built form with characteristic height and density.
- Conserve the traditional tightly built street layout and characteristic building lines.
  - Retain and reflect traditional materials and detailing e.g brick/tile and key details such as chunky chimneys which enliven roofscape, and well detailed doors and windows.
- Conserve existing features including Victorian shop fronts and rear outbuildings, which signpost distinctive historic uses such as butchers shops and slaughterhouses, and workshops with cast iron window frames.
  - Promote variety of mixed uses and small businesses in and around the local centre, with reuse of significant buildings adding value to the townscape.
  - Take opportunities for environmental enhancement of the urban area as appropriate.

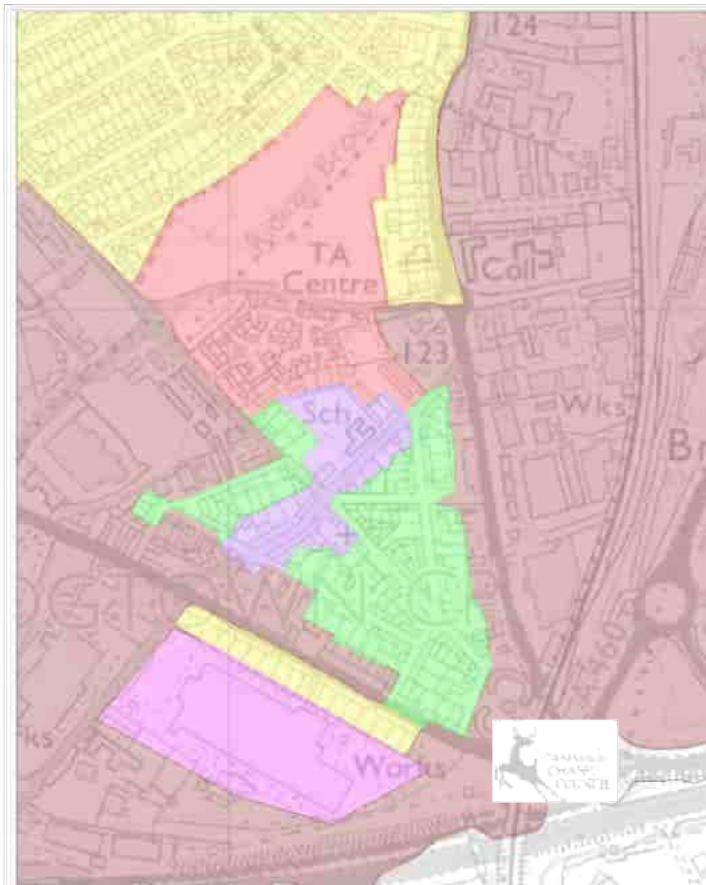
### Further Information:

- See character types descriptions for further information on the built character and detailing.
- Cannock EUS (2009/10)- HUCA 13
- Bridgtown Conservation Area Appraisal and Management Plan (Management Plan forthcoming)
- Cannock Chase Local List

Key Features Map



Character Types Map (period/type of development)



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**Cannock Town Centre and Historic Suburbs**

**Character Description:** Cannock town centre has origins dating back to the medieval period, with a market being established in the 13<sup>th</sup> century. Is the largest centre in the District, catering for a range of shopping and commercial needs. Contains a mixture of historic town centre core, town centre redevelopment and edge of town centre types, with industrial/Victorian housing areas beyond.

**Key features are:**

- Historic, medieval core street layout largely remains intact based on broad market place along with early surviving features such as the listed St Luke’s Parish Church (dating from 14<sup>th</sup> and 15<sup>th</sup> century) and 14<sup>th</sup> century wayside cross, a Scheduled Ancient Monument. Listed historic buildings on Mill Street and High Green remain from 18<sup>th</sup> and 19<sup>th</sup> century and the town centre is designated a Conservation Area. Land levels fall to south of town centre.
- Churchyard and 18<sup>th</sup> century bowling green form prominent green focal points enhanced by mature tree planting.
- Town centre historic buildings mainly 2 and 3 storey, in red brick and light coloured render with tiled and slated roofs; St Luke’s Church and Conduit Head in local red sandstone.
- Public art features and monuments signpost local history and character e.g. bandstands, memorials, water pumps. Pedestrian area is surfaced with modern red pavements.
- Retail, commercial and leisure uses predominate with residential areas beyond radiating out to the wider suburbs.
- Modern redevelopment on the town centre edge is mainly larger in scale and mass and of modern design e.g. Cannock Shopping Centre, Civic Centre and Hospital, up to maximum 5 storeys.
- Historic residential suburbs developed from the early 19<sup>th</sup> century such as along Old Penkridge Road. The Victorian scale, detailing and ‘cottage’ style together with some surviving former school buildings create a strong sense of place in these areas. Roof lines step down the gradient south of the town centre.
- North of the town centre is the extensive green space of Cannock Park, with the Leisure Centre and golf course, which form a valuable amenity space.
- ‘Gateways’ along primary road routes into the town. Key landmarks include St Luke’s Church, the Technical College and the Civic Centre.

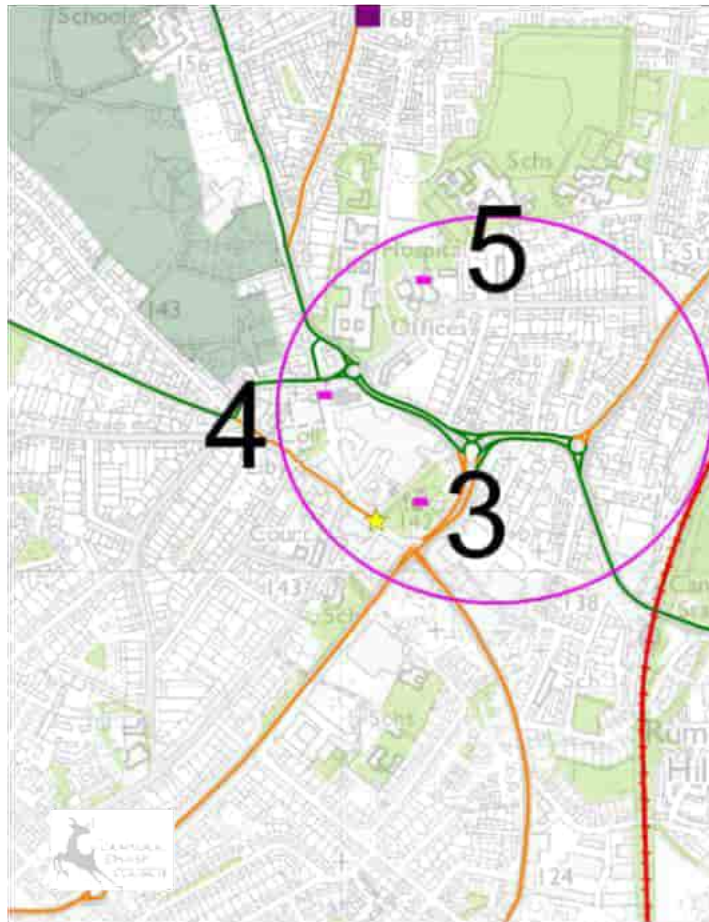
**Key Local Design Principles or ‘New development should’:**

- Safeguard historic street layout, e.g. around High Green and Market Place, and enhance links between key facilities wherever possible.
- Conserve locally distinctive key features and their settings e.g. bowling green, to reinforce strong local identity and attractiveness of town centre and low brick walls/hedges enclosing front gardens.
- Preserve and enhance character and appearance of historic areas and their settings, including views in and out. South end of town centre prominent to views from south.
- Protect significant trees and enhance green focal points which contribute to attractiveness of public spaces in town centre and garden trees and hedging in suburbs, supporting new planting wherever possible.
- Encourage high quality shopfront and signage design and materials appropriate to the particular building. Support wide range of mixed uses, small independent shops and markets to increase variety and vitality in town centre.
- Support high quality public realm design/materials and opportunities to reduce clutter in streetscene.
- Support local preference for non-intrusive traditional architecture with good quality contemporary schemes where appropriate.

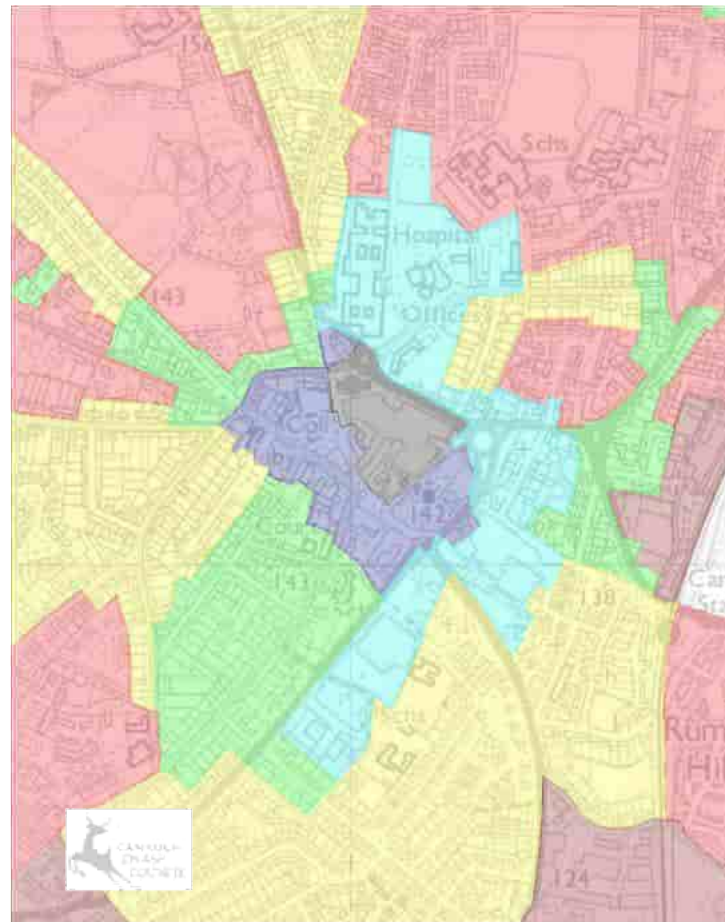
**Further Information:**

- See character types descriptions for further information on the built character and detailing.
- Cannock EUS (2009/10)- HUCAs 1-9, 11, 12
- Cannock Town Centre Conservation Area Appraisal and Management Plan (forthcoming)
- Cannock Chase Local List

## Key Features Map



## Character Types Map (period/type of development)



Landmark 3- St Augustine's Church



Landmark 4- Listed College Building



Landmark 5- Council Offices

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## Cannock Wood

**Character Description:** Rural village located within the AONB with outlying pockets of development and farms beyond main village. Mainly residential with community facilities, including a village hall, church, school, pub and local shop, scattered around village.

### Key features are:

- Probable 17<sup>th</sup> century origins with growth in the 19<sup>th</sup> century associated with agriculture and nearby coal mining. Developed in 'linear' pattern along main roads with later infill development. Church and school at eastern end of village within Lichfield District (Gentleshaw).
- Village dominated by post-war residential development, with some surviving 19<sup>th</sup> century and mid-20<sup>th</sup> century property e.g. Wesleyan chapel built in 1836 in Chapel Lane. Main street layout likely to be original. Other key surviving features are historic farmsteads though adapted to modern farming practices.
- Post-war development varied in character, predominantly low-medium density with detached 2 storey properties on medium/large plots, but including bungalows. Incremental development has created variety in the style/design and materials. Earlier properties mainly traditional 'cottage-style'. Red/brown brick and blue/brown tiles predominate, with some rendered and painted brick properties
- Village lies within AONB surrounded by undulating Green Belt countryside. Settled Farmlands and Wooded Estatelands landscape character forms village setting and there are key views across area from vantage points including Castle Ring.
- Adjacent Castle Ring Iron Age hillfort (a Scheduled Ancient Monument) provides key cultural link and views across the landscape. Also Beaudesert, the former parkland, lodge and Victorian walled garden of the former Hall which dated back to Elizabethan times; the remains of the Hall stand in Lichfield District.
- Rural village feel reinforced by prevalence of roadside hedgerows and informal grass verges, particularly along traditional country lanes without pavements. Many protected mature trees and woodlands around village contribute to this character.

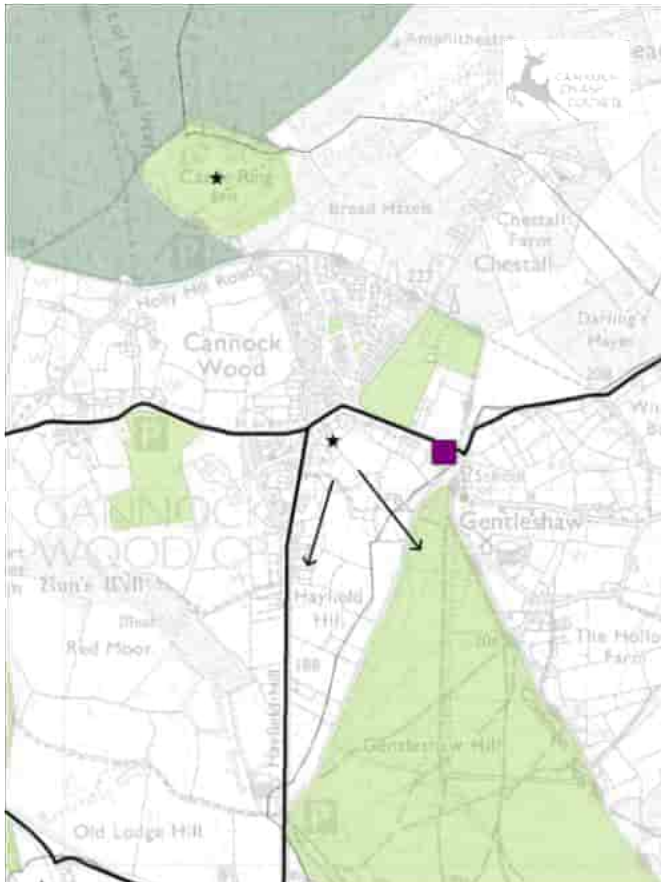
### Key Local Design Principles or 'New developments should':

- Preserve and enhance locally distinctive and historic features including building lines along historic routes to retain traditional settlement form.
- Recognise scope for variety of good quality design/materials through area whilst respecting scale and layout of existing development, particularly in terms of density/plot size, allow space for safeguarding existing trees and hedges, appropriate new planting to enhance character.
- Respect variation between different residential styles in area, particularly promoting retention of locally distinctive historic features/detailing, typically 'cottage' style.
- Promote retention and enhancement of existing hedgerows and grass verges along highways.
- Support buffer planting around urban edge which complements wider AONB heathland/woodland landscape character as well as agricultural/farmland character.
- Support opportunities for enhancement of pedestrian links to surrounding rural areas, including to key distinctive features such as Castle Ring/longer distance footpaths and the historic site at Courtbanks Covert.
- Consider potential impact of new development on local views across rural landscape, particularly from around Castle Ring towards Gentleshaw Common. This landscape is very sensitive to change with any new development potentially having substantial impact.
- Respect and enhance the forms of historic farmsteads in their landscape context.

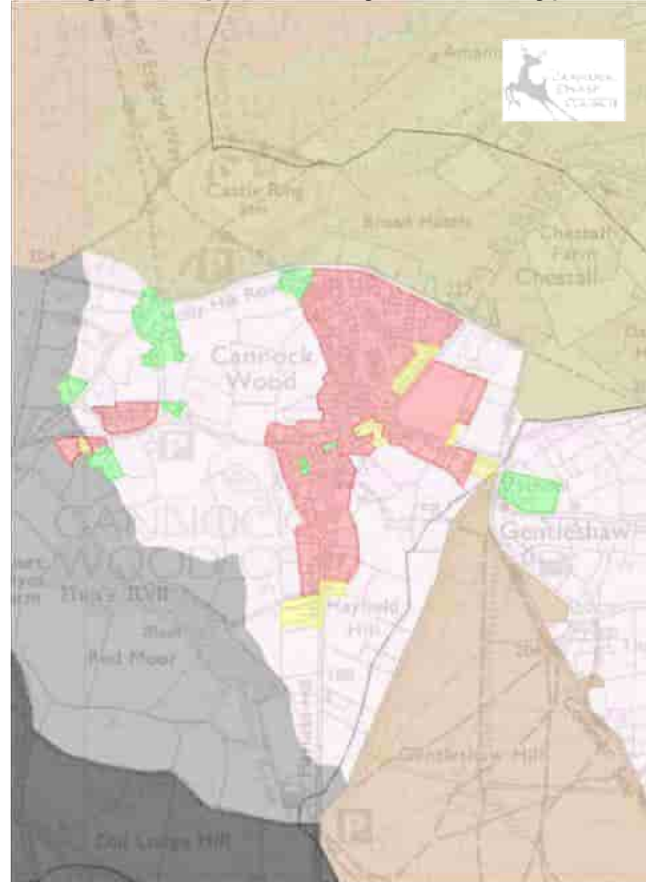
### Further information:

- See related character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment- Settled Farmlands and Wooded Estatelands
- English Heritage Historic Farmsteads Survey (2010)
- Cannock Chase Local List

## Key Features Map



## Character and Landscape Types (period/type of development and type of open countryside nearby)



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## North Cannock: Chadsmoor, Broomhill and Blackfords

**Character Description:** Largely interwar and postwar character areas stretching northwards from the edge of Cannock town centre, comprise residential development with associated schools, pubs, churches, public open space and a cemetery. Shops and commercial uses in local centres at Chadsmoor and Blackfords, where there are some older 19<sup>th</sup> century buildings, and at Festival Court.

### Key features are:

- Historically area of farmland with gravel pits and brickworks. Scattered settlement along main roads e.g. Chadsmoor and at road junctions e.g. Blackfords and High Town. In 20<sup>th</sup> century incremental development throughout area including new roads.
- Topography and woodland landscape create natural green setting to area with views towards Hednesford Hills and the Huntington Belt between and over buildings. Large publicly accessible space of Cavan's Wood lies on western edge, with Cannock Park to south-west.
- Higher density smaller scale traditional Victorian development around Blackfords and central Chadsmoor, with larger scale lower density interwar housing estates along main roads. Modern infill of gaps and post-war/modern large area infill to rear of these frontages at low-medium density.
- Incremental nature of development has led to variety in style and materials however coloured render/pebbledash or red brick predominate throughout with red/brown/blue tiles. 2 storey dominant but with significant number of bungalows. Traditional detailing such as chimneys contribute to 'roof-scape' variety on older housing.
- Significant mature trees along some road frontages in gardens and in highway. Many older properties retain traditional front boundary hedges and walls, though some removed for off-street parking/hard surfacing. Green 'avenues' with grass verges evident in many parts of area.
- Chadsmoor, the historic local centre, retains 19<sup>th</sup> century character alongside 1950/60s modern infill. Linear pattern with small scale terraced Victorian properties/shops with traditional detailing. Modern infill reflects small scale nature of centre. Accommodates variety of largely convenience based stores and restaurant/fast food outlets.
- Piecemeal public open space within the urban area may reflect incremental nature of development. Cannock Cemetery at junction of Pye Green/Cemetery Road, a traditional cemetery with brick built chapel and boundary walls, forms a distinctive local green space.

### Key Local Design Principles or 'New development should':

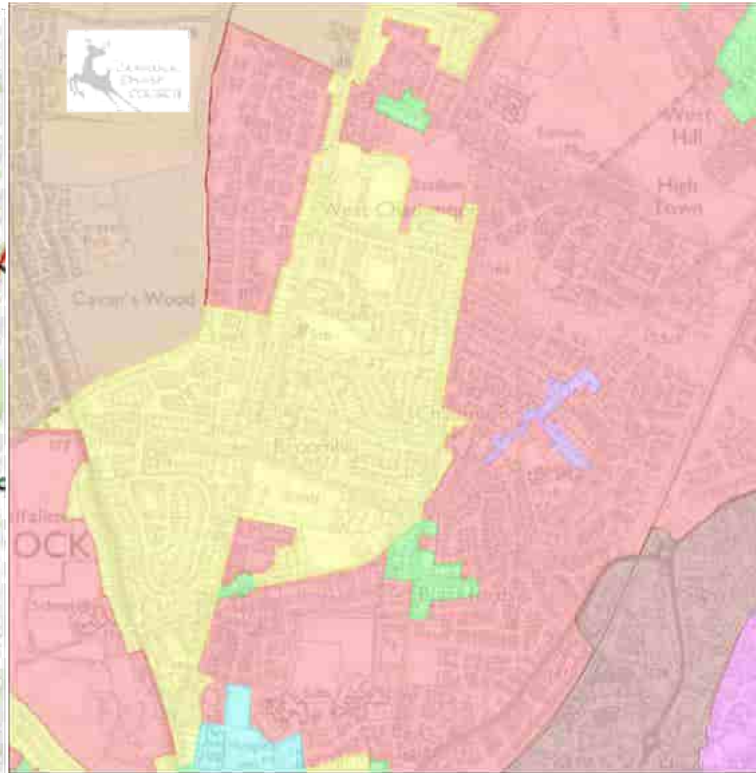
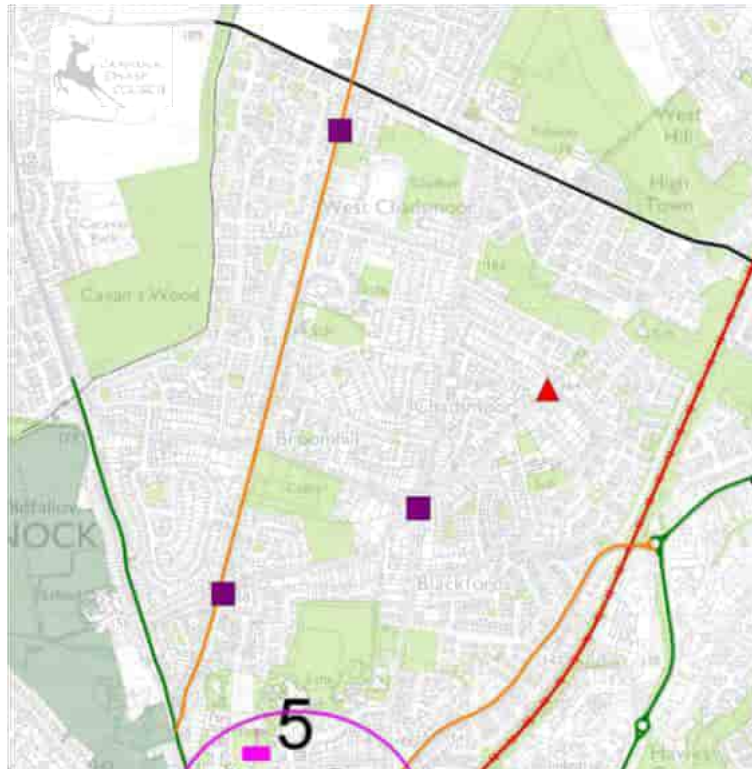
- Preserve and enhance locally distinctive features and details e.g. the detail on the former 'Beehive Stores' corner shop at Chadsmoor local centre, and low brick walls/hedges enclosing front gardens.
- Recognise scope for a variety of good quality design and materials throughout area whilst respecting scale and density of existing development.
- Promote the small scale and mixed use character of Chadsmoor local centre, particularly encouraging convenience-based uses accessible to people's homes with public realm enhancement and removal of clutter.
- Promote and enhance 'green' aspect of area with tree and hedge planting on development frontages and retaining views of surrounding landscape between and over buildings.
- Enhance existing public open space, including green links through the urban area extending towards the Chase and adjacent countryside.
- Ensure the urban-rural edge to the west is buffered and views maintained via woodland planting on the urban fringe.
- Respect and enhance the form of any historic farmsteads in their landscape context.

### Further information:

- See character types descriptions for further information on the built character and detailing.
- Cannock Chase Local List

Key Features Map

Character and Landscape Types (period/type of development and type of open countryside nearby)



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## Hazelslade and Rawnsley

**Character Description:** Outlying suburb, but with clear sense of 'village' identity by virtue of its fairly self-contained nature and location on the edge of the urban area bordering AONB and Green Belt countryside. Consists of mainly residential properties from post-war era but with some Industrial and Victorian houses and key features e.g. the Hazelslade Public House.

### Key features are:

- Built area has origins in late 19<sup>th</sup>/early 20<sup>th</sup> century with some surviving properties along Littleworth and Rawnsley Road. Existing Rawnsley Farm probably pre-dates this development
- Old 19<sup>th</sup> century mineral railway line earthworks survive to the south of Littleworth Road demonstrating relationship of area to coal mining activities. Now serves as a 'green link' for walking and cycling, but is overgrown.
- Influenced by surrounding agricultural landscape, which retains its historic field patterns and some historic farmsteads e.g. Cannock Wood Farm to the south. Adjacent to AONB and Hednesford Hills with forestry and open landscape dominating rural fringe character. Hazelslade Local Nature Reserve provides key link to the wider countryside with water features attracting local wildlife.
- Surrounded by undulating topography of Heathland and Coalfield landscape characters creating a series of key views in and out of the area to the Chase, the surrounding landscape and over the settlement itself.
- Largely low density, post-war properties dating from 1960-70s with some more modern infill. Industrial and Victorian properties display some distinctive detailing and add to overall local character. Some properties along Littleworth Road create 'rhythm' along streetscene with consistent building/roof lines and detailing e.g. chimneys. Variety of materials but largely red/buff brick and brown/grey tiles. Largely 2 storey with plenty of bungalows.
- Hazelslade Public House marks 'gateway' between area and wider countryside. Rawnsley Cricket Club, local primary school, doctors surgery and small convenience shops along main roads provide community facilities.

### Key Local Design Principles or 'New development should':

- Preserve and enhance locally distinctive and historic features including strong rural-urban fringe landscape character, 'village' identity and characteristic building lines and detailing.
- Recognise scope for a variety of good quality design and materials throughout area whilst respecting scale and layout of existing development.
- Consider potential impact on local views from surrounding areas created by virtue of topography, with consequent importance of choice of roof covering, and upon landscape context taking opportunities for landscape buffering to the urban edge.
- Support opportunities for enhancement of existing open spaces, the redundant railway line as a green route through the area and other links to surrounding rural areas.
- Respect and enhance the forms of historic farmsteads in their landscape setting.

### Further information:

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- Heathland, Planned Coalfield Farmland and Coalfield Farmland
- Historic Environment Character Assessment (2009)- CHECZ 8-11
- Cannock Chase Local List

Key Features Map



Character and Landscape Types (period/type of development and type of open countryside nearby)



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**Heath Hayes and Wimblebury**

**Character Description:** Residential suburban area, that partly lies on the rural-urban fringe. Dominated by post war housing development but with a surviving 19<sup>th</sup> century local centre and residential properties at Heath Hayes.

**Key features are:**

- Heath Hayes core local centre and surrounding residential properties date from 19<sup>th</sup> century. Historic high street provides unique character based on the old road and plot layouts which largely remain with traditional small independent shops and old timber shopfronts. Some 19<sup>th</sup> century properties display unique decorative detailing contributing to strong sense of place e.g. Tennants Bakery shop.
- Undulating topography bounded by Green Belt countryside and Planned Coalfield Farmlands landscape character to the south/east and Heathland landscape character of Hednesford Hills on rising ground to north. Links into wider Cannock urban area to the west. Large public open space/nature reserve at Keys Park, formed from reclaimed Hednesford Brickworks site.
- Wimblebury now largely consists of post-war housing estates, focussed on its limited 19<sup>th</sup> century development around the Trafalgar Inn (Littleworth Road) and the Lamb and Flag (Wimblebury Road) public houses.
- Post-war housing is varied, however character dominated by influence of more recent large scale housing development at Keys Park/Wimblebury. Character here is less varied and is defined by larger semis/detached houses built on small plots – design is ‘traditional’ developer’s house types in red and buff brick/render with some decorative features reinforcing ‘traditional’ feel. Key green links throughout including water features (pond and brook).
- Industrial/commercial area at Keys Park is of contemporary design, with metal and glass structures. Its moderate size and scale means it sits well in the surrounding undulating green landscape.
- Fiveways Island and Heath Hayes Park form key gateway and unique landmarks marking access to/from the District and to the urban/semi-rural areas. Node at Littleworth Road/Wimblebury Road junction forms key local link between surrounding rural and urban areas.
- Key views along Wimblebury Road up to Hednesford Hills and across farmland to east reinforce semi-rural/urban setting. Topography creates views across the built-up area from Hills.

**Key Local Design Principles or ‘New developments should’:**

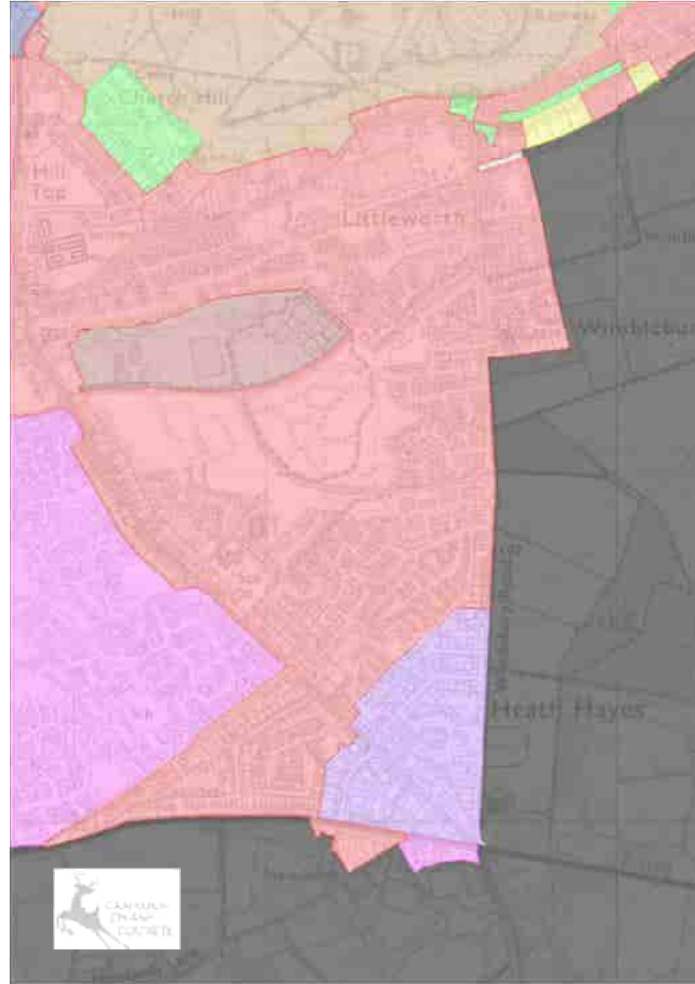
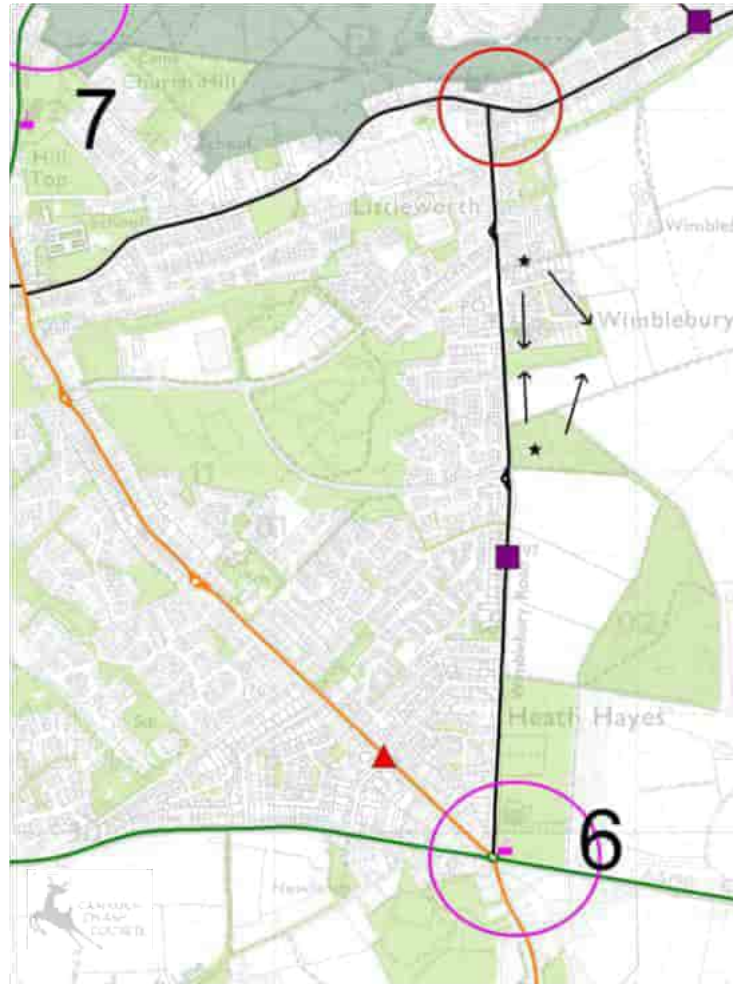
- Preserve/enhance historic character of Heath Hayes local centre and Wimblebury including locally distinctive features and their settings e.g. finger post at Five Ways, flamboyant detailing on houses on Littleworth Road.
- Preserve/enhance open space and green links through the housing estates with views of the wider landscaped setting between and over buildings.
- Respect strong built frontages along historic routes of Cannock Rd/Hednesford Rd/Wimblebury Rd with low brick walls/hedges to garden frontages.
- Retain/restore buffers of woodland and open space between the urban and rural areas of the fringe - enhance landscape character via woodland and heathland planting/restoration and enhance pedestrian links with open space.
- Acknowledge scope for variety of high quality design/materials. Continue to promote contemporary/innovative design for commercial development and high quality planting. Minimise clutter of utility cabinets on road frontages.
- Consider potential impact on local views from surrounding areas created by virtue of topography with consequent importance of choice of roof covering, particularly for large buildings.
- Enhance key ‘gateway’ at Five Ways and respect form of historic farmsteads in landscape context.

**Further information:**

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment- Heathland and Planned Coalfield Farmlands
- Historic Environment Character AssessmtCHECZ 8
- Cannock Chase Local List

Key Features Map

Character and Landscape Types (period/type of development and type of open countryside nearby)



Gateway and Landmark 6- Five Ways Island

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## North Rugeley/Brereton

**Character Description:** Predominantly large scale mid-late 20<sup>th</sup> century commercial and industrial area, with some recent larger scale leisure uses. Character is purpose-built bulky industrial and office units on large plots with parking and service yards accessed off main roads.

### Key features are:

- Historically area was farmland between the Trent and Mersey Canal and River Trent before being developed in 20<sup>th</sup> century for industrial purposes. Canal formed part of 'Grand Cross' linking the Midlands to the estuaries at the four corners of central England.
- Area bounded to south-west by the Canal and to north-east by green space of Trent valley. Adjoins River Meadowlands landscape character to the north and lies on rural-urban fringe.
- Three main elements: Rugeley Power Station site (local landmark), Power Station Road industrial area and the more recent Towers Business Park on site of former Leahall Colliery.
- All well served by road access from Rugeley By-pass which runs through area, a primary route, providing gateway and node features at each end.
- Range of unit sizes from small to very large and mix of commercial uses. Buildings along Power Station Road tend to be older, of smaller scale, in red brick and cladding, often with open car parks/railings to road frontages and grass verges. Towers Business Park medium to low density, larger scale, functional style and individual modern/contemporary designs with extensive planting schemes external to site fencing in accordance with original brief. Low lying and open to views from surrounding areas.
- Positive landmark identified as Towers Point (just within Lichfield District). Power Station cooling towers form local landmark visible through area.

### Key Local Design Principles or 'New development should':

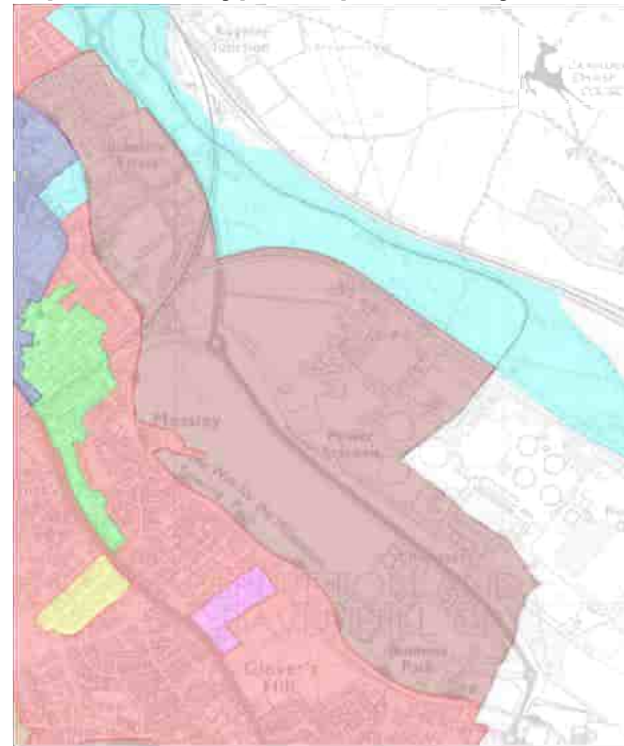
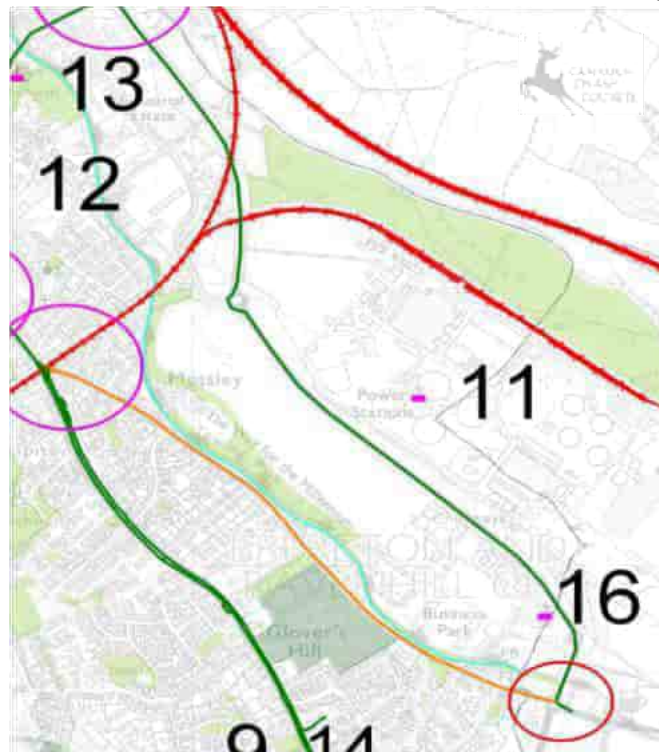
- Retain commercial character of area with key economic potential for District.
- Continue to promote the high quality design and landscape principles of the Towers Business Park, especially along Bypass and Canal frontages, with predominance of good quality planting.
- Enhance frontages of older sites on Power Station Road and rear boundaries backing onto green/blue Canal corridor (and towpath) with planting/screening to create visual interest and enhance wildlife potential.
- Support retention of relatively tranquil character of adjoining rural landscape by continued buffering and management of the urban edge using appropriate species.
- Consider views of landmark cooling towers contributing to distinct identity.
- Enhance gateways using visual and environmental improvements to reinforce local identity.
- Contribute to public realm improvements along Canal towpath to enhance access for pedestrians, cyclists and wheelchair/pushchair users and to environmental enhancement of corridor, with lighting kept to a minimum to reduce urban impact on dark corridor.

### Further information:

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- River Meadowlands
- Rugeley EUS (2009/10)- HUCA 15
- Cannock Chase Local List

## Key Features Map

## Character and Landscape Types (period/type of development and type of open countryside nearby)



Landmark 11- Rugeley Power Station



Landmark 16- Towers Point

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**Norton Canes**

**Character Description:** Norton Canes has possible medieval origins north of Watling Street (Roman Road) - two surviving moats may be associated with former manor houses. However this former agricultural and mining village largely developed to its current form from the post-war era. Dominated by post-war housing estates but with remnants of historic elements and a substantial 20<sup>th</sup> century/modern commercial business park area. Agricultural use remains a feature of the area, but on a smaller scale.

**Key features are:**

- Historically was farmland with collieries and scattered settlement along main roads, crossed by railways and canal, historic road layout of village and surrounding lanes largely retained. Legacy of coal mining has left range of related historical features such as lines of former mineral railways. The Listed St James Church stands at the old focus of settlement around Pinfold Lane, approx 1 mile from the current village centre.
- Semi-rural self-contained 'village' feel created by surrounding landscape of restored mining areas, agricultural fields and Chasewater Country Park, separating the settlement from surrounding urban areas. Surrounded by Planned Coalfield Farmlands and Coalfield Farmlands landscape character areas. Level terrain minimises views in and out of the village.
- Post-war, suburban residential estates wholly dominate village with a few 19<sup>th</sup>/early 20<sup>th</sup> century-style terraced properties, mainly detached and semi-detached. Inter-war semi-detached houses along roads remain in a mixture of plainer styles with more incremental ornately detailed properties influenced by Art Deco styles. Post-war housing often minimalist in style reflecting 1960-70s period whilst more modern estates replicate traditional details. Mixture of red/buff brick and render/wood/tile cladding, brown/grey tiles, mostly 2 storeys with some bungalows and some 3 storey modern development near centre. St James's Church is sandstone. Little significant mature planting within village consisting of occasional trees and garden hedges.
- Small scale, compact local centre reinforces village feel with key community focal points – Millennium Garden, Library, community centre and local shops.
- Few landmark buildings apart from St James Church (1) which is largely sheltered from view. Recent Library highlighted as positive landmark (17) and good example of contemporary design by local community.
- M6 Toll and A5 corridor create strong boundary to the south. Key 'gateway' to District and Norton Canes at Turf Island on A5.

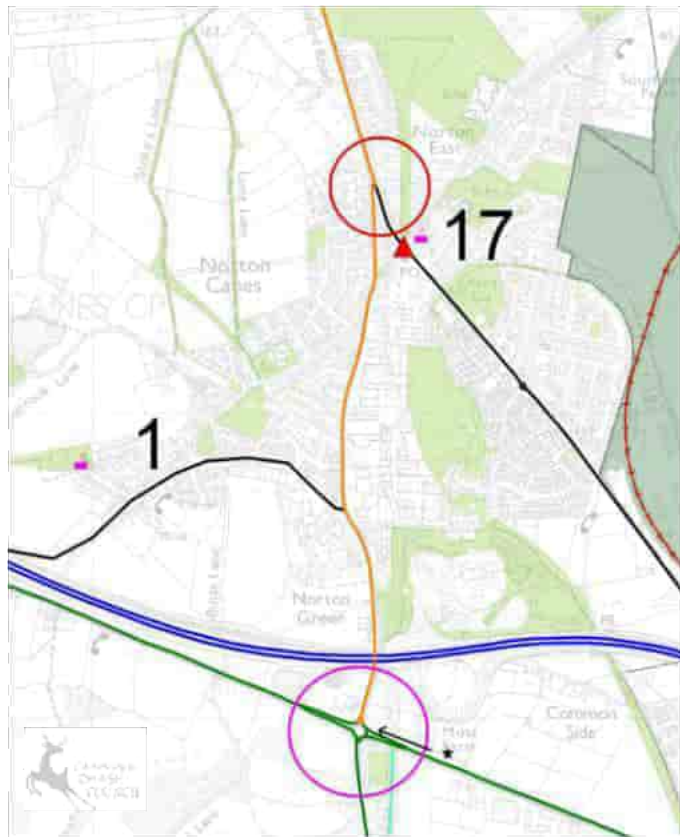
**Key Local Design Principles or 'New development should':**

- Contribute to enhancement of local centre design/facilities including public realm enhancement to create a focal point.
- Reinforce semi-rural 'village' scale with development reflecting existing built form with largely low-medium density and detached/semi-detached properties.
- Retain and enhance locally distinctive features e.g. the Batter, including traditional street layout and characteristics of surviving buildings and consider potential for small scale landmark or 'gateway' features to reinforce historic legacy and identity of area, particularly in and around local centre.
- Scope for variety of good quality design and materials through area whilst respecting scale of existing development.
- Contribute to enhancement of green links along former railway lines making best use of routes throughout the urban area, reinforcing connections to the surrounding accessible landscape, particularly Chasewater. Protection of existing trees and addition of new tree planting to enhance residential roads.
- Contribute to reduction in visual impact of Norton Canes Business Park on main route into village supporting enhancement of frontages and signage.
- Buffer the impact of the urban edges upon the surrounding landscape character via enhanced woodland planting.
- Respect and enhance the forms of historic farmsteads in their landscape context.

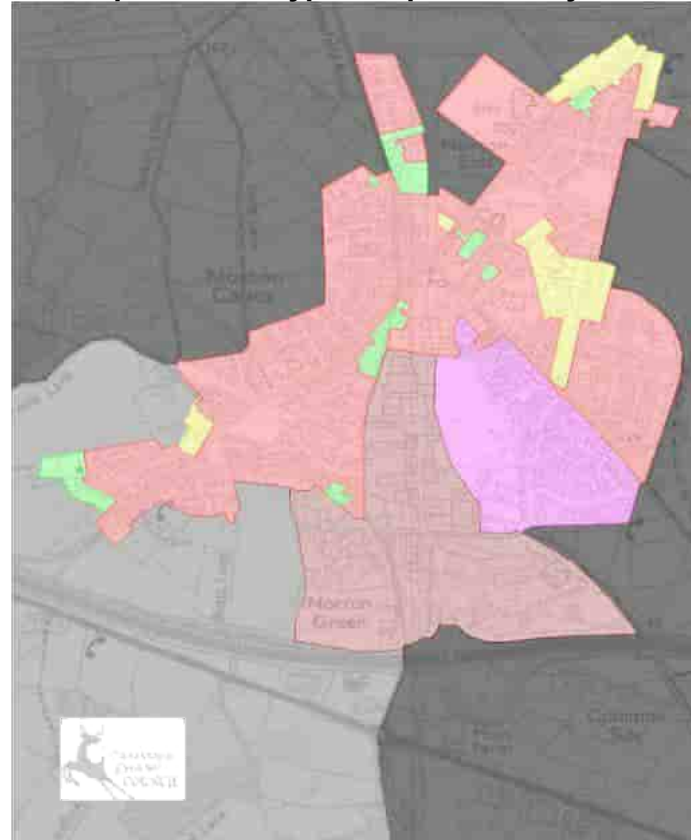
**Further Information:**

- See related character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- Planned Coalfield Farmlands and Coalfield Farmlands
- Historic Environment Character Assessment (2009) CHECZ 13, 14, 16, 17, 18
- Cannock Chase Local List

Key Features Map



Character and Landscape Types (period/type of development and type of open countryside nearby)



Landmark 1 St James



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**Outlying buildings/hamlets in rural areas**

**Character Description:** An arc through the north, centre and south of the District composed of open countryside across Cannock Chase and the southern farmlands, throughout which buildings range from scattered farms/houses to built up frontages/hamlets and villages. Potential traces of earlier farmsteads within urban areas, associated with historic paths and boundaries.

**Key features are:**

- The rural landscape, undulating in north and flatter in centre and south, is designated Green Belt and bounded by well defined edges to adjacent urban areas which expanded from small chains of industrial hamlets over former farmland. Farmland, especially where it survives with historic farmsteads in a variety of uses, is therefore of rarity and importance, providing key link to historic development of District. Trent valley crosses area in far north.
- Large part of northern area dominated by Chase, a medieval royal hunting forest exploited historically for coal mining, mineral and metal working and associated with numerous small farmsteads, small holdings and cottages. Area designated AONB. Elsewhere courtyard farmsteads developed within fields of regular/irregular boundaries resulting from piecemeal or planned development. Medieval parks e.g. Beaudesert fringed Chase. In late 19<sup>th</sup>/20<sup>th</sup> century Chase used for military training, for conifer plantations and as amenity area for surrounding conurbations. Reminders of these uses remain e.g. WW1 trenches on Chase (a scheduled ancient monument). Canals and railways cross area e.g. Chase Line from Walsall to Rugeley Trent Valley.
- Heaths, woods and fringes around Chase in north have scattered buildings, mainly detached Victorian and interwar houses, with few modern replacements, with roadside cottages and farmstead groups north-west of Slitting Mill.
- Horse grazing/stables are common features on urban fringe, often relating to small plots characteristic of this area.
- Farmsteads within and around Beaudesert Old Park in east include large planned farmstead at Chestall, typical of estates around Cannock, and small scale linear farmsteads

**Key Local Design Principles or 'New developments should':**

- Accord with Green Belt policy placing a strict limit on new development and with AONB policy to preserve natural beauty, wildlife and peace of Cannock Chase.
- Where development allowed, the landscape setting of trees, hedges and natural vegetation should be preserved/enhanced as a priority with householder 'permitted development' rights controlled and landscaped buffering to boundaries as appropriate. Siting of buildings should take advantage of screening opportunities provided by existing planting and land forms, and new boundary treatment should enhance the rural location with hard surfacing generally kept to a minimum.
- Preserve and enhance locally distinctive buildings/features and their settings.
- Respect and enhance the form of historic farmsteads in their landscape context.
- Ensure lighting is kept to a minimum to reduce urban impacts in dark landscape of the rural areas.
- Safeguard essential rural character of eastern section of A5 route.

**Further information:**

- Landscape Character Assessment (2008)
- Cannock Chase Local List
- English Heritage Historic Farmstead Survey (2010)

(with houses attached to working buildings, of a type found in upland areas and where smallholdings developed) which developed within landscape of very small irregular fields around heath, probably linked to industrial by-employment.

- In centre around Kingswood and north of Norton Canes a new reclaimed landscape exists with large scale modern urban elements, (major roads, distribution warehouses and pylons) in a newly landscaped setting with trees and lakes.
- Farmland character predominant along eastern section of A5 strategic highway with mature trees, boundary hedging and grass verges and scattered historic farmsteads/public houses. Modern industrial area on isolated former colliery site at Watling Street Business Park.
- In Coalfield farmlands to the south are medium-sized hedged fields and hedgerow oaks with estates and cottages, e.g. Little Wyrley. This southern group, south of Norton Canes, is District's most intact survival of historic farmsteads, the majority of which developed in piecemeal fashion around courtyards within a medieval and later landscape of small irregular fields.

## Prospect Village

**Character Description:** A residential village of interwar and modern housing with associated modern community centre within a Green Belt setting of open countryside.

### Key features are:

- Historically area comprised farmland, settlement largely developed during 1930's by Coal Board to cater for workers in nearby collieries e.g. at Cannock Wood Some farms still remain within the vicinity of the village.
- Well-defined boundaries to village surrounded by Green Belt countryside which here has a Planned Coalfield Farmland landscape character arising from its largely restored nature from former mining activities. Although located on high ground, the village is set within a 'dip' in the landscape so is largely sheltered from view.
- Two separate estates of inter-war and post-war residential developments combine to create the village, with some more modern infill. Regular two storey semi-detached houses are a feature, and development is generally two storey with fairly limited variety of styles and materials; predominantly brick (red/yellow) for post-war developments and cream render with red-brown tile for inter-war developments- chimneys are a key roofscape feature of the earlier properties. Fences/walls/hedges to front boundaries. Medium-low density overall.
- Key views from edge of village along Ironstone Road and Severns Road, looking north towards the AONB and south towards Gentleshaw Common/Cuckoo Bank.
- Modern community centre within public open space and park facilities on north side of village.
- Access to nature site adjacent to park. Mature tree planting in some front gardens helps contribute to the character of the area within its rural setting. Disused mineral railway line bounds village to north-east providing green link for walking/cycling.

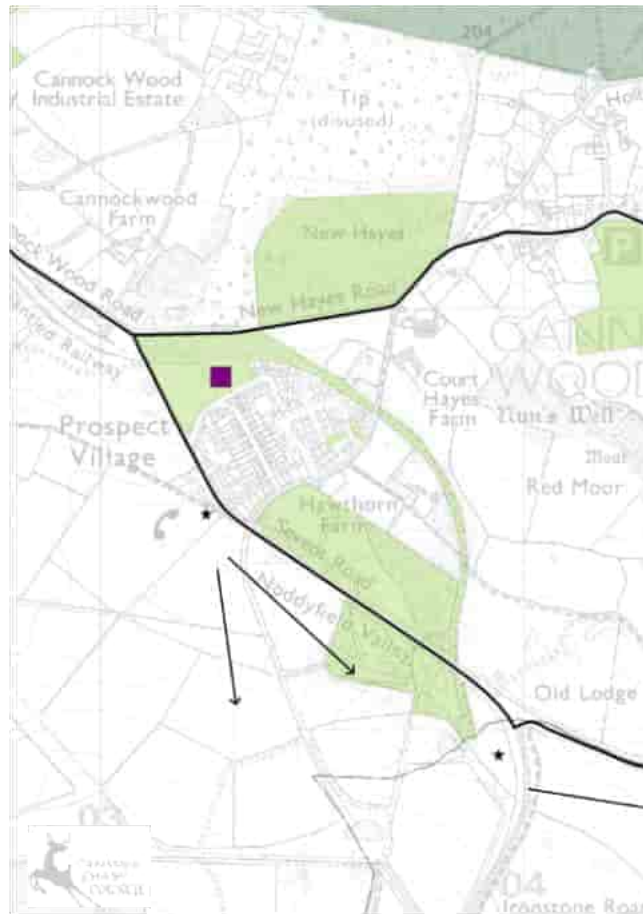
### Key Local Design Principles or 'New developments should':

- Respect existing fairly homogenous density and plot sizes to retain character of village.
- In older streets reflect regularity of layout, form and materials of existing buildings.
- More scope for variety of design and materials in post war streets whilst respecting scale of existing development.
- Preserve and enhance 'green' aspect of village with protection of existing mature tree and hedge planting, inclusion of new planting where appropriate, enhancement of public open space and appropriate buffering of urban edge.
- Support opportunities for enhancement of pedestrian links to surrounding rural areas.
- Support opportunities for enhancement of small-scale community-related facilities within village.
- Respect and enhance the forms of historic farmsteads in their landscape context.

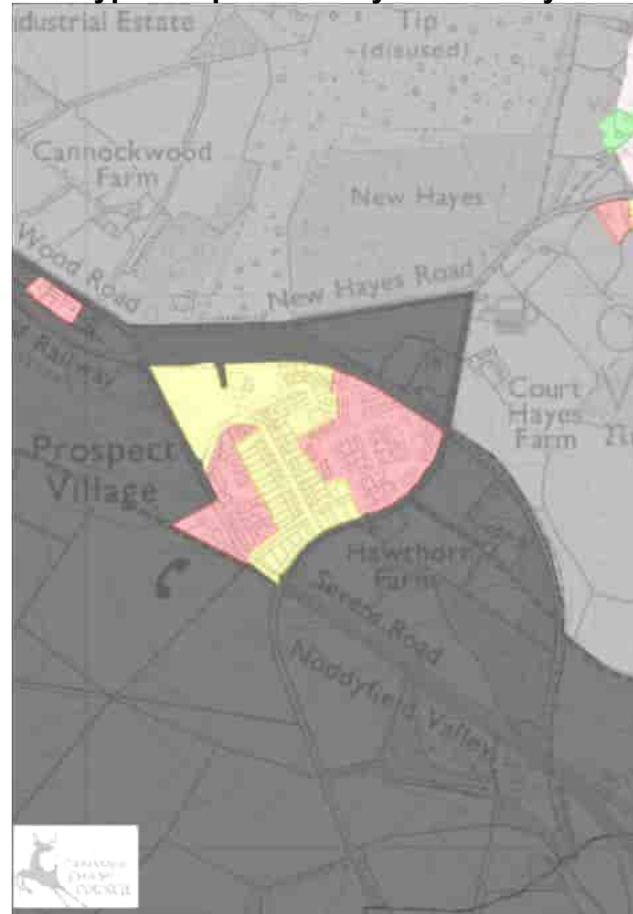
### Further information:

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- Planned Coalfield Farmlands
- Cannock Chase Local List

## Key Features Map



## Character and Landscape Types (period/type of development and type of open countryside nearby)



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## **Pye Green Valley**

**Character Description:** Residential suburban area consisting of predominately post-war housing, with remnants of 19<sup>th</sup> century properties. Lies adjacent to rural-urban fringe and contains large area of open green space - Pye Green Valley.

### **Key features are:**

- Former colliery in Pye Green Valley means the green landscape is a restored one still in the process of restoration via heathland rejuvenation with limited redevelopment.
- Topography creates a number of key views towards the Chase, Hednesford Hills and over the urban area. The topography rises from east to west and south to north, reinforcing the contribution of the landscape to the character of the area.
- Valley heavily influenced by surrounding heathland landscape character having a semi-rural feel (particularly at the edges) providing transition between Chase and urban centres of Cannock/Hednesford.
- Largely post-war residential area on the urban-rural fringe with some historic 19<sup>th</sup> century properties to the east (near to Hednesford Town Centre and Historic Suburbs character area). Post-war properties are mainly low-medium density, semi-detached and detached houses in render and red brick. More contemporary design and materials used at Pye Green Valley Primary School at Rose Hill.
  - 19<sup>th</sup> century buildings include former coal miners red brick terraced housing, West Hill Primary School and St John's Chapel (Station Road) which add character to area providing links to the area's historic development.
- BT phone mast in vicinity of the area (at Pye Green) acts as landmark in wider landscape, visible for long distance.
- Key 'gateway' between urban and rural areas at junction of Pye Green Road/Broadhurst Green/Bradbury Lane marks an entrance from the built-up area to Cannock Chase, a locally important asset to quality of life.

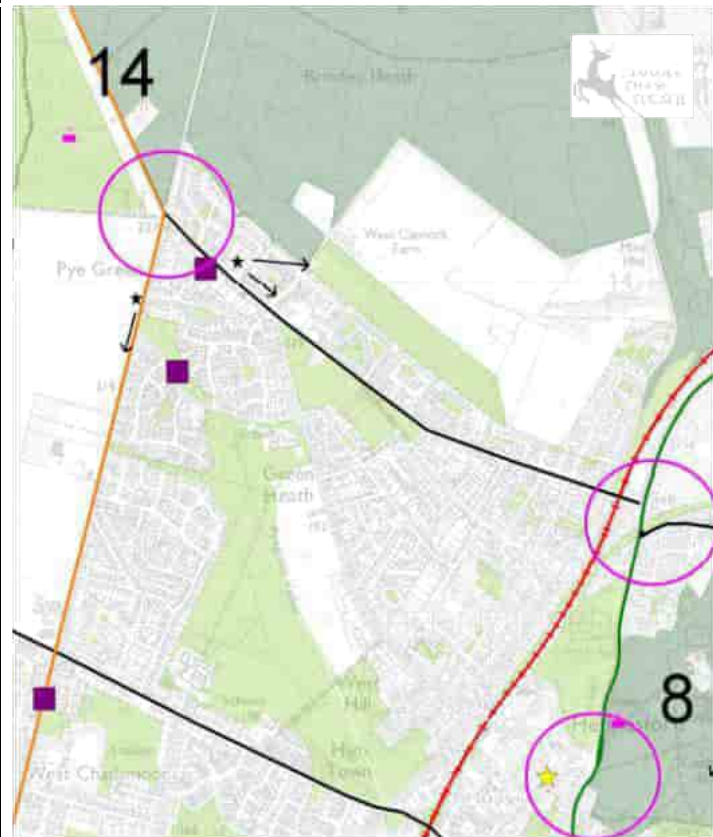
### **Key Local Design Principles or 'New development should':**

- Preserve and enhance the semi-rural and rural-urban fringe character of the area by ensuring key views of and public links to green spaces and the Chase are retained and enhanced where appropriate and existing characteristic density, height and scale of area is respected.
- Preserve and enhance character of locally distinctive features including the impact upon their landscape setting.
  - Acknowledge scope for a variety of good quality design and materials throughout area.
- Contribute to enhanced connectivity of green space linkages to wider urban area to the south including surrounding residential development.
- Design of potential medium-large scale development on site west of Pye Green Road should be sympathetic to semi-rural/fringe character, supporting the local preference for 'greening' of urban areas, with the space around buildings as important as the buildings themselves and creating appropriately sized gardens to family-sized homes.
- Respect the strong landscape character of adjoining land to the north by buffering the urban area and managing the visual impact of horticulture activities around the urban fringe.

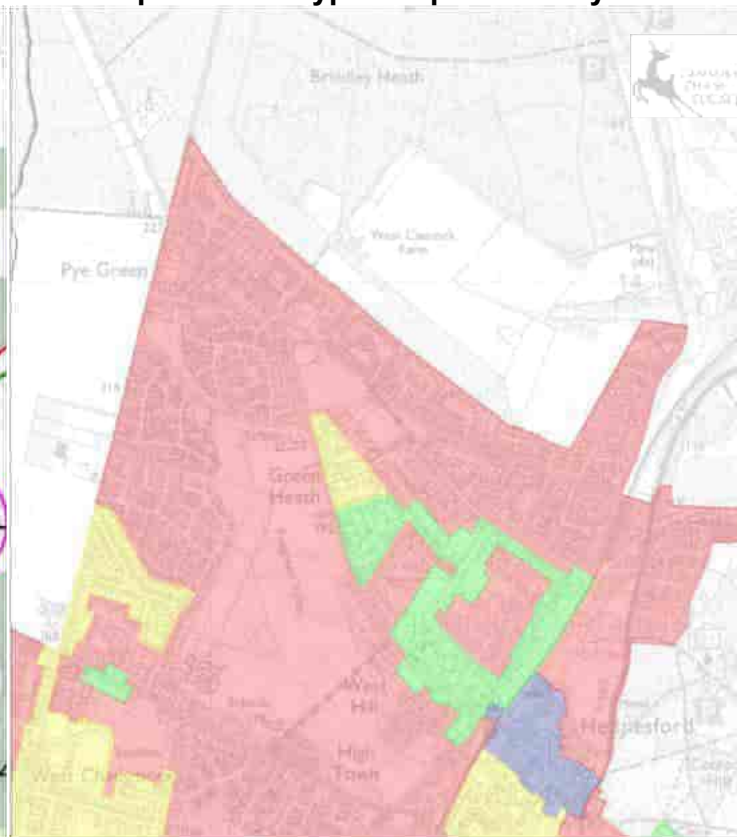
### **Further information:**

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment- Heathland
- Historic Environment Character Assessment CHECZ 3-4
- Cannock Chase Local List

## Key Features Map



## Character and Landscape Types (period/type of development and type of open countryside nearby)



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**Rugeley Town Centre and Historic Suburbs**

**Character Description:** Rugeley town centre has origins dating back to the medieval period, with a market being established in the 13<sup>th</sup> century. It serves as the main shopping centre for the north of the District. Area includes the historic town centre and its historic suburban residential areas including Industrial/ Victorian and Interwar houses, together with some edge of town centre larger scale buildings.

**Key features are:**

- Historic medieval core street layout remains largely intact with market place and tightly built-up winding main street. Early surviving features date back to 16<sup>th</sup> /17<sup>th</sup> centuries e.g. the Listed timber framed Red Lion pub and cottages in Market Street /Horsefair.
- Parish church (St Augustine’s, which replaced the Old Chancel) at northern extremity of town, close to where grammar school and tithe barn once stood. Horse fairs and sheep fairs once took place on wide streets around town centre. 19<sup>th</sup> century town expansion in conjunction with development of mining industry – housing, schools, churches, chapels, public houses and park – and a wealth of 19<sup>th</sup> century properties remain. Town centre and historic suburbs designated as Conservation Areas and there are many features of local interest.
- Further expansion of town in 20<sup>th</sup> century included new road layout encircling town centre and larger scale buildings.
- Mainly mixed small scale retail/commercial uses in centre, residential areas beyond with community theatre lead to wider modern suburbs.
- Variety of domestic and town centre architecture providing diverse townscape unified by mass, height, scale and materials. Diversity of high quality detailing adds to local distinctiveness. Larger plots in Talbot St and Church St retain rear coach houses. Mainly 2 and 3 storey properties in town centre, mainly 2 storey terraced and semi-detached houses elsewhere. Typical local materials are orange-red brick and grey/red-brown tiles or blue slate, with some light coloured render. Modern developments typically concrete and ‘bulky’ e.g. market hall. High-medium density overall.
- Mature tree planting punctuates scene in town centre squares and Anson Street. Elmore Park trees visible between and over buildings. Mature trees soften streetscene in older residential suburbs with garden frontages of brick /stone walls, railings and hedges retained.
- Good examples of appropriate modern infill are Library and Penny Bank flats, and recent shopfronts enhance town centre.
- Church towers/spires form landmark features in wider area, clock tower is key town centre landmark. Gateways along primary routes into town. Trent and Mersey Canal forms waterway link to countryside.

**Key Local Design Principles or ‘New development should’:**

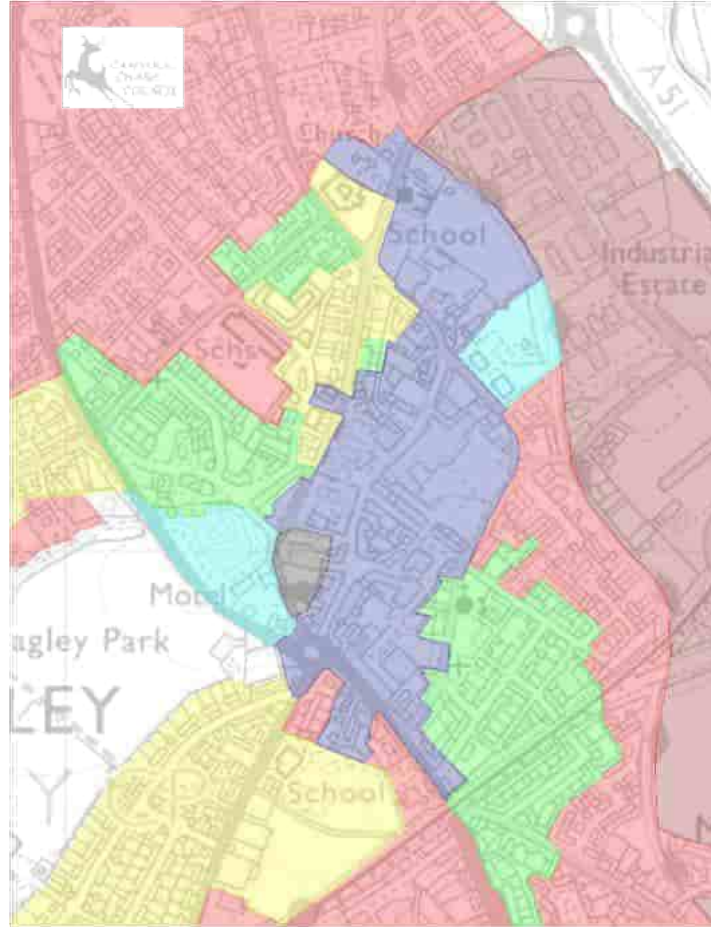
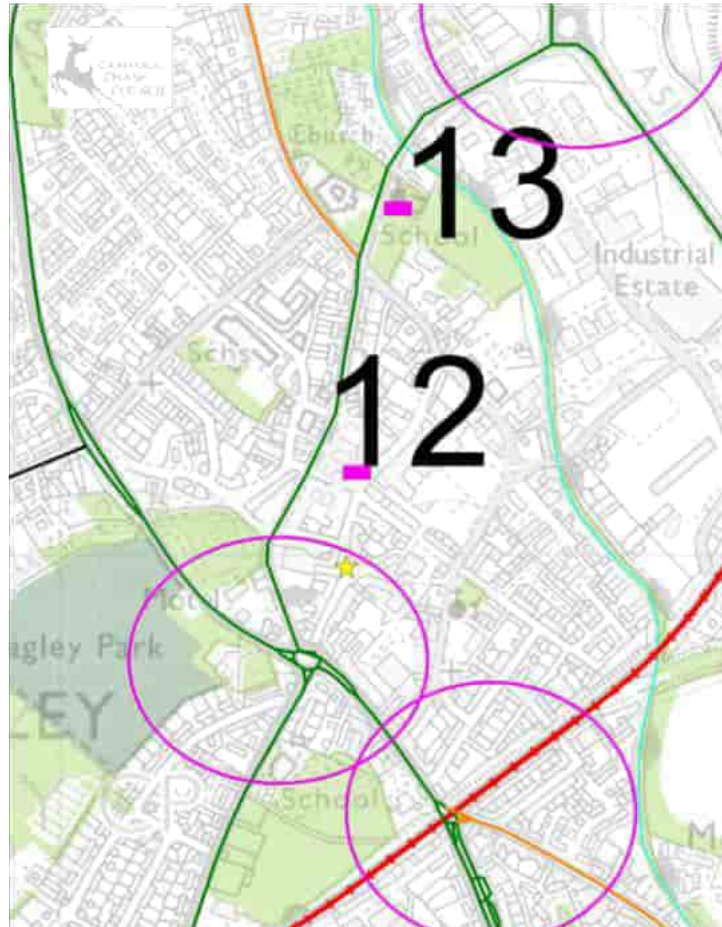
- Safeguard historic street layout including links between key facilities/Canal and conserve locally distinctive features.
- Respect small scale built form (height, layout, and plot sizes/urban grain) and support local preference for non-intrusive traditional architecture, with good quality contemporary schemes where appropriate, mixing old with new.
- Preserve and enhance character and appearance of historic areas and settings e.g. promote screening of car parks around town centre edge.
- Promote tree planting and seating to enhance amenity of town centre open spaces with their spacious, level squares for pedestrians; protect suburban garden trees and hedging with appropriate new planting.
- Support high quality public realm design and materials and pursue opportunities to reduce clutter.
- Encourage high quality shopfront and signage design and materials appropriate to the particular building and support wide range of mixed uses, small independent shops (with their good service) and markets to increase town centre variety.
- Promote Canal references throughout area and information provision for residents/visitors.

**Further information:**

- See character types descriptions for further information on the built character and detailing.
- Rugeley EUS (2009/10)- HUCAs 1-14
- Conservation Area Appraisals and Management Plans for Church Street, Talbot Street/Lichfield Street, Rugeley Town Centre (some forthcoming)
- Cannock Chase Local List

Key Features Map

Character and Landscape Types (period/type of development and type of open countryside nearby)



Landmark 12- Tower Clock and former Market Hall



Landmark 13- St Augustine's



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## Slitting Mill

**Character Description:** Whilst the village is now dominated by post war residential character types, its name has its origins in its long history as an early iron workings settlement along the Rising Brook. There are some relics of this past but only a few historic buildings from later periods remain.

### Key features are:

- Origins in 16<sup>th</sup>/17<sup>th</sup> century as an early iron working settlement- see Stone House Grade 2 Listed Building (possible home of local iron masters) and surviving earthworks/archaeological remains. Chase Heritage Trail passes via area highlighting importance of area to the Districts' historical development
- Character dominated by surrounding landscape of Wooded Estatelands. The village is also within the AONB and buffered by Green Belt all around, demonstrating the sensitivity of this landscape to change and development. Some agricultural use around the village contributes to the rural character.
- The village is well screened by virtue of the woodlands and topography that falls away from high points of AONB towards the River Trent Valley in the north. Village feels fairly 'secluded'
- Historic plots overlaid by 20<sup>th</sup> century development with scattered 18<sup>th</sup>/19<sup>th</sup> century remaining buildings. The main historic street pattern remains e.g. Slitting Mill Road and Post Office Lane
- Residential developments are fairly low density ranging from short 19<sup>th</sup> century terraces and cottages along Slitting Mill Road to substantial modern detached houses on large plots and a mix of modern houses and bungalows on culs de sac. Main materials are brick, render and pebbledash, with the Stone House built of sandstone.
- Many houses have frontage brick walls/hedges and mature trees in front gardens and along rural edges are predominant.
- The 'minor route' is an historic road that connects the village to the surrounding areas. Apart from in centre of village there is often one or no footway but just grass verges, adding to rural character.
- The Horns Inn stands in village centre, and nearby the Victory Hall and a red telephone box.
- A number of 18<sup>th</sup> century boundary stones in fields east of the village mark the boundary with Rugeley.

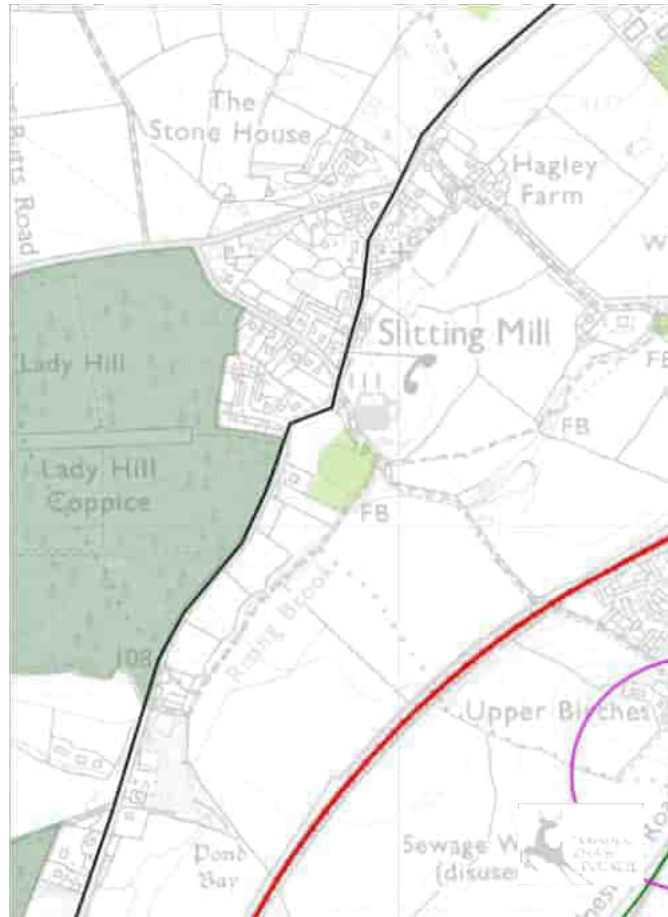
### Key Local Design Principles or 'New development should':

- Ensure links to the unique history and local distinctiveness of the village are retained via preservation of the historic street pattern and key buildings and structures, with surviving landmark features on the outskirts of the built-up area protected e.g. the remains of former mill works along the Rising Brook.
- Preserve and enhance strong character and sensitivity of surrounding landscape with AONB, Green Belt and the Wooded Estatelands character all combining to create a unique rural setting.
- Scope for a variety of good quality design and materials for new development within village envelope whilst respecting scale and layout of existing development.
- Respect and enhance the forms of historic farmsteads in their landscape context.

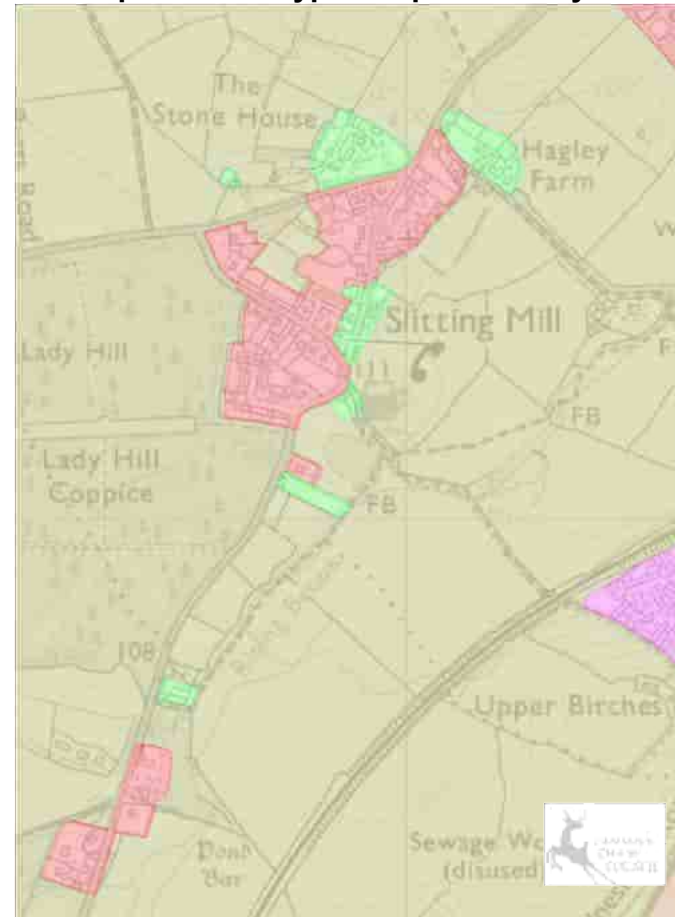
### Further information:

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- Wooded Estatelands
- Historic Environment Assessment (2009)- RHECZ 3
- English Heritage Historic Farmstead Survey (2010)
- Cannock Chase Local List

## Key Features Map



## Character and Landscape Types (period/type of development and type of open countryside nearby)



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**South and West Cannock**

**Character Description:** Area of predominantly residential development with some fringe town centre commercial uses along main roads. Limited industrial/Victorian housing with more extensive medium/low density ‘leafy suburban’ interwar and postwar housing, particularly in west of area and some modern retail development on edge of town centre.

**Key features are:**

- Historically area comprised farmland leading westwards to the heathland of Shoal Hill. Adjoins Green Belt land to the west, bordering South Staffordshire. Landscape character consists of Settled Farmlands and Heathland at Shoal Hill (to the north-west). Shoal Hill is key recreational and beauty spot defining character of western area.
- Large detached dwellings developed incrementally on landscaped plots along road frontages in west/south-west at first, then more extensively during 20<sup>th</sup> century. Detached houses and bungalows in well landscaped gardens still a feature of area today, set back from main road with relatively large front gardens. Extensive mature trees/tree groups, many protected by Tree Preservation Order, in western part around New and Old Penkridge Roads which, together with garden hedging, significantly contribute to ‘leafy’ character. Housing is varied in style consisting of ‘bespoke’ individual properties with own detailing and form. Scale and density of properties provides consistency and soft landscaping is a unifying feature.
- Denser development with semi-detached houses and terraces to the south of the town centre in late 19th/early 20<sup>th</sup> century, including former Cannock Workhouse (still standing along Wolverhampton Road), public houses (Listed 1930’s Crystal Fountain), schools (Listed former National School on New Penkridge Road) etc. Beyond, more extensive suburban interwar and post-war estate development of semi-detached and smaller detached housing around circuitous road layouts, typical of its era. Homogenous character within estates, however there is variety between them. Bungalows a distinct feature in the southern area. Largely medium density and red/buff brick with render and brown/grey tiles.
- Larger scale modern retail and leisure development and car parks close to town centre including new avenue tree planting and landscaping.
- Several primary and secondary routes into the town centre cross this area and key ‘gateway’ to District at Longford Island on A5.

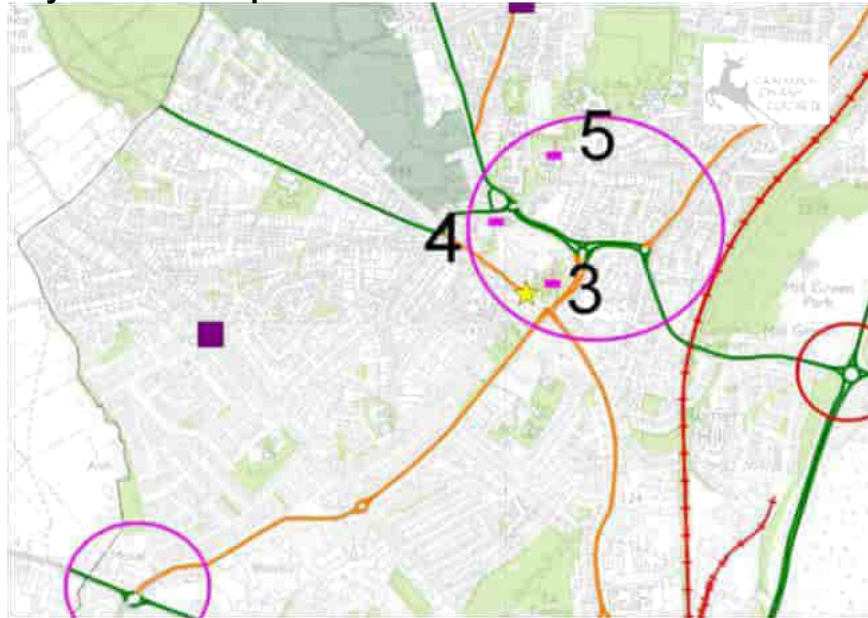
**Key Local Design Principles or ‘New developments should’:**

- Safeguard/enhance ‘leafy character’ of New Penkridge Road area with density of development, ‘green’ views over and between buildings and householder ‘permitted development’ rights controlled as appropriate. Promote retention and use of front garden boundary hedging to reinforce ‘leafy’ feel.
- Recognise scope for variety of good quality design and materials through area whilst respecting scale/density of existing development and preserving/enhancing locally distinctive features and detailing.
- Take opportunities for enhancement of main road corridors through area with new tree planting and environmental improvements and respect and reinforce building lines helping to define historic routes e.g. Old Penkridge Road.
- Buffer impact of the urban edges upon the surrounding landscape character with planting and promote pedestrian links towards Shoal Hill.
- Respect and enhance the forms of historic farmsteads in their landscape context.

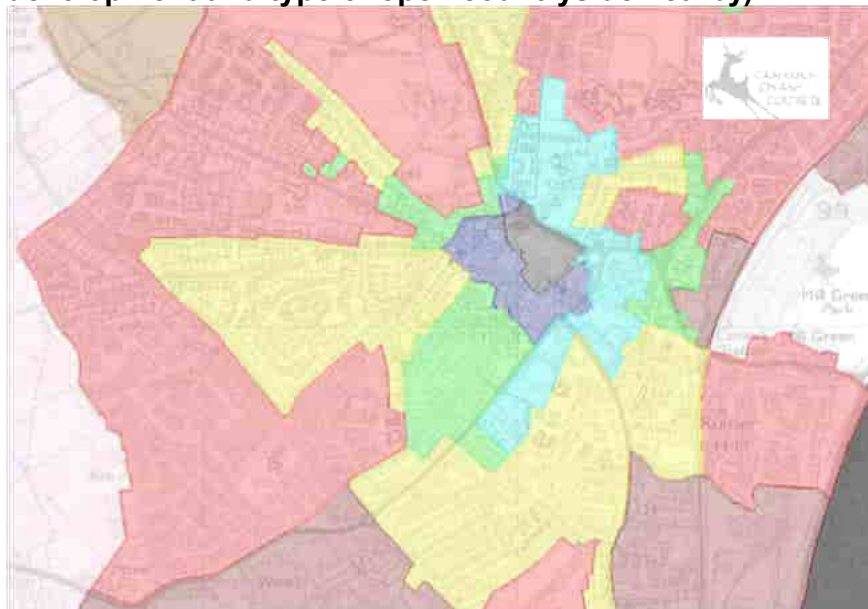
**Further information:**

- See character types descriptions for further information on the built character and detailing.
- Cannock EUS (2009/10) – HUCAs 7, 11, 12, 14, 18, 19
- Cannock Chase Local List

Key Features Map



Character and Landscape Types (period/type of development and type of open countryside nearby)



**Western Rugeley: Etching Hill and Springfields**

**Character Description:** Post-war residential development of medium/low density with scattered older buildings along road frontages which contribute to local distinctiveness. Significant mature trees around Chaseley Road area contribute to 'leafy suburban' character.

**Key features are:**

- Former 17<sup>th</sup> century Hagley Hall stood in south of area, demolished apart from ancillary buildings and replaced with modern housing; garden landscape features survive. Remnant of historic development in 18<sup>th</sup> century listed 'Chaseley House'. Wolseley Road and Chaseley Road have at least medieval origins, serving as main links towards Stafford.
- Remnants of 19<sup>th</sup> /early 20<sup>th</sup> century development to north of character area around Wolseley Road and Station Road (including the setting of St Augustine's Church), to east where area adjoins Rugeley's historic suburbs and in west around Chaseley Road. These older/larger properties continue to be subject to redevelopment.
- Inter-war housing at Hagley Road/Park View Terrace/Green Lane includes 'Coal Board' housing with distinctive dormer design detail, 2 storey semi-detached and short terraces, in red brick.
- Post-war residential developments dominate the area. Mid and late 20<sup>th</sup> century suburban expansion followed development of Western Springs Road in 1950s. Mixture of 1960-70s style 'Radburn' influenced layouts at Springfields (where houses and dormer bungalows back onto roads/shared parking/garage areas, with path access to front doors), in red/buff brick with mature trees on open plan frontages. More 'traditional' forms of post-war housing to the south - 2 storey semi-detached and short terraces, plus 'link detached'. To west in Etching Hill, post-war properties are mainly larger detached and semi-detached in larger plots, with extensive mature trees/tree groups which, together with garden hedging and grass verges along lanes and 'green' views between and over buildings, create the 'leafy' character.
- Area runs into rural-urban fringe at edges, surrounded by Wooded Estatelands and River Meadowlands landscape character within Green Belt and AONB. Many trees in area protected by Tree Preservation Order contribute to sense of local character as do green links/routes running through residential estates. Etching Hill is key local landscape feature providing views of surrounding areas, but is possibly under-used by the wider population. Easy access between area and rural parts of District – Chase, fields and Canal.
- Key 'gateway' at Western Springs Road. Outward views of surrounding woods, fields and power station cooling towers.

**Key Local Design Principles or 'New development should':**

- Safeguard/enhance 'leafy character' of Etchinghill area particularly with density of development, 'green' views between and over buildings and householder 'permitted development' rights controlled as appropriate. Promote use of hedging to front garden boundaries to reinforce 'leafy' feel.
- Preserve/enhance locally distinctive buildings /features/Canal and characteristic building lines.
- Recognise scope for a variety of good quality design and materials throughout area whilst respecting scale of existing development.
- Buffer impact of the urban edges by preserving and enhancing woodland coverage and relating landscaping works to the local landscape character e.g. to the River Meadowlands to the north.
- Support permeability of cul-de-sac layouts by improved green pedestrian linkages, enhance links to Etchinghill and pedestrian & cycle routes to surrounding rural areas.
- Respect and enhance the forms of historic farmsteads in their landscape context.

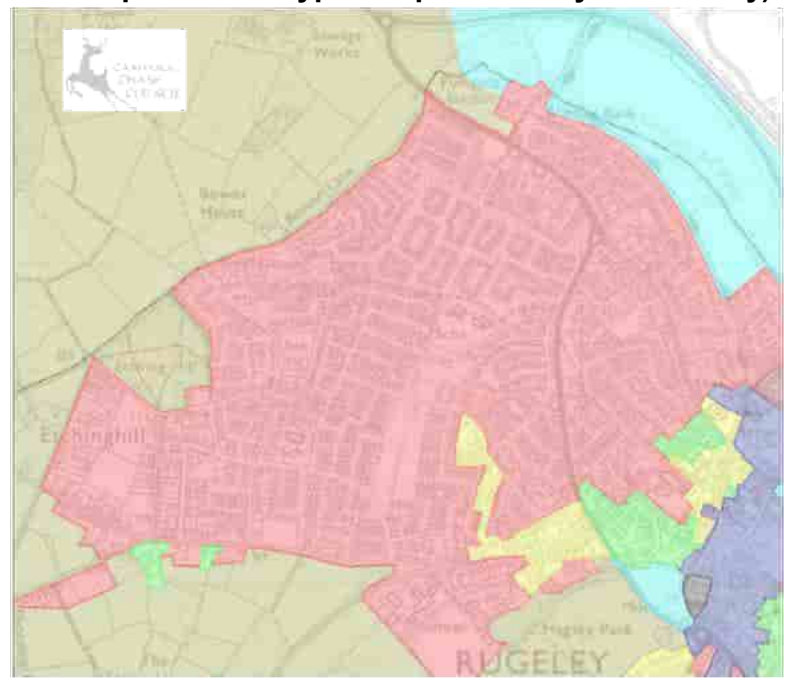
**Further information:**

- See character types descriptions for further information on the built character and detailing.
- Landscape Character Assessment (2008)- Wooded Estatelands and River Meadowlands
- Rugeley EUS (2009/10)- HUCAs 16-20
- Cannock Chase Local List

Key Features Map



Character and Landscape Types (period/type of development and type of open countryside nearby)



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## Summary of Consultation Responses

Rep ID Number	Respondent	Comment	CCDC Response
A0001	Natural England	No comment on SPD. Agreed with Council determination that no SEA required.	Noted.
A0002	Olumide Olutunde – 24 Carbon Ltd.	<p>Support is raised for the document particularly where it assists in delivering high-quality, sustainable development across Cannock Chase District.</p> <p>Support is raised for the overall objectives of the SPD and it is recommended that the SPD continues to recognise the important role of well-planned and well-design development at the edge of existing settlements. It is considered that the SPD should encourage comprehensive and landscape-led master planning and approaches that integrate new development sensitively with its surroundings, and gradual transitions in building form and density between urban and rural areas.</p> <p>The emphasis on landscape led design is strongly supported, it is considered that the SPD should promote development that respects the setting of valued landscapes and ensures that new development enhances visual quality and contributes positively to green infrastructure and biodiversity.</p> <p>It is considered important that the SPD retains sufficient flexibility to allow for site-specific, evidence-based design solutions. It is raised that whilst clear guidance is beneficial, overly prescriptive requirements may limit the ability to respond effectively to individual site opportunities and constraints. A principles-based approach is therefore encouraged.</p> <p>It is raised that it is important that the SPD supports deliverable and viable development. Design expectations should be proportionate and should not necessarily constrain development or impact viability. Overall, the SPD is supported in principle and represents a positive addition to planning framework for Cannock Chase District.</p>	<p>The overall support of the Design SPD is welcomed. The Design SPD is considered appropriate for all scales of development and whilst master planning is supported on larger developments it should be noted that the Design SPD is to be used for householder and small-scale developments also.</p> <p>The support for the landscape-led design approach is noted.</p> <p>It is considered that the SPD provides sufficient flexibility and guidance to support the Local Plan and bringing forward well-designed development within the District.</p> <p>It is considered that the Design SPD is proportionate to align with the design requirements of the Local Plan and the District and that approaches to design on a development and impact on viability are appropriate to be considered at the application stage not within the SPD.</p>
A0003	Staffordshire County Council	<p>Section 4 – Movement, Public Spaces and Uses</p> <ol style="list-style-type: none"> <li>1. Paragraph 4.2 please include the term wheeling. Ensures all forms of active travel are included.</li> <li>2. Heading to Principle M1 should include Wheeling</li> <li>3. Principle M1(a) amend to add 'Movement on foot or by bicycle should be made, as <i>if not more</i>, convenient as travelling by car.'</li> <li>4. Principle M1(b) suggest after 'cycle links' the term 'where appropriate' is added as it is illegal for a cyclist to cycle along as public footpath.</li> <li>5. Principle M1(c) use of the term 'short' is considered potentially misleading.</li> <li>6. Principle M1(d) should include 'accessible and coherent'</li> <li>7. Principle M1(e) should include reference to adherence to LTN1/20</li> <li>8. Principle M1(h) public transport should be added to the list of wider infrastructure</li> <li>9. Principle M1: The principle is seen to generally refer to provision as a means to get from point A to B. It is not considered to cover provision of walking and cycling as a means of activity.</li> <li>10. Paragraph 4.6 should include buses in the final sentence.</li> </ol>	<p>Section 4</p> <ol style="list-style-type: none"> <li>1. Proposed change supported.</li> <li>2. Proposed change supported</li> <li>3. Proposed change supported</li> <li>4. Proposed change supported</li> <li>5. Proposed change to wording: Walking routes should <i>be comprised of short segments</i>, overlooked by surrounding buildings[...]</li> <li>6. Comment noted. A change has not been proposed as it is considered that this is covered in the wider context of the principle</li> <li>7. Reference has been added to the supporting box to the principle</li> <li>8. Proposed change supported</li> <li>9. Comment noted. Whilst the SPD Principle M1 covers the use of walking and cycling as a means of alternative travel it does not restrict developments nor prevent them from providing leisure routes, the principle is considered flexible enough to enable such proposals to come forward whilst clauses (b) and (f) both encourage leisure uses via links to existing Public Rights of Way and use of the proposed routes for leisure purposes. As such a change is not considered necessary.</li> <li>10. Proposed change to wording: These include areas for different users – cars, cyclists, <i>buses</i> and pedestrians [...]</li> </ol>

Rep ID Number	Respondent	Comment	CCDC Response
		<p>Section 6</p> <ol style="list-style-type: none"> <li>1. Principle N4: Sustainable Drainage Systems and Water Features should provide signposting to Lead Local Flood Authority guidance on Floor Risk and SuDS.</li> </ol> <p>Appendix A: Car Parking Standards</p> <ol style="list-style-type: none"> <li>1. Principle CP1(a) parking to the rear of a property especially in rear parking courts is unattractive to owners leading o parking on the street front. New homes are also not designed to be access via the rear. Stating parking must be provided to rear or side is too prescriptive, the princi9ple should be for it to not dominate the frontage but allow flexibility in how this is achieved.</li> <li>2. Principle CP1(b) unclear how the blue badge parking is to be attributed in planning to the curtilage of a private dwelling. Should this be for properties constructed to enhanced building regulations standards to be wheelchair accessible.</li> <li>3. Principle CP1(h) feels like it needs more prevalence. Queried to whether as this is a design guide if this is the right place for such a statement and whether it is already included in the Local Plan.</li> <li>4. Principle CP2(d) includes a typo and should read 12.8m instead of 128m. It is considered regardless that the measurement should be altered to 16.5m to cater for articulated lorries.</li> <li>5. Principle CP3 note that the list order is incorrect.</li> <li>6. Principle CP5 could be strengthened to highlight cycling as a priority transport mode and reference should be made to a commitment to meet national design standards (LTN1/20/ATE) requirements.</li> <li>7. Principle CP6 it is considered this could be strengthened as it lacks clear alignment with wider planning, environmental and transport objectives; and does not fully reflect modern expectations around freight decarbonisation, integration, consolidation and place impacts.</li> </ol>	<p>Section 6</p> <ol style="list-style-type: none"> <li>1. Reference has been added to a supporting box for the principle.</li> </ol> <p>Appendix A: Car Parking Standards</p> <ol style="list-style-type: none"> <li>1. Comment noted. The Council consider there is flexibility within the clause through the use of 'where appropriate'. Not withstanding this, the Council propose additional wording to include: <u>Rear parking courts should not be supported unless appropriately designed including suitable rear access to the property, pathways, lighting and security measures.</u></li> <li>2. Comment noted. Proposed change to wording: An exception can be made for <u>dwelling built to M4(3) standards blue badge parking.</u></li> <li>3. The Council note the comment, however, consider that the order is appropriate given the context of the principle and that clause (h) is reinforcing that whilst appropriate to provide parking other measures should also be considered, as set out in Principle M1. It is proposed to add a link to the principle directing to Policy SO5.1 of the Local Plan.</li> <li>4. Proposed change supported</li> <li>5. Proposed change supported</li> <li>6. Reference has been added to a supporting box for the principle.</li> <li>7. Comment noted. The Council consider that this goes beyond the scope of the Design Guide SPD and could be considered in a future iteration of the Local Plan where it is more appropriate to reflect the wider context as set out in the response by SCC.</li> </ol>
A0004	Canal & River Trust	<p>The Trust considers waterways are underrepresented and could make a greater contribution to the Design Guide.</p> <p>Section 2: Context and Identity</p> <ol style="list-style-type: none"> <li>1. Tables 2.4/2.5 (Movement &amp; Land Use) suggest replacement of 'Public Rights of Way' with 'movement network' to reflect towpaths more accurately.</li> <li>2. Table 2.7 (Open Space/Landscape) suggest the inclusion of 'open/green/blue spaces and that canals should be emphasised as defining features, not leftover edges influencing development layout.</li> <li>3. Paragraph 4.7 define 'waterfront' explicitly to include canalside environments to ensure canals are treated as publicly accessible green-blue infrastructure and place-defining features</li> <li>4. Include the use of towpaths within Principle M1 as appropriate</li> </ol>	<p>Comment noted.</p> <p>Section 2: Context and Identity</p> <ol style="list-style-type: none"> <li>1. Comment noted. A proposed change to include towpaths in the tables alongside Public Rights of Way.</li> <li>2. Comment noted. A proposed change to amend Table 2.7 to reference blue spaces as well and open/green and to include canals in the list of Public Spaces within the table.</li> <li>3. Proposed amendment to the wording: Waterfront – <u>includes canalside environments and</u> may host any of the above</li> <li>4. Appropriate inclusion of towpath after public rights of way proposed.</li> </ol>

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		<p>Section 6: Nature</p> <ol style="list-style-type: none"> <li>Canals are recognised nationally as blue infrastructure and important wildlife corridors, the SPD currently focuses mainly on green infrastructure it is considered that blue infrastructure should be included in Principle N1 and Paragraph 6.5 should be amended to reference <ul style="list-style-type: none"> <li>Habitat networks (including blue infrastructure)</li> <li>Climate resilience</li> <li>Accessible greenspace and urban greening</li> </ul> </li> <li>There is a typographical error in Principle N5 (B) referencing 'om-site' instead of 'on-site'</li> </ol> <p>Appendix C: Character Area Descriptions</p> <ol style="list-style-type: none"> <li>Reference to the Trent &amp; Mersey Canal should be to 'Grant Trunk' instead of 'Grand Cross' as the 'Grand Cross' refers to the wider historic network linking major rivers and ports.</li> </ol>	<p>Section 6: Nature</p> <ol style="list-style-type: none"> <li>Proposed changes to Principle N1 wording as follows: <ol style="list-style-type: none"> <li>Development proposals should minimise fragmentation of habitats and increase linkages through 'green corridors', <u>existing blue infrastructure</u>, linear habitat features [...]</li> <li>Green <u>and Blue</u> Infrastructure components require appropriate [...]</li> </ol> </li> </ol> <p>Proposed change to Paragraph 6.5 to incorporate reference: habitat networks (<u>including blue infrastructure</u>)</p> <ol style="list-style-type: none"> <li>Correct typographical error.</li> </ol> <p>Appendix C: Character Area Descriptions</p> <ol style="list-style-type: none"> <li>The reference comment is noted, as the Council are re-adopting the Character Area Descriptions from the currently adopted Design SPD based on the appropriate evidence base amendments to Appendix C are not feasible at this time.</li> </ol>
A0005	The Coal Authority	No specific comments to make on this document.	Noted.
A0006	Historic England	<p>Welcome that the document highlights appropriate character areas, as well as a strong local distinctiveness and sense of place, both for conservation areas and other settlements.</p> <p>Note that although the document acknowledges the nationally significant designation of the Cannock Chase National Landscape and suggest that reference is made to the key assets and design management considerations highlighted in the AONB Management Plan and Historic Environment Strategy.</p> <p>Section 2: Context and Identity</p> <ol style="list-style-type: none"> <li>Consider that the document would benefit from a specific paragraph about conservation areas, and what entails in regulatory terms and the extra design considerations and the need for contextual/responsive design.</li> </ol> <p>Appendix C: Character Area Descriptions</p> <ol style="list-style-type: none"> <li>Consider that it would be useful to provide more detail regarding the history of the settlements and how they originated.</li> </ol>	<p>Support welcomed.</p> <p>The reference to the AONB Management Plan is noted, reference to this is made in the relevant aspects of the SPD and a link to the plan is provided in a supporting box. It is proposed to include the link to the Historic England Strategy in the same supporting box for reference to by applicants and officers.</p> <p>Section 2: Context and Identity</p> <ol style="list-style-type: none"> <li>It is proposed to add an additional paragraph in Section 2 beneath Paragraph 2.4 headed Conservation Areas with the following wording: <u>Cannock Chase contains eight Conservation Areas. Conservation Areas are areas of special architectural or historic interest. They do not just focus on the buildings, but also on the overall setting and character of the area, including trees, street furniture, street layout etc. they are a national designation, meaning that they are of national importance and not of just local importance. When proposing development in a conservation area this Design Guide SPD should be read in conjunction with the applicable Conservation Areas Management Plan and the guidance provided by Historic England (Good Practice for Design in the Historic Environment: Principles and Case Studies   Historic England).</u></li> </ol> <p>Appendix C: Character Area Descriptions</p> <ol style="list-style-type: none"> <li>The reference comment is noted, as the Council are re-adopting the Character Area Descriptions from the currently adopted Design SPD based on the appropriate evidence base amendments to Appendix C are not feasible at this time.</li> </ol>

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A0007	Tetra Tech obo Indurent	<p>General Comments</p> <p>It is acknowledged that the draft SPD is intended to support the adopted Local Plan by provided detailed design guidance and appropriately references national policy including the NPPF and National Design Guide. However, it is noted that the NPPF emphasises the importance of variety in design, which is not explicitly referenced in the draft document, and also requires effective engagement with applicants, which should be recognised within the guidance. The principles of good design identified in the SPD (inclusive, sustainable, adaptable development) are supported.</p> <p>It is raised that it is considered that there is a lack of clarity regarding the status of the SPD. Noting that SPDs are material considerations only and do not form part of the development plan, it is considered that the draft SPD does not sufficiently clarify that it is guidance rather than policy and it is considered that it fails to emphasise that its role is to support interpretation of Local Plan policies, rather than create new requirements. It is also considered that there is insufficient cross-referencing to the relevant Local Plan policies.</p> <p>It is recommended that the document should be revised to clearly define its role, ensuring consistency with national policy and avoiding any implication that it introduces new policy obligations.</p> <p>Section 3: Built Form</p> <ol style="list-style-type: none"> <li>1. Design Principles B1 and B2 it is considered that the principles are overly prescriptive and drafted in a manner resembling policy criteria and that this approach exceeds the appropriate scope of an SPD. It is recommended that the principles are reworded to ensure they provide guidance only, assist applicants in interpreting Local Plan policies, and are clearly identified as material considerations, not requirements.</li> <li>2. Principle B3 (Roof Design) similar concerns to above are considered to arise in this principle, particular concern is raised regarding green/living roofs where the wording could imply an expectation for all developments. It is considered that green roofs may not be considered appropriate in all commercial contexts and that the current drafting risks this guidance being applied rigidly in decision-making. It is recommended that the wording is amended to confirm that provision of green/living roofs is optional and context-dependent, to clarify that guidance should not be interpreted as a universal requirement.</li> <li>3. The respondent outlines alternative approaches to achieving sustainable development suggesting emphasis on: <ul style="list-style-type: none"> <li>• Enhanced building fabric and air tightness,</li> <li>• Low-carbon HVAC systems</li> <li>• Photovoltaic energy generation, and achievement of BREEAM 'Very Good' standards.</li> </ul> <p>It is recommended that greater flexibility should be maintained to allow developers to adopt different sustainability solutions appropriate to the scheme.</p> </li> </ol>	<p>General Comments</p> <p>The comments are noted; it is considered that the introduction identifies that the SPD is to provide more detailed advice and guidance on Local Plan policies and that it should be read in conjunction with national and local policies. With regards to cross-referencing within the SPD, the approach taken is in line with the requests of the Inspector to remove significant signposting from the Local Plan, it is considered where appropriate that additional reference has been provided to the relevant Plan policies, however as the document does not form part of the Development Plan the onus sits that the Plan should be read and considered by an applicant and that the Plan policies sign post to the Local Design Guide.</p> <p>Notwithstanding this, to ensure that the purpose of the document and national policy requirements are clear additional wording is proposed in the following manner:</p> <p>Paragraph 1.1 add additional wording: This Design Guide is a Supplementary Planning Document (SPD) that supports the Cannock Chase Local Plan 2018 – 2040 and is intended to build upon and provide more detailed advice and guidance on the design policies set out in the adopted Plan. <i>Whilst not a Development Plan Document, the SPD forms an important part of the wider plan for the development of Cannock Chase and is, where relevant, a material consideration in the determination of planning applications.</i></p> <p>Paragraph 1.6 add additional wording: '[...] Design guides should provide a local framework for creating beautiful and distinctive places with a consistent and high-quality standard of design. <i>Their geographic coverage, level of detail and degree of prescription should be tailored to the circumstances and scale of change in each place, and should allow a suitable degree of variety.</i></p> <p>Section 3: Built Form</p> <ol style="list-style-type: none"> <li>1. The comment is noted. The Council consider that the principles are appropriate and link to the relevant policies of the Local Plan. Policy SO1.2(a) states that 'Development proposals will demonstrate conformity to Local Plan Policies and the relevant Local Design Guide and will deliver a high quality of building design and layout which is: <ol style="list-style-type: none"> <li>i. Visually attractive, as a result of good architecture, layout and landscaping</li> <li>ii. Sympathetic to local character and heritage</li> <li>iii. Able to accommodate an appropriate amount and mix of development</li> <li>iv. Inclusive of green infrastructure, tree planting and other public space</li> <li>v. Supportive of local facilities and transport networks; and</li> <li>vi. Safe inclusive and accessible.'</li> </ol> <p>It is considered that in line with the purpose of the SPD the Building Design principles provides additional guidance on how to deliver the requirements of the Local Plan. Further to this, it is considered that the existing and proposed wording to the introduction is clear that the SPD is for guidance and is a material consideration and not requirements.</p> </li> <li>2. Comment noted. It is considered that the wording of the principle is appropriate and sets out what 'can' or 'should' be considered as well as 'encourages' consideration of renewable energy, as the SPD is guidance in its context the Council consider that the wording provides sufficient flexibility to roof design within a proposal. With regards to living roofs, the wording states that they 'should be considered' and provides some reasoning for why it may benefit the development to do so. As such it is not</li> </ol>

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		<p>Section 5: Homes and Buildings</p> <ol style="list-style-type: none"> <li>Principle HB10 (Commercial Buildings) the guidance relating to layout, boundaries, parking and connectivity is broadly suggested. It is considered that its status is unclear and not explicitly framed as guidance. It is raised that the application of such principles should be context-specific, depending on site characteristics and proposed uses. It is recommended that the principles are advisory only and their application should be determined on a case-by case basis.</li> </ol> <p>Conclusion</p> <p>The respondent generally supports the intent of the Draft Local Design Guide but raises concerns regarding the interpretation and application, identifying that the document risks being treated as policy rather than guidance, do not adequately reflect the formal status of an SPD and could lead to overly prescriptive decision-making. It is recommended that the document is amended to clearly define its role as supporting guidance, avoid introducing new policy requirements, and ensure flexibility to reflect site-specific circumstances and viability considerations.</p>	<p>considered to form a universal requirement and remains within the remit of the SPD to provide advice and guidance.</p> <ol style="list-style-type: none"> <li>The alternative approaches are noted, though it is not clear in which context the respondent considers they should be included within the SPD. The Council consider that they could be considered to be too prescriptive to include these within the principles where the Local Plan policies on sustainable design (SO8.3) and low carbon development consider Home Quality Mark, BREEAM and raises solar photovoltaic arrays and water source heat pumps.</li> </ol> <p>Section 5: Homes and Buildings</p> <ol style="list-style-type: none"> <li>Comment notes. It is considered that the wording of the principle offers guidance to providing high-quality commercial development within the District, and remains as guidance by the remit of the SPD. The SPD is a material consideration where relevant and the context of the site and the application of the principles would be considered in line with the submitted application and any justification for alternative approaches provided.</li> </ol> <p>Conclusion</p> <p>The final comments are noted. As raised in the initial comments it is considered that the guidance and advisory position of the SPD were outlined in the introduction, additional wording has been proposed to be incorporated to clarify this further. It is not considered that the SPD introduces new policy requirements and provides guidance and advice to build-on the requirements set out in the Local Plan. It is considered that there is sufficient flexibility within the SPD as a material consideration and justification for difference approaches can be provided at the application stage, it is considered that this is applicable to viability considerations also, as the SPD is not considered to add anything that would significantly impact the viability beyond the scope of the Local Plan Policy viability assessment. No further amendments are proposed than those set out above.</p>
A0008	Define Planning obo Bloor Homes Ltd	<p>Section 2: Context and Identity</p> <ol style="list-style-type: none"> <li>Principle CI1: Site Context is recognised and its scope largely acceptable. It is considered that CI1(c) should make reference to the policy tests as set out in the NPPF so as to avoid any confusion as to how decision-makers should deal with applications for development that would impact on heritage assets and their setting; noting that the NPPF makes clear that applications should be approached dependent on level of harm and the benefits of the development.</li> </ol> <p>Section 3: Built Form</p> <ol style="list-style-type: none"> <li>It is noted that there are two principles referred to as Principle B1.</li> <li>Principle B1 (Density) outlines general guidance relating to development density and the locations where higher and lower densities may be appropriate, it is considered that the principle should refer to the densities outlined in the adopted Local Plan and a reference should be made to making efficient use of the land set out in the NPPF.</li> <li>Principle B1 (Building Design) (c) outlines that choice of materials should respond to a site's location and its scale. It is considered that a key factor that informs the choice of materials should be the surrounding context, it is not considered that its location (in so far as</li> </ol>	<p>Section 2: Context and Identity</p> <ol style="list-style-type: none"> <li>It is proposed to add additional wording to Principle CI1(c) : Consideration should also be given to the relevant Conservation Area Management Plans <u>and the policy tests as set out in Chapter 16 (Conserving and enhancing the historic environment) of the NPPF</u>. To provide further clarity to the principle.</li> </ol> <p>Section 3: Built Form</p> <ol style="list-style-type: none"> <li>A change is made to the referencing of the Principles in Section 3 to remove any duplicates.</li> <li>Comment Noted. Reference to Policy SO3.1 will be added to the principle, no further change is proposed to the principle as it is considered to reflect on site density i.e. more concentrated density of dwellings/apartments on sites and lower density larger plots on different sites/areas of sites where proposals are on significantly large parcels.</li> <li>It is considered that the comments should be in relation to Principle B4: Materials. It is considered that the urban, suburban or rural location of a proposed development links to its surrounding context and is an important consideration in the District, given the distinctive characteristics of the different areas. No changes made.</li> </ol>

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		<p>whether it is urban, suburban or rural) or the scale of the development is a significant in defining material choice or the scale of the development. It is therefore suggested that Requirement C is amended accordingly.</p> <p>4. Principle B1(e) Building Design supports architectural creativity and innovation, including by exploring use of modern and contemporary design. It is suggested that the requirement is more specific to define when such design would be appropriate; that being where there is no strong historic character, or no dominant local typology or characteristics.</p> <p>5. Principle B1(g) Building Design states that ‘development proposals should relate to their neighbouring buildings, ‘stepping up’ or gradually increasing from one height to another and should not inappropriately dominate the street scene. It is raised that the intention of the requirement is understood but that there may be some circumstances where it is testament to good design for the building line to ‘step up’ for a single house (or handful of houses) before stepping back down, such as to terminate key vistas, mark key corners, or define the primary street within a development. That should be considered acceptable so long as the relationship of the house(s) with nearby houses has been considered. It is proposed that B1(g) should be re-drafted to read: Development proposals should <u>complement and be respectful of</u> neighbouring buildings and not inappropriately dominate the scene. <u>Where an increase of scale is appropriate, buildings should step or gradually increase from one height to another.</u></p> <p>6. Principle B4 is recognised and its scope is considered largely acceptable. It is considered that B4(h) could be read as elevating the status of the Green Belt, in terms of its landscape and visual sensitivity, to the same level as the National Landscape (NL). Whilst the application NPPF Para 190 often results in a higher design bar being applied to proposals for major development in the NL, there is no national policy requirement for a different or elevated design approach within the Green Belt. Proposals for development in the Green Belt/ on a site that has been removed from the Green Belt would be subject to the other national and local planning policy/guidance that require developments to respond to their context.</p> <p>Section 4: Movement, Public Spaces and Uses</p> <p>1. Principle M1 it is considered minor amendments are required to the principle to ensure that it is clearly written and unambiguous in line with NPPF para 16d, and that the requirements are appropriate:</p> <ol style="list-style-type: none"> <li>i. M1(a) should be amended to make clear that it is in relation to short/medium distance journeys.</li> <li>ii. M1(b) the intention of the requirement is understood, it is considered that it should make clear that developments can only seek to link to existing public rights of way <u>“where that is feasible”</u> and that cycle connections should only be provided to public bridleways.</li> </ol>	<p>4. The comment is noted; however, the Council consider it would be too prescriptive to define where such design would be appropriate and that is for a matter for the applicant to address for consideration at the application stage taking into consideration National and Local Policy and the wider context of the design guide SPD.</p> <p>5. Proposed change is supported. It is considered that the proposed changes do not alter the context of the existing text but provide greater clarity in the approach to be taken the proposed amendment is as follows:</p> <p>‘Development proposals should <u>complement and be respectful of</u> relate to their neighbouring buildings, <del>‘stepping up’ or gradually increasing from one height to another</del> and should not inappropriately dominate the street scene. <u>Where an increase of scale is appropriate, buildings should step or gradually increase from one height to another.</u></p> <p>6. The comments are noted, as the District is 60% Green Belt it is considered that a higher design bar is appropriate to protect the visual sensitivity of the landscape and setting of the Green Belt, further to this the entirety of the National Landscape (with the exceptions of the two villages sited within it) is within the Green Belt as such it is considered that the approach to materials should be consistent across both the Green Belt and the National Landscape.</p> <p>Section 4: Movement, Public Spaces and Uses.</p> <p>1. Comment noted:</p> <ol style="list-style-type: none"> <li>i. M1(a) the proposed change is noted and the principle will be amended accordingly.</li> <li>ii. M1(b) the comment is noted, a change is proposed to the principle in line with Staffordshire County Council comments, not further change is considered necessary.</li> </ol>

Rep ID Number	Respondent	Comment	CCDC Response
		<p>iii. M1(c) states that walking routes should be overlooked by surrounding buildings, it is noted that some peripheral footpaths may not be able to facilitate overlooking from buildings; and indeed that may not be appropriate from a design perspective, in such circumstances it would be considered sufficient and appropriate for them to be overlooked by regularly used open spaces. It is also noted that routes should be “well-lit” but it is considered that there will be circumstances where fully lighting areas is not appropriate for example from an ecological or landscape and visual perspective. It is also considered that it is more appropriate for routes that are “direct and convenient” than short. Proposed wording changes are suggested: ‘walking routes should be <u>direct and convenient</u>, overlooked by surrounding buildings <u>or regularly used open spaces</u>, <u>appropriately lit</u> and not situated between blank frontages.</p> <p>iv. M1(d) the intention of the principle is recognised, but it is considered that the SPD should not entirely discourage the provision of routes adjacent to roads, as they often reflect desire lines and constitute direct and deliverable pedestrian and cycle facilities. Rather the focus should be on ensuring that any such routes are safe, convenient and attractive.</p> <p>v. M1(e) it is suggested that reference is made to the Highway Authority’s latest Local Highways Design Guide/Residential Design Guide, which would ensure that the SPD is future-proofed should there be a shift in national and local policy and guidance on best practice in the coming years.</p> <p>2. Principle P2(a) seeks the provision of well-lit public spaces in the interest of course paramount, our response to Principle M1 outlines that other factors should also be balanced.</p> <p>3. Principle P2(f) a minor amendment is suggested to make clear that buildings should be designed so that windows <b>or</b> doors may not be able to front all open spaces; such as where two sides of the building are bounded by an open space.</p> <p>Section 5: Homes and Buildings</p> <p>1. Principle HB1(e) the intention is recognised and could perhaps be clarified and strengthened by stating that <b>“Main entrances to buildings should be located in the main public thoroughfare with active frontages on elevations that abut public realm areas.”</b></p> <p>2. Principle HB1(j) it is considered that as currently written the principle is not in accordance with NPPF para 16d, as in it does not define what a “substantial difference in levels” is such that a greater separation of distance is required. In that regard it is noted that there is a specific point at which change in levels becomes unacceptable, as the impacts will be dependent on how proposals have considered light, changes in levels, boundaries and privacy. It is raised that the SPD does not outline which a 30m separation distance is suggested it is considered that a more flexible approach could be taken for example outline a maximum level at which the standard 21m offset is appropriate and</p>	<p>iii. M1(c) the comment is noted. A change to the use of ‘short’ has been made in line with the County Council comments and no further change to this element is proposed. The Recommendation with regards to the overlooking is noted alongside the aspects of being ‘well-lit’, Policy SO8.5 considers light pollution and public lighting sign-posting to the policy is proposed with the following wording changes: Walking routes should be short, overlooked by surrounding buildings <u>or regularly used open spaces</u>, well-lit (<u>Policy SO8.5(a(v))</u>) and not situated between blank frontages.</p> <p>iv. Principle M1(d) the comment is noted; however, no change is proposed as the Council consider the use of ‘where possible’ does not dissuade from justification being provided regarding desire lines etc. as part of a development proposal but rather wishes to encourage alternative uses being provided where possible.</p> <p>v. Principle M1(e) the comment is noted, some amendments have been made in line with County Council comments, however, at the time of writing SCC were in the process of updating their own Design Guides a reference box has been included beneath the principle advising that County Council guidance should be considered as part of any development proposal, it is considered this future-proofs the SPD for any future documentation or guidance the County Council produces.</p> <p>2. The comment is noted; it is proposed a similar approach to M1 is taken and that reference to Policy SO8.5(a(v)) is made at the end of the principle to connect the principle to the relevant Local Plan policy.</p> <p>3. The comment is noted an amendment is proposed to alter the wording to ‘windows and/or doors [...]’ to reflect that buildings may only have windows on one side of a building.</p> <p>Section 5: Homes and Buildings</p> <p>1. The proposed changes are considered appropriate to some degree, as such similar wording amendments are proposed: <i>‘Main eEntrances to buildings dwellings should face the road to provide active frontages on elevations that abut public realm areas, with pedestrians and cyclists considered prior to motorists.</i></p> <p>2. The comments are noted. The use of ‘substantial’ has been determined to align with the approach to policy wording of the NPPF and enables flexibility as the difference in levels can alter dependent on the location of the development within the District and it should be considered on an individual basis to whether the height difference is substantial enough to have a detrimental impact on neighbouring properties. The use of 30ms has been determined by the consideration of the separation distance that would be considered appropriate when looking at 3storey dwellings to ensure the</p>

Rep ID Number	Respondent	Comment	CCDC Response
		<p>then require an additional offset of X metres is provided for every Y meters that the change in levels is above the figures, unless an applicant can demonstrate a different approach. It is considered that would provide much greater clarity and facilitate design solutions that respond to the specific characteristics of a site; which accords with the general principles of local and national policy and guidance in relation to design.</p> <p>3. Principle HB1(k) it is suggested that additional flexibility is provided to reflect that smaller garden depths are acceptable in some instances, where the amenity of residents will not be adversely effected. For example, the use of slightly shorter garden lengths may be appropriate when seeking to deliver a higher density, where that is appropriate. It is also considered that it should be updated to reflect that it does not relate to apartments. The following changes are proposed: <b>“For new houses (excluding apartments), a minimum garden depth of 10.5metres should be provided unless a reduced garden depth is justified from a design perspective.”</b></p> <p>4. Principle HB3 it is considered that the application of minimum garden sizes will directly impact plot coverage and the site capacity that can be achieved across the District, which will in turn have financial implications. It is raised that garden sizes are not specified in the adopted Local Plan which is considered the appropriate forum for such matters, and that the introduction of garden sizes that are particularly large could mean for example that development within allocation sites does not achieve the capacity that the recently adopted Local Plan assumed. Notwithstanding that, if the Council continues to introduce minimum garden sizes through the SPD it is considered that the requirement for 3-bed dwellings to have gardens of a minimum size of 65sqm appears high. Bloor’s standard 3bed houses typically have a plot width of c. 5m which would require a garden depth of 13m (as opposed to the 10.5m) to meet the garden size standard. It is considered that this would amongst other matters have financial implications and would be considered to conflict with planning policy. It is considered that the SPD should not introduce garden size standards but if they do that it should be changed to 3-bed units being set at c. 50-55sqm.</p> <p>Section 6: Nature</p> <p>1. Principle N1(f) it is considered that the requirement goes above and beyond the requirements of the NPPF, which outlines Golden Rules for the development of land that has been removed from the Green Belt.</p> <p>2. Principle N4(d) the intention of the principle is recognised but it is considered that it should specify that it relates only to significant watercourses, as it would not be proportionate to provide such a significant offset from a minor stream or alike, and that would result in a number of developments failing to achieve an efficient use of land as required by NPPF paragraph 129.</p>	<p>harm from the upper floor is not substantially detrimental on neighbouring properties. No changes are proposed.</p> <p>3. It is considered that the 10.5metre garden depth is appropriate in consideration of the required 21metre separation distance as set out in HB1(j). It is not considered that greater flexibility is required as the depth is considered to ensure appropriate residential amenity space is provided to new dwellings, and proposed differences to this can be justified through the planning application process where the SPD is a material consideration. It is considered that provision of clarity that the requirement applies to houses and not apartments is appropriate, the following amendment is proposed:</p> <p><i>‘For new dwellings (excluding apartments) aA minimum garden depth of 10.5metres should be provided.</i></p> <p>4. The comment is noted. It is considered that the inclusion of the garden sizes within the SPD aligns with the current adopted 2016 design SPD that would remain in place if the proposed SPD were not to be adopted, it should also be noted that the garden sizes have not changed from those in the adopted 2016 version, as such it is considered that any allocations within the Local Plan would have taken in to consideration the adopted SPD in lieu of the proposed SPD as that would be the material consideration at the time of submission. Policy SO3.3 (a) identifies that ‘Sufficient external amenity space or private gardens should also be provided’ it is considered in line with the nature of the SPD that it provides further guidance on what the Council consider to be ‘sufficient’ in this instance, further to this Policy SO1.3(a) states that ‘development proposals will demonstrate conformity to Local Plan Policies and the relevant Local Design Guide and will deliver a high quality of building design and layout which is [...]’ further to this SO1.3(c) for major development proposals sets out that ‘The Design and Access Statement will set out how the proposal will align with the relevant Local Design Guide and the requirements of other relevant Local Plan Policies’. It is considered that the Policies provide sufficient flexibility for further detail to be provided within the SPD, notwithstanding this as it states ‘relevant’ Local Design Guide this would mean the Design Guide at the time of determination of the application. The concerns with regards to Bloor Homes standard house-types and the potential implications on application sites is noted, however, the Council consider that the application of minimum garden sizes within the SPD is not outside of its remit and whilst a material consideration, it is for the applicant to justify any proposed changes to this at the point of submission.</p> <p>Section 6: Nature</p> <p>1. It is considered that the principle aligns with Policy SO7.7(d) of the Local Plan which has been assessed at examination, a proposed change to the principal is proposed to highlight the linkage with the Local Plan policy. With regards to the Golden Rules these apply with regards to major housing proposals and not other proposals that require the release of land. Paragraph 159 of the NPPF considers improvements to green spaces as part of the Golden Rules and it is considered that Policy SO7.7 and the principle set out the locally specific standards to be considered alongside the national standards set by Natural England.</p>

Rep ID Number	Respondent	Comment	CCDC Response
		<p>Appendix A: Car Parking Guidance</p> <ol style="list-style-type: none"> <li>Principle CP1(a) and CP1b are considered overly prescriptive and is considered to demonstrate that the Council only support a few solutions to the integration of parking. It is raised that there are some cases where frontage parking is required and appropriate from a design perspective, such as where developers are seeking to create a strong building line to define specific character areas, respond to primary routes etc.. It is considered that CP1(b) would limit applicants' ability to put forward innovative design solutions. It is considered that CP1(a) and CP1(b) should be deleted.</li> </ol> <p>Appendix C: Norton Canes Character Area</p> <ol style="list-style-type: none"> <li>The Key Local Design Principles for the Norton Canes area are largely acceptable. It is raised that Bullet Point 2 does not outline a suggested net-density that is considered to be appropriate for development in this locale. It is considered to align with para 16d of the NPPF the SPD should outline a specific range of densities that is considered appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>The comment is noted and the following amendments are proposed to Principle N4(d) 'Development should provide <u>a naturalised buffer to watercourses, proportionate to their scale and ecological value. For main rivers and more significant watercourses, a minimum 10-15m undeveloped, naturalised buffer (measured from the top of the bank) should be provided any watercourse.</u> Wider buffers (15-20m) may be required for priority habitats, ecological corridors or sites with sensitive riparian features. <u>For smaller watercourses (e.g. ordinary watercourses, ditches or ephemeral channels), a reduced buffer may be appropriate; however, buffers should not fall below 6m unless justified by site-specific constraints and supported by ecological assessment.</u> <del>would not be appropriate.</del></li> </ol> <p>Appendix A: Car Parking Guidance</p> <ol style="list-style-type: none"> <li>Comment noted. A few minor changes have been proposed in response to County Council comments, however it is considered that both principles are required to ensure appropriate parking is provided within developments. Notwithstanding this, innovative solutions diverting from the Guidance of the SPD can still be submitted and will assessed on their merit at the application stage. The principles will be retained.</li> </ol> <p>Appendix C: Norton Canes Character Area</p> <ol style="list-style-type: none"> <li>The reference comment is noted, as the Council are re-adopting the Character Area Descriptions from the currently adopted Design SPD based on the appropriate evidence base amendments to Appendix C are not feasible at this time. Further to this, the appropriate densities are set out in Policy SO3.1 of the Local Plan and further guidance is provided in Section 3.0: Built Form of the SPD.</li> </ol>
A0009	Staffordshire County Council – Lead Local Flood Authority	<ol style="list-style-type: none"> <li>The LLFA recommends reference to the latest national guidance on Sustainable Drainage Systems.</li> <li>Whilst canals are identified, the LLFA recommends that rivers and ordinary watercourses are also included within character area profiles and mapping as key landscape features.</li> </ol>	<ol style="list-style-type: none"> <li>A proposed change is recommend following general Staffordshire County Council comments to reflect this.</li> <li>The reference comment is noted, as the Council are re-adopting the Character Area Descriptions from the currently adopted Design SPD based on the appropriate evidence base amendments to Appendix C are not feasible at this time.</li> </ol>
A0010	Swifts Local Network: Swifts & Planning Group	<p>Section 6: Nature</p> <ol style="list-style-type: none"> <li>Principle N3(a) and N1(c) reference to next features/swift bricks is welcomed.</li> <li>Principle N3(a) typo at the start 'next' for next</li> <li>Principle N3(a) it is requested that after 'features' wording is included to state "such as swift bricks" to provide clarity between N1(c) and N3(a).</li> <li>Request Appendix B be reference in N1 or N3 and provided an updated link for the leaflets page on swift boxes.</li> <li>It is requested that key text from NPPG and Natural Environment 2025 paragraph 017, which specifically requires at least one swift brick per dwelling on average is included, as well as highlighting other areas of guidance available.</li> </ol>	<ol style="list-style-type: none"> <li>Support welcomed.</li> <li>Typo to be corrected.</li> <li>Proposed change made to the following: '[...] species appropriate nest and roost features <u>(such as swift bricks).</u>'</li> <li>Appendix B is referenced is paragraph 6.5. The update to the link in Appendix B will be made.</li> <li>A supporting reference box will be included with a link to the relevant guidance will be included.</li> </ol>

Rep ID Number	Respondent	Comment	CCDC Response
A0011	Cllr. D Mawle	<p>Section 3: Built Form</p> <p>Principle B3 Roof Design in regard to solar panels. It is considered that all new build properties should have mandatory solar panels and battery storage to help residents gain help with their energy costs. This would set a standard to other councils and make CCDC a trail blazer in residential renewable energy and its widespread use.</p>	<p>Section 3: Built Form</p> <p>The comment is noted, however a mandatory target would go beyond the requirements as set out in national policy which a Local Plan and in turn SPD are not able to do. The SPD encourages the integration of renewable energy alongside the policies within the Local Plan setting our requirements for Sustainable Design, at this time anything further would require changes at a national level.</p>
A0012	Deloitte obo Church Commissioners of England	<p>The respondent supports the preparation of the draft Design Guide SPD and its overarching objectives to promote high-quality contextually responsive design.</p> <p><b>General Comments</b></p> <p>The respondent raises that design principles must be balanced against viability and that overly prescriptive or onerous requirements could restrict delivery of housing and employment, contrary to the NPPF. It is considered that the SPD should explicitly reference viability considerations in line with PPG.</p> <p>It is considered that whilst respecting local character is supported that the SPD should encourage innovation in design, materials and construction, support adoption of new technologies and support creative responses to sustainability challenges.</p> <p>The respondent considers that effective design outcomes require early and ongoing engagement between the Council, developers and stakeholders and that the SPD should promote a collaborative approach to design coding and implementation.</p> <p>It is considered that the SPD uses directive language that could be interpreted as mandatory and that the SPD should clearly state that it provides guidance than policy, to be applied flexibly.</p> <p>It is considered that a review mechanism for periodic review should be included to ensure the SPD remains up-to-date, responsive to technological and market changes and aligned with best practice.</p> <p><b>Section 2: Context and Identity</b></p> <ol style="list-style-type: none"> <li>1. The respondent supports context-led design and protection of local character; however it is considered that the SPD should allow flexible interpretation of character areas (particularly for sites spanning multiple areas), clarify that character guidance is informative, not prescriptive and support high-quality design that departs from established character where justified. It is raised that limited guidance is provided on how to reconcile overlapping character area requirements and that the SPD should allow for blended design responses rather than strict compliance with multiple sets.</li> <li>2. The emphasis on landscape sensitivity including the importance of local views and landscape context, and roof coverings for larger buildings is supported, it is raised however that the SPD should avoid restricting contemporary architectural solutions, ensure larger buildings can adopt</li> </ol>	<p>Support is welcomed.</p> <p><b>General Comments</b></p> <p>The comment is noted, it is considered that the principles are guidance and advice to the Local Plan Policies which have been viability assessed and that there is flexibility with the application of the SPD for justification to be provided at the application stage. Further to this the recent NPPF Consultation (anticipated publication July 2026) changes the approach to site viability.</p> <p>It is considered that the SPD does not dissuade innovative design and approaches and Policy SO8.3 (Sustainable Design) sets out clear considerations on these aspects.</p> <p>The approach is recognised and the Council offer pre-application services to discuss design approaches at an early stage, it is considered that the Design Guide SPD is a separate document to site-specific design coding and implementation.</p> <p>The Comment is note, whilst it is not considered that the language could be interpreted as mandatory, amendments have been proposed in response to the comments in A0007 and it is considered this also addresses this matter.</p> <p>The comment is noted; the SPD supports the Local Plan Policies and as such a review of the SPD would be appropriate to align with any review of the Local Plan. It is considered that where there are any significant changes to best practice etc. these would be taken into effect when applying the design guide to applications.</p> <p><b>Section 2: Context and Identity</b></p> <ol style="list-style-type: none"> <li>1. The comments are noted, however it is considered that the Character Areas Guidance in Appendix C offer information regarding the areas and key design principles to consider it is not considered prescriptive nor a requirement and is there to ensure that development reflects the local context. In consideration of sites overlapping character areas it is considered that a reasonable approach would be taken when considering the different character attributes and that any proposal would reflect the immediate surrounding context.</li> <li>2. It is not considered that the SPD restricts contemporary or innovative solutions from being proposed.</li> </ol>

Rep ID Number	Respondent	Comment	CCDC Response
		<p>modern design where appropriately integrated, and apply guidance in line with national policy supporting innovation.</p> <p>3. The SPD introduces extensive site appraisal requirements it is considered these should be proportionate to the scale and stage of development and not create additional burdens beyond national requirements.</p> <p>Section 3: Built Form</p> <p>1. Principle B1(Density) the respondent supports efficient use of land and raises concerns that the SPD may unduly favour lower densities, particularly at edge of settlements. It is recommended that density requirements remain flexible and context-driven, that higher densities be supported where well-designed and supported and that the SPD aligns with the NPPF emphasis on optimising land use.</p> <p>2. Principle B4 (Materials) it is considered that the SPD should avoid promoting overly traditional design approaches, or restricting modern, sustainable design solutions. It is recommended that the guidance should instead focus on design quality and performance, encourage durable high-quality materials, and allow flexibility to reflect site conditions and technological change.</p> <p>Section 5: Homes and Buildings</p> <p>1. It is raised that the SPD introduces numerical standards for separation distances and garden sizes, it is considered that these should be clearly framed as guidelines rather than absolute requirements. Flexibility should be retained where site-specific design solutions can deliver acceptable amenity outcomes, particularly on constrained or edge-of-settlement sites.</p> <p>Section 6: Nature</p> <p>1. The respondent supports the emphasis on green infrastructure, biodiversity and multi-functional design features. It is recommended that the requirements for Biodiversity Net-Gain and SuDS are proportionate, flexible (on-site, off site or credits) and aligned with statutory requirements. It is considered that the SPD should avoid introducing additional or duplicative burdens that could impact viability.</p>	<p>3. As set out in Paragraph 2.11 the site appraisal element is highlighted as a useful appraisal <b>tool</b>, it is not a requirement for a submission to use the appraisal tool, it is there to help provide guidance for applicants particularly those that may not be relying on professionals for their submission.</p> <p>Section 3: Built Form</p> <p>1. The comments are noted, the density requirements for the District are set out in Policy SO3.1 of the Plan. The wording in B1 is considered to reflect on site density i.e. more concentrated density of dwellings/apartments on sites and lower density larger plots on different sites/areas of sites where proposals are on significantly large parcels. The SPD does not unduly favour lower or higher densities; it is considered that in particular with regards to edge of settlement developments that these will abut or be within the Green Belt and/or abut the National Landscape where there are high levels of sensitivity to landscape and setting to be take into consideration. Notwithstanding this, the requirement set out in SO3.2 should be considered and there is flexibility to the approach of on-site density/distribution.</p> <p>2. The comment is noted. The principle considers the reflection of materials on the character of the setting and the surrounding context, it is not considered to remove flexibility for innovative design or materials to reflect the site-specific context.</p> <p>Section 5: Homes and Buildings</p> <p>1. The remit of the SPD is advice and guidance for the Local Plan Policies. Policy SO3.3 (a) identifies that 'Sufficient external amenity space or private gardens should also be provided' it is considered in line with the nature of the SPD that it provides further guidance on what the Council consider to be 'sufficient' in this instance, further to this Policy SO1.3(a) states that 'development proposals will demonstrate conformity to Local Plan Policies and the relevant Local Design Guide and will deliver a high quality of building design and layout which is [...]' further to this SO1.3(c) for major development proposals sets out that 'The Design and Access Statement will set out how the proposal will align with the relevant Local Design Guide and the requirements of other relevant Local Plan Policies'. It is considered that the Policies provide sufficient flexibility for further detail to be provided within the SPD, notwithstanding this as it states 'relevant' Local Design Guide this would mean the Design Guide at the time of determination of the application. The Council consider that the application of minimum garden sizes within the SPD is not outside of its remit and whilst a material consideration, it is for the applicant to justify any proposed changes to this at the point of submission.</p> <p>Section 6: Nature</p> <p>1. It is considered that the Biodiversity Net Gain (BNG) and SuDS requirements are in line with the Local Plan policies and in turn statutory requirements, it is considered that the SPD does not introduce any additional burdens that have not been considered through the Local Plan examination in particular with regards to BNG.</p>

Rep ID Number	Respondent	Comment	CCDC Response
		<p>Section 4: Movement, Public Spaces and Uses</p> <ol style="list-style-type: none"> <li>1. It is considered that the SPD should promote well-connected and accessible public spaces and movement networks that prioritise active travel. It is raised that design guidance should focus on creating safe, attractive and functional environments that encourage walking and cycling without imposing excessive infrastructure costs that could impact scheme viability.</li> </ol> <p>Section 5: Homes and Buildings</p> <ol style="list-style-type: none"> <li>1. It is raised that whilst supporting the transition to net-zero carbon that the SPD should encourage practical and deliverable energy efficiency measures and the integration of renewable energy solutions that are viable for residential development and that the focus should be on achieving good performance through a range of appropriate technologies and design approaches. It is considered that the SPD should also acknowledge that the viability of certain technologies can vary significantly based on site specifics and market conditions, advocating for a flexible approach that allows developers to choose the most appropriate and effective solutions.</li> </ol> <p>Conclusion</p> <p>The respondent raises that whilst the aims of the SPD are supported, it is essential that the document is applied as flexible, outcome-focused guidance and that greater clarity is required to ensure that its principles do not operate as prescriptive requirements that could constrain design innovation, viability or deliverability. It is considered that a successful SPD will be one that champions good quality design and sustainability, whilst remaining flexible, outcome focused and fully cognisant of the need to ensure the viability and deliverability of development in Cannock Chase.</p>	<p>Section 4: Movement, Public Spaces and Uses</p> <ol style="list-style-type: none"> <li>1. The concern with regards to potential infrastructure costs impacting on viability is noted, however, it is considered that the Design Guide is there to support policy requirements and ensure a high-quality of development is provided within the District. It is considered that viability concerns and alternative approaches can be provided at the application stage for consideration, whilst ensuring that a high standards is maintained.</li> </ol> <p>Section 5: Homes and Buildings</p> <ol style="list-style-type: none"> <li>1. The comments are noted. The SPD is to support the Local Plan which considers Low Carbon development in line with the NPPF (Sept 2023) against which it was assessed, it is considered that the relevant policies within the Local Plan provide greater detail on these elements and as such the SPD does not go into as significant detail but does encourage consideration of renewable energy solutions and sustainable design considerations. The consideration of viability is noted however as the SPD is guidance and advice to the Local Plan policies and does not provide anything significantly prescriptive beyond that set out in the Local Plan it is considered that it has been sufficiently viability checked through the examination process.</li> </ol> <p>Conclusion</p> <p>The support for the SPD is welcomed. The comes on the principles being guidance and not prescriptive requirements is noted; it is considered that this has been addressed through the comments on the introduction section above. It is considered that the SPD provides a structure to support the Local Plan on provision of high-quality development within the District.</p>

## Commencement of New Local Plan for Cannock Chase District

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Head of Economic Development and Planning
<b>Portfolio:</b>	Regeneration and Corporate Strategy

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### 1 Purpose of Report

- 1.1 The report sets out the new statutory requirements for Cannock Chase District Council to prepare a new Local Plan.
- 1.2 Cabinet approval is sought to publish the proposed timetable for preparing the next Local Plan for Cannock Chase and issue the required Notice to Commence Plan-making which is the first formal stage of the new plan-making process.

### 2 Recommendations

- 2.1 Cabinet approves the commencement of a new Local Plan in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2026.
- 2.2 Cabinet approves the submission of the Notice to Commence Plan-making and publication to the Ministry for Housing, Communities and Local Government.
- 2.3 Cabinet approves the Local Plan Timetable attached in Appendix 1 and authorises submission to MHCLG and publication of the timetable.
- 2.4 Cabinet delegates authority to the Head of Economic Development and Planning in liaison with the Portfolio Holder Regeneration and High Streets to update and publish the Local Plan timetable on a monthly or other period required by MHCLG in accordance with Regulation 6 of Town and Country Planning (Local Planning) (England) Regulations 2026.
- 2.5 Cabinet delegates authority to the Head of Economic Development and Planning in liaison with the Portfolio Holder Regeneration and High Streets to approve, submit and publish documents required for Gateway 1 self-assessment, Gateway 2 and Gateway 3 as set out in Regulations 21, 26 and 31-33 of the Town and Country Planning (Local Planning) (England) Regulations 2026.

#### Reasons for Recommendations

- 2.6 The Planning and Compulsory Purchase Act 2004 (as amended) places a statutory duty on Local Planning Authorities to have an up-to-date Local Plan. Cannock Chase has recently adopted a new Local Plan however a new plan will need to be undertaken and the Town and Country Planning (Local Planning) (England) Regulations 2026 provide the framework for the process of preparing a Local Plan.

- 2.7 The Cannock Chase Local Plan 2018-2040 was adopted by the Council 23<sup>rd</sup> March 2026 and was examined under the September 2023 National Planning Policy Framework under transitional arrangements in advance of the 2024 NPPF. Where a Local Plan has recently been adopted that does not meet 80% of the local housing need under the 2024 NPPF standard method (as in Cannock Chase's case), a notice to Commence Plan Making must be published by 30<sup>th</sup> June 2026 and plan-making must commence by 31<sup>st</sup> October 2026.
- 2.8 The timetable for preparation of a new Local Plan has also changed in that following a successful outcome of the Gateway 1, the Council will then need to enter the prescribed 30 month plan-making period. In order to meet this timetable, the report requests a number of delegations by Cabinet to allow the plan to proceed in line with statutory requirements.

### 3 Key Issues

- 3.1 The Town and Country Planning (Local Planning) (England) Regulations 2026 (Statutory Instrument 2026 No. 186) requires Cannock Chase Council to commence a new plan-making process. These regulations came into force on 25<sup>th</sup> March 2026.
- 3.2 The 2026 Regulations stipulate the stages to commence the new plan-making process with requirements to complete a set of actions to a prescribed deadline.
- 3.3 Cannock Chase has an up-to-date plan which was adopted March 2026. The housing requirement within the plan amounts to 264 dwellings per annum to 2031 and 314 for the rest of the plan period. The 2024 NPPF and standard method for calculating local housing need revised the housing need for the district to 519 dwellings per annum. As the current requirement is well below 80% of the new requirement, preparation of a new Local Plan will be required.
- 3.4 An alternative to progressing a plan under the 2026 Regulations would be to not undertake a new Local Plan as the Council has an up-to-date Local Plan. This action would not be in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2026 that requires the authority to formally commence plan-making by 30<sup>th</sup> June 2026. Furthermore, this would leave the Council open to intervention by the Secretary of State.

### 4 Relationship to Corporate Priorities

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

**Priority 1 - Economic Prosperity** – to create a district that thrives.

**Priority 2 – Health and Wellbeing** - to encourage and support residents to lead healthy, independent and happy lives

**Priority 3 - The Community** - to ensure Cannock Chase is a place that residents are proud to call home.

## 5 Report Detail

- 5.1 The reforms to the plan-making system have been in preparation for a number of years being formally set out within the Levelling Up and Regeneration Act (LURA) 2025 and implemented through the National Planning Policy Framework 2024 and the Town and Country Planning (Local Planning) (England) Regulations 2026.
- 5.2 The district has an adopted, up-to-date plan when the Cannock Chase Local Plan 2018-2040 was adopted 23<sup>rd</sup> March 2026. The plan was submitted to examination November 2024 and the examination held in May, June and July 2025. Main Modifications were published and consulted between 20<sup>th</sup> October and 1<sup>st</sup> December 2025. Responses to the consultation were submitted to the examiner and the final report was received 5<sup>th</sup> March 2026.
- 5.3 The current government seeks to deliver 1.5 million new homes during its tenure in order to address a housing crisis. This target has been translated into an annual delivery target of 372,000 homes per year. A new method for calculating housing need was established in the NPPF 2024 whereby existing housing stock is accounted for in the calculation and an uplift identified that is informed by local affordability.
- 5.4 The 2026 Regulations and NPPF 2024 now require the Council to undertake the preparation of a new Local Plan due to the adopted Local Plan meeting less than 80% of the new local housing need arising from the NPPF 2024. The local housing need has been uplifted from 264 dwellings per annum in the adopted plan to 519 dwellings per annum through the new local housing need calculation.
- 5.5 The 2026 Regulations will require the Council to submit a notice to commence plan-making by 30<sup>th</sup> June 2026, Regulation 4 of the 2026 Act. At this time, the Council will also need to publish a Local Plan Timetable detailing the process to Gateway 1 (October 2026) and the start of the 30-month timeframe which would set in place an April 2029 date for the new Local Plan to be adopted. The notice will be available from 4<sup>th</sup> June when the Cabinet agenda is published which exceeds the minimum 4-month notification period required by Regulation 19 of the 2026 Regulations.
- 5.6 The details of the notice of intention to commence will be required to be digitally published on the website and will be in line with the attached Appendix 2.
- 5.7 A scoping consultation will be arranged Summer 2026 requesting comments on what the plan should contain and engagement strategy with stakeholders prior to entering Gateway 1.
- 5.8 Gateway 1 comprises a self-assessment of the resources and capacity to undertake plan-making including project management arrangements, consultation, scope of the plan and timetable. When this stage is satisfactorily completed and advice published, the first formal consultation is undertaken – a six-week consultation on the proposed content and supporting evidence prior to the next Gateway assessment under Regulation 23 of the 2026 Regulations. Views on the proposed vision, objectives and spatial strategy will be sought.

- 5.9 Gateway 2 (September/October 2027) will be undertaken by a planning inspector who will assess the soundness of the Plan and guidance on resolution of any potential issues that relate to soundness. A consultation on a draft Local Plan will be undertaken after a successful assessment. This consultation will run for eight weeks on a draft Local Plan document under Regulation 27 of the 2026 Regulations.
- 5.10 The final Gateway 3 assessment (July/August 2028) will be overseen by an inspector and will consider whether the plan meets the requisite tests to be submitted to examination including the extent and availability of the evidence base and legal compliance. The plan can proceed to submission and subsequent examination with an intended adoption in April 2029. The process does not account for restrictions around pre-election periods. Clarification of these issues will be sought when the Planning Inspectorate is engaged, and details will be provided in future reports.
- 5.11 Further reports to Cabinet are envisaged before each consultation stage. This includes Regulation 20 – scoping consultation, Regulation 23 proposed content and supporting evidence, and Regulation 27 - proposed Local Plan, as well as prior to submission after Gateway 3 – Regulation 34. The final stage will relate to the adoption of the Local Plan under Regulation 39.

## **6 Implications**

### **6.1 Financial**

The main costs incurred in preparing and finalising the New Local Plan includes the evidence base, community engagement and consultation; followed by the independent examination process at the end.

The Council agreed in February 2026, as part of the Budget Process, an amount of £810,000 to deliver the New Local Plan over the budget period 26/27 to 29/30.

The Council also submitted an expression of interest to MHCLG towards the Local Plan Implementation Funding programme and was awarded a grant of £108,474.57 to support plan-making.

Further reports will be submitted to Council as the Plan progresses, as referred to in para 5.11.

### **6.2 Legal**

The Council is under a statutory duty to prepare and maintain an up-to-date Local Plan under the Planning and Compulsory Purchase Act 2004, as amended, and the plan-making process is governed by the Town and Country Planning (Local Planning) (England) Regulations 2026. The recommendations in this report provide the legal basis for commencement of the new plan-making process, publication of the Local Plan timetable and progression through the statutory Gateway stages. Failure to comply with the prescribed procedural requirements or timetable may expose the Council to delay, intervention by the Secretary of State and risk of legal challenge.

### **6.3 Human Resources**

None.

### **6.4 Risk Management**

The Local Plan will be monitored as part of the Project Initiation Document and will form part of the Gateway 1 Assessment.

High level risks to the development plan process include:

- Staffing and resources - delivery will require a fully staffed team and specialist support as needed to assist with the evidence base. Vacant posts should be recruited to promptly and temporary support used in the meantime.
- Political process – to ensure member engagement in the emerging policies which had previously benefit the process. Briefings and engagement will be built into the plan-making process.
- National policy change – further changes to the National Planning Policy Framework could be proposed at a future time. This is outside of the Council's control but the process has been defined.
- Assessment of soundness – this could hinder the progress of the plan to Gateway 2 and Gateway 3. Compliance and soundness checks will be integral in the development of the plan.

Medium level risks include:

- Budget constraints – costs may increase due to limited availability of contractors as there will be a high demand for services from across the sector with other planning authorities undertaking the same process. Early procurement and phased commissioning is proposed.
- Cross boundary collaboration – the duty to co-operate will fall away and collaboration will still be necessary informed by Strategic Development Strategies at a regional level. The Council will continue with proactive cross boundary discussions and actions.
- Planning Inspectorate capacity – this is outside of the Council's control and could potentially impact the 30-month timetable to delivery.
- Legal challenge – the plan could be challenged which would impact on the timeframe for delivery. There will be compliance and soundness checks carried out throughout the process.

### **6.5 Equalities and Diversity**

An Equality Impact Assessment will be carried out at each stage of the Local plan. The EqIA will be updated as needed and will form part of the submission to examination.

## 6.6 Health

The Local Plan will be supported by a Health Impact Assessment that will be updated at key stages of the plan-making process.

## 6.7 Climate Change

This area will be a key element of the Local Plan. It is a cross-cutting theme of the adopted Local Plan and will be developed further to provide new guidance on mitigation and adapting to climate change implications and support the transition to net zero.

## 7 Appendices

Appendix 1: Local Plan Timetable

Appendix 2: Notice of Commencement – new local plan.

## 8 Previous Consideration

None.

## 9 Background Papers

None.

**Contact Officer:** Sushil Birdi/Grace Lockley

**Telephone Number:** 01543 464 326/308

**Ward Interest:** All

**Report Track:** Cabinet: 11/06/26

**Key Decision:** Yes

## New Local Plan - Timetable

<b>Cannock Chase Local Plan 2026 – 2046 Timetable</b>	<b>Dates</b>
<p><b>Stage 1: Scoping</b>  <b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>• Publication of Notice of Intention to Commence the New Local Plan   Regulation 19</li> <li>• Initial evidence base review: Housing and Employment Needs, Flood Risk, Landscape Character etc.</li> </ul> <p><b>Community Involvement:</b>  Statutory Public Engagement: Scoping Consultation   Regulation 20</p>	<p>Spring – Autumn 2026</p> <p>June/July 2026</p> <p>August/September 2026</p>
<p><b>Gateway 1: Self Assessment</b>   Start of the 30 month Local Plan Period   Regulation 21</p>	<p>October 2026</p>
<p><b>Stage 1: Proposed Content of Plan and Supporting Evidence</b>  <b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>• Early stage visioning and options</li> <li>• Vision and Strategic Options</li> <li>• Initial Evidence Base Review: IIA, SFRA, HIA, Green Belt Assessment Part 2 etc.)</li> <li>• Publication of summary of scoping consultation   Regulation 22</li> </ul> <p><b>Community Engagement:</b>  Statutory Public Engagement: Vision and Strategic Options   Regulation 23</p>	<p>November 2026 – June 2027</p> <p>May – June 2027</p>
<p><b>Stage 2a: Draft Plan Preparation</b>  <b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>• Publication of summary of Vision and Strategic Options Consultation   Regulation 24</li> <li>• Site assessments</li> <li>• Strategic policy drafting</li> <li>• Prepare for Gateway 2</li> </ul>	<p>July – September 2027</p>
<p><b>Gateway 2: MHCLG review of Draft Plan</b>   Regulation 26</p>	<p>October 2027</p>
<p><b>Stage 2b: Draft Plan Preparation</b>  <b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>• Draft Local Plan</li> <li>• Draft Policies Map</li> </ul> <p><b>Community Engagement:</b>  Statutory Public Engagement: Proposed Draft Local Plan Consultation   Regulation 27</p>	<p>October 2027 – January 2028</p> <p>February – March 2028</p>

<b>Cannock Chase Local Plan 2026 – 2046 Timetable</b>	<b>Dates</b>
<p><b>Stage 2c: Final Proposed Plan Preparation</b></p> <p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>• Publication of summary of Draft Local Plan Consultation   Regulation 30</li> <li>• Finalise submission documents</li> <li>• Prepare for Gateway 3</li> </ul>	April – July 2028
<p><b>Gateway 3: Submission of the Local Plan to the Secretary of State   Regulations 31 – 33</b></p>	July/August 2028
<p><b>Stage 3: Submission and Examination</b></p> <p><b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>• Submit to the Planning Inspectorate (PINS)   Regulation 34</li> <li>• Publish Local Plan</li> <li>• Publish Policies Map</li> <li>• Publish Consultation Reports</li> <li>• Independent Examination   Regulation 35</li> <li>• Examination Hearings</li> <li>• Main Modifications (if required)</li> <li>• Consultation of Main Modifications (if required)</li> <li>• Receipt of Inspector’s Final Report   Regulation 37</li> </ul> <p><b>Community Involvement:</b> Attend Examination hearings (public) Representations of Main Modifications (if required)</p>	October 2028 – March 2029
<p><b>Stage 4: Adoption   Regulation 39</b></p> <p><b>Key Activities:</b></p> <ul style="list-style-type: none"> <li>• Adoption by Full Council</li> <li>• Publication of Adoption Statement</li> <li>• Update Digital Local Plan</li> <li>• Begin monitoring cycle</li> </ul> <p><b>Community Involvement:</b> Local Plan available for inspection Community notified of adoption</p>	April 2029

## Local Plan NOTICE OF COMMENCEMENT (2026 – 2046)

### Notice of Commencement – new Local Plan

Publication Date:

Cannock Chase District Council hereby gives notice of its intention to commence preparation of the **Cannock Chase District Local Plan (2026 – 2046)**.

This Notice is published in accordance with **Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2026**, which came into force on **25 March 2026**, and marks the start of the formal Local Plan preparation process under the Government's new plan-making system.

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#### Publication statement

The Local Plan will set out the strategy, policies and land allocations necessary to guide sustainable development across the District of Cannock Chase. A Local Plan Timetable has been published and is available at: **xxx**

A scoping consultation will take place prior to Gateway 1 and further opportunities for public and stakeholder engagement will be provided throughout the plan-making process.

For further information, please contact: [planningpolicy@cannockchasedc.gov.uk](mailto:planningpolicy@cannockchasedc.gov.uk)

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#### Current Position

The Council is preparing a new Local Plan under the Government's new system of plan-making, which requires local plans to be prepared and adopted within a 30-month period. In line with national guidance, the Council has begun the preparatory work needed to commence the formal plan-making process. This has included early evidence gathering across key topic areas, initial engagement planning, and the preparation of a draft Local Plan Timetable.

The Council is now publishing its Notice of Intention to Commence Plan-Making, which marks the start of the preliminary Scoping and Early Participation stage. This stage will introduce the new Local Plan process to the community and stakeholders, raise awareness of the review, and invite early views to help shape the emerging vision and strategic options for the district.

Following completion of the Scoping and Early Participation stage, the Council will prepare and publish its Gateway 1 self-assessment before entering the formal 30-month preparation period. Throughout 2026 and 2027, work will continue on developing the emerging spatial vision, strategy options and evidence base, with the intention of preparing a draft Local Plan for public consultation later in 2027.

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## About the new Local Plan

The Cannock Chase Local Plan (2026 – 2046) will set out the strategy, policies and land allocations needed to guide sustainable development across the district up to 2046. The plan will address key issues including housing, the local economy, infrastructure, environmental protection and the conservation of the districts landscape and heritage.

The Local Plan is being prepared under the Government's new **30-month plan-making system**, which introduces Gateway stages and an updated timetable for plan preparation.

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## Local Plan Timetable

A **Local Plan Timetable** has been published and is available here: [link](#)

The Council anticipates submitting its **Gateway 1 Self-Assessment no earlier than October 2026**, following completion of early scoping and preparatory work.

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**Stage 1: Scoping and Early Participation Stage** | We aim to carry out stage one Public Consultation later in May – June 2027.

Please take a look at our Local Plan Timetable [\(need link\)](#)

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**Evidence to support the new Local Plan** | Ongoing evidence gathering will inform the Local Plan. Final documents will be published on our Evidence Base pages.

Please take a look at our Evidence base pages [\(need link\)](#)

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## Ongoing Engagement...

We want to keep you informed, so please do check this page regularly. If you would like more information or feel that you would like to be involved in the development of the Local Plan, please contact us: [planningpolicy@cannockchasedc.gov](mailto:planningpolicy@cannockchasedc.gov) and request to be added to the Local Plan Consultation Database.

## Want to know more about how we consult and engage on planning matters

- Have a look at our Statement of Community Involvement [\(insert link\)](#)

Page Updated: [XXXXX](#)

## Revenues and Benefits Collection Report - Quarter 4 2025/26

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	11 June 2026
<b>Report of:</b>	Deputy Chief Executive-Resources
<b>Portfolio:</b>	Resources and Corporate Services

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### 1 Purpose of Report

- 1.1 To inform Cabinet of the performance of the Revenues and Benefits Service as regards:
- The collection of Council Tax during the 2025-2026 financial year.
  - The collection of Business Rates during the 2025-2026 financial year.
  - The recovery of overpaid Housing Benefit during the 2025-2026 financial year.
- 1.2 To seek approval to the write off of the arrears listed in the **CONFIDENTIAL APPENDIX**.

### 2 Reasons for Appendix being 'Not for Publication'

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

### 3 Recommendations

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

#### Reasons for Recommendations

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

## 4 Key Issues

- 4.1 Council Tax due for the 2025/2026-year amounts to £70.1M of which some **96.9%** was collected by the 31 March.
- 4.2 Business Rates due for the current year amounts to £40M of which some **98.6%** was collected by the end of March.

## 5 Relationship to Corporate Priorities

- 5.1 Not applicable.

## 6 Report Detail

### 6.1 Council Tax

- 6.1.1 Council Tax is collected on behalf of the District Council, Parish Councils and our Major Preceptors (Staffordshire County Council and Commissioner for Police, Crime, Fire and Rescue). The effect of the Collection fund arrangements means that Cannock Chase Council retains around 11% of the council tax collected.
- 6.1.2 Council Tax due for the current year amounts to £70.1M and we have collected 96.9% to 31 March. Last year's collection figure was 97.0% for the same period. The marginal dip in performance seems to be consistent with local and national trends.
- 6.1.2 Whilst trying to maintain this rate in the coming year, the team also increased its efforts to recover older years' arrears owed to the Council. This will have had some impact on some residents' ability to pay their 2025-26 bill.
- 6.1.3 In accordance with the Council's approved policies, all reasonable and lawful attempts are made to recover all amounts due. In the first instance this involves the issue of bills, reminders and final notices, followed by Summonses in the Magistrates Court where the warning notices are not effective. At all stages of this process, debtors are encouraged to engage in voluntary arrangements to repay their arrears, to prevent the need for formal action.

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

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

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

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

Our trace procedures include;

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

Unfortunately, legislation does not currently permit access to DWP or HMRC records to trace Council Tax debtors or their employers, though a Cabinet Office project is currently reviewing this. The government recently announced that a third pilot project will begin soon, to explore how best to share information between HMRC and local authorities. We will follow this keenly in order to utilise this feature at the first available opportunity.

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

## **6.2 Business Rates**

6.2.1 Business rates income forms a part of the Council's core funding, with around 29% of receipts being retained by this Council. The remainder is collected on behalf of Central Government and our major preceptors.

6.2.2 Business Rates due for the current year amounts to £40M of which some **98.6%** was collected by the 31 March. This compares to 98.3% collected in the same period last year.

6.2.3 This is a very pleasing result, particularly as many retail, hospitality and leisure establishments faced increased bills as the government relief to these premises has reduced from 75% last year to 40% this year. The team also increased our efforts to recover older debts, which may impact on some businesses' ability to pay their current charges.

6.2.4 The recovery powers available to us are again contained in the Council's approved policies and are used in full. Those powers and our procedures are similar to the council tax powers described above, with the exception that deduction from individuals' benefits and earnings are not permissible, even if the debtor is an individual.

6.2.5 Where rates are owed by an individual, similar safeguards exist for the debtors and trace facilities are used by the Council for absconding debtors, as described above.

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

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

### **6.3 Housing Benefit Overpayments**

6.3.1 The Council manages the Housing Benefit scheme on behalf of the Department for Work and Pensions, who fund the cost of benefits paid to claimants.

6.3.2 Sometimes a claimant will be paid too much Housing Benefit, for example when the Council does not become aware of a change of circumstances until after the claimant has been paid the benefit. This is called an Overpayment of Housing Benefit. The Council is expected to recover these overpayments from the claimant in all but a few limited circumstances. DWP will fund only 40% of benefit which is overpaid as a result of claimant error or fraud.

6.3.3 Where an overpayment occurs as a result of a local authority error, DWP will provide 100% funding provided our error rate remains below a threshold of 0.48% of benefit paid, as it has routinely done for many years.

6.3.4 Recovery of overpaid Housing Benefit continues to progress well, with some £291K being collected in the financial year. This income is received into the General Fund, in addition to the Government subsidy and is not shared with preceptors.

6.3.5 1 Irrecoverable Housing Benefit overpayment debt of £37,380.41 is listed in the confidential appendix to this report.

## **7 Implications**

### **7.1 Financial**

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

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

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

The cost of collecting the debts has been considered as part of the decision to put them forward for write off. If further information does come forward about the

whereabouts of any of the individual debtors, the Council will pursue recovery action.

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

## **7.2 Legal**

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

## **7.3 Human Resources**

None.

## **7.4 Risk Management**

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

## **7.5 Equalities and Diversity**

None.

## **7.6 Health**

None.

## **7.7 Climate Change**

None.

## **8 Appendices**

Appendix 1: Housing Benefit Overpayment write offs over £10,000

## **9 Background Papers**

None.

## **10 Previous Consideration**

None.

**Contact Officer:** Rob Wolfe  
**Telephone Number:** 01543 464 397  
**Report Track:** Cabinet: 11/06/26  
**Key Decision:** No