



**Please ask for:** Matt Berry  
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2 November 2022

Dear Councillor,

**Cabinet**

**6:00pm on Thursday 10 November 2022**

**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:

Lyons, O	Leader of the Council
Jones, B.	Deputy Leader of the Council and Community Safety & Partnerships Portfolio Leader
Sutherland, M.	District and High Street Development Portfolio Leader
Johnson, J.P.	Environment and Climate Change Portfolio Leader
Jones, V.	Health, Wellbeing, and Community Engagement Portfolio Leader
Fitzgerald, A.A.	Housing, Heritage, and Leisure Portfolio Leader
Hughes, R.J.	Innovation and Resources 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 personal, pecuniary, or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

### 3. Updates from Portfolio Leaders

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

### 4. Minutes

To approve the Minutes of the Meeting held on 15 September 2022 (enclosed).

### 5. Forward Plan

Forward Plan of Decisions for November 2022 to January 2023 (Item 5.1 - 5.3).

### 6. Q1 & 2 Performance Report 202-23

Report of the Head of Governance and Corporate Services (Item 6.1 - 6.34).

### 7. Strategic Risk Register

Report of the Head of Governance and Corporate Services (Item 7.1 - 7.24).

### 8. Review of Tennis Provision - Cannock Chase Council

Report of the Head of Environment and Healthy Lifestyles (Item 8.1 - 8.7).

### 9. Revenues and Benefits Collection Report - Quarter 2

Report of the Interim Head of Finance (Item 9.1 - 9.40).

The Appendices to this report (Item 9.6 - 9.40) are confidential due to the inclusion of:

- Information which is likely to reveal the identity of an individual, and
- Information relating to the financial or business affairs of any particular person (including the Council)

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Cabinet**

**Held on Thursday 15 September 2022 at 6:00 p.m.**

**In the Esperance Room, Civic Centre, Cannock**

**Part 1**

**Present:**

Councillors:

Lyons, O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Community Safety & Partnerships Portfolio Leader
Sutherland, M.	District and High Street Development Portfolio Leader
Johnson, J.P.	Environment and Climate Change Portfolio Leader
Jones, V.	Health, Wellbeing, and Community Engagement Portfolio Leader
Fitzgerald, A.A.	Housing, Heritage, and Leisure Portfolio Leader
Hughes, R.J.	Innovation and Resources Portfolio Leader

**37. Apologies**

None received.

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

No other Declarations of Interest were made in addition to those already confirmed by Members in the Register of Members' Interests.

**39. Updates from Portfolio Leaders**

**(i) Leader of the Council**

The Leader updated in respect of the following:

**Her Majesty, Queen Elizabeth II**

Last Thursday, 8 September, marked the darkest of days with the passing of our Queen, Her Majesty Queen Elizabeth II.

The Council joined local communities across Cannock Chase, the nation, the Commonwealth, and wider communities across the world in collectively mourning the loss of our nation's longest serving monarch.

Our Queen was the beacon of courage that had shaped our nation throughout her seventy-year reign, leading us through dark and difficult times, whilst bringing the nation together in times of celebration.

Recollecting on the last couple of years alone, we remember the comforting words of hope offered by Her Majesty during the Covid-19 pandemic in a national address during the lockdown period that reassured us that “We would indeed meet again”. Comparing that to only three months ago, when communities and neighbourhoods up and down the nation joined together and lit beacons to celebrate Her Majesty’s Platinum Jubilee.

May we fondly and warmly remember our Queen and take strength and inspiration from her unwavering dedication, a lifetime of service - illustrated by the fact that only last Tuesday, she invited the new Prime Minister, Liz Truss, to form a government.

The Leader personally felt a deep sense on loss, and on behalf of the Cabinet, paid tribute to the Queen. All present then joined the Leader in a two-minute silence to the Queen. At the end of the silence the Leader said, ‘God Bless you Ma’am’.

Continuing with the update, the Leader then advised that the Chairman of the Council, Councillor Martyn Buttery, had summonsed full Council for an Extraordinary Meeting on Wednesday 21 September at 6pm, at which the Leader would present a Motion to address His Majesty King Charles III. Cabinet and Councillors would have an opportunity to pay tribute to the Queen and mark the King’s accession to the throne.

The Chairman of the Council also delivered the proclamation from the steps of the Civic Centre at 2:30pm on Sunday 11 September, which announced the King’s accession to the throne to residents of Cannock Chase.

During the period of national mourning, the flags would remain at half-mast and the book of condolence would remain open. Located in the Civic Centre, it would this evening be open to the public until 8:00pm. It would open again on Friday between 9am to 6pm, Saturday 10am to 4pm, and on Monday afternoon, following Her Majesty’s funeral. If residents were unable to attend the Civic Centre, then they could send their tribute in via email to the ‘Civic’ email address, or in the post, and their messages would be added.

There were also local books of condolence located, amongst others, at St. Augustine’s Church, Rugeley; St. Michael’s Church, Brereton; St. Luke’s Church, Cannock; the Rugeley Rose theatre, in Rugeley town centre; and the Pye Green Community Centre, Hednesford. There was also the national online book of condolence.

Should residents wish to leave floral tributes, dedicated areas had been identified on the lawns of St. Luke’s Church, lawns of St. Augustine’s Church, and around the clock tower in Hednesford. On Sunday 11 September, the Leader placed a floral tribute at the Jubilee Bench in the Mindfulness Garden in Rugeley town centre and reading the messages and tributes from others had been incredibly moving.

On Sunday 18 September, Cannock Chase would join the moment of National Reflection at 8:00pm, giving people the opportunity to spend a moment remembering and reflecting upon Her Majesty’s service from wherever they may be at that time, whether that be privately at home, with friends and family, or out on doorsteps with neighbours.

Finally, the State Funeral would be taking place on Monday 19 September at Westminster Abbey, with the day having been declared a national Bank Holiday. As such, the Council offices and Cannock and Rugeley leisure centres would be closed. No bin collections would take place that day either, so Members were politely asked to inform residents that collections would run one day behind for the remainder of the week.

**40. Minutes**

**Resolved:**

That the Minutes of the meeting held on 25 August 2022 be approved.

**41. Forward Plan**

The Forward Plan of Decisions for the period August to October 2022 (Item 5.1 – 5.3). was considered.

The Leader confirmed that the report 'Lawn Tennis Association Proposal - Improvements to Tennis Court Provision' was due to be considered at Cabinet on 13 October, not 15 September as stated on the Forward Plan.

**Resolved**

That the Forward Plan of Decisions for the period August to October 2022 be noted.

**42. 4-Year Delivery Plans 2022-26**

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 6.1 - 6.19).

**Resolved:**

That Council, at its meeting to be held on 16 November 2022, be recommended to approve the 4-Year Priority Delivery Plans for 2022-26, as set out in Report Appendices 1A to 1D.

**Reasons for Decision**

Adopting a set of 4-Year Priority Delivery Plans provided a medium-term focus on the delivery of the priorities set out in the Corporate Plan and provided for effective management of limited resources.

**43. Proposed Improvements to Laburnum Avenue Public Open Space**

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 7.1 - 7.9).

**Resolved:**

That:

- (A) The proposed phase 1 improvements to the public open space, as set out the Report and the proposals attached at Report Appendix 1, proceed.
- (B) Council, at its meeting to be held on 16 November 2022, be recommended to include in the 2022-23 Capital Programme the original £121,290 of S106 funds, and grants further funding of £264,189 from S106 funds, to achieve a combined capital project of £385,479.
- (C) Subject to decision (B), above, permission to spend £385,479 from the S106 funds to deliver phase 1 of the Laburnum Avenue Open Space improvement project, as set out in the Report, be granted.

- (D) The investigation of appropriate capital funding opportunities toward funding phases 2 and 3 be approved, thereby enabling a further report to be considered when a clear funding strategy was in place.
- (E) Authority be delegated to the Head of Environment and Healthy Lifestyles, in consultation with the Portfolio Leaders for Housing, Heritage & Leisure and Environment & Climate Change, to agree the project detail and take such actions as necessary to progress the above decisions within approved budgets.

### **Reasons for Decisions**

The proposed improvement scheme at Laburnum Avenue was included within the approved Capital Programme 2021-22, with a balance of £121,290. Having scoped the works in more detail, it was now considered that this sum would be insufficient to fully redevelop the whole site. As such, it was proposed to split the scheme into three separate phases.

S106 funding was currently available for this scheme from the developer, TT Project AML Limited. A figure of £121,290 was already included within the current Capital Programme, and a further £264,189 of S106 funds were required to fully deliver phase 1 of the project.

#### **44. Adoption of the Guide to Houses in Multiple Occupation Space and Amenity Standards**

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 8.1 - 8.23).

#### **Resolved:**

That:

- (A) The 'Guide to Houses in Multiple Occupation Space and Amenity Standards' ('the Standards') as set out in Report Appendix A, be approved, and adopted.
- (B) The Head of Environment and Healthy Lifestyles be authorised to review the Standards and make any amendments in the interests of operational efficiency and / or due to changes in legislation or government guidance.

### **Reasons for Decisions**

Adoption of the Standards would provide Officers with the necessary framework to implement statutory requirements and outline to businesses operating in Cannock Chase the required safety and amenity standards.

#### **45. Revocation and Replacement of Public Spaces Protection Order (Dog Control) 2018**

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 9.1 - 9.21).

#### **Resolved:**

That:

- (A) The revocation of the existing Dog Control Order, as set out in Report Appendix A, be approved (referred to in legislation as 'discharging' the Order).

- (B) The introduction of a new three-year Dog Control Order, as set out in Report Appendix B, be approved.
- (C) The Head of Environment and Healthy Lifestyles be authorised to make all necessary arrangements for the introduction and enforcement of the new Order.

### **Reasons for Decisions**

If the Order were to include additional requirements, then rather than making these changes for the limited life of the existing Order, it was prudent to incorporate these changes and at the same time restore a full three-year period of operation. This required Cabinet to discharge the current Order and approve a new Order.

As a result of consultation, the existing Order had been amended to include tennis courts, multi-use games areas, skateboard parks, cycle (BMX or pump) tracks, and war memorials. The list of play areas had also been updated. Whilst these changes were relatively minor, legislation required adequate consultation, which had been undertaken. The results of the re-consultation were set out in Report Appendix C.

## **46. Permission to Spend - New Council Website**

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 10.1 - 10.3).

### **Resolved:**

That:

- (A) Council, at its meeting to be held on 16 November 2022, be recommended to approve the transfer of £70,000 from the IT website reserve to the General Fund Capital Programme for 2022/23 to fund the purchase of a new website platform.
- (B) Subject to decision (A), above, permission to spend £70,000 on the procurement of an updated website platform to ensure the ongoing security of the Council's IT infrastructure be granted.

### **Reasons for Decisions**

It was essential that the Council maintained a website to interact with its customers. Consequently, an updated website platform needed to be procured to minimise the risk of a cyber-attack.

## **47. Exclusion of the Public**

Consideration was given to the Report of the Head of Finance (Item 11.1 - 11.24).

### **Resolved:**

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3, and 6, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Cabinet**

**Held on Thursday 15 September 2022 at 6:00 p.m.**

**In the Esperance Room, Civic Centre, Cannock**

**Part 2**

**48. Request for Flexible Retirement**

Consideration was given to the Not for Publication Report of the Head of Housing and Partnerships (Item 12.1 - 12.4).

**Resolved:**

That the payment of actuarial strain resulting from the flexible retirement of employee number 220678 be agreed.

**Reasons for Decision**

A request from flexible retirement had been received from an employee within Housing Maintenance.

It was considered that the loss of 14.8 hours per week could be absorbed within the service with no significant reduction in core service provision. As a result, and subject to Cabinet approval for the payment of the resultant actuarial strain, it was proposed that the request be granted.

**49. Compulsory Purchase Order Land Assembly - Cannock Town Centre Levelling Up Fund**

Consideration was given to the Not for Publication Report of the Head of Economic Prosperity (Item 13.1 - 13.62).

**Resolved:**

That:

- (A) The making of a Compulsory Purchase Order by the Council as a local authority, in respect of land edged red on the boundary plan set out in Report Appendix A be approved, in order to facilitate the regeneration proposals for the Cannock Town Centre Levelling Up Fund scheme as detailed in the Report.
- (B) The Head of Economic Prosperity be authorised, in consultation with the District and High Street Development Portfolio Leader, to take all appropriate actions necessary for the purpose of negotiating the terms and conditions to acquire by agreement, and to enter into agreements necessary to acquire by agreement the land and new rights over land needed to facilitate the regeneration proposals for the Cannock Town Centre Levelling Up Fund scheme as detailed in the Report.

- (C) The Head of Economic Prosperity be authorised, in consultation with the District and High Street Development Portfolio Leader, to undertake all necessary steps conducive and incidental to the progression of the Compulsory Purchase Order in respect of land (or any part thereof) required for the Cannock Town Centre Levelling Up Fund scheme, including the making of the Compulsory Purchase Order and its submission to the Secretary of State, for confirmation, together with the publication and service of all requisite notices on relevant parties, and the negotiation and completion of any necessary agreements and undertakings in order to secure the removal of objections to the Compulsory Purchase Order (where such agreements or undertakings were appropriate), and to prepare for, attend at, and secure the presentation of the Council's case at any public inquiry.
- (D) The Head of Economic Prosperity (or anyone delegated to act on his behalf) be authorised to make any alteration(s) or amendment(s) as deemed necessary and appropriate to any document, statement or plan related to, and/or required for, the Compulsory Purchase Order and the confirmation thereof by the Secretary of State (provided that such amendments or modifications did not include additions to the proposed area of land take indicated by the red line boundary on the plan at Report Appendix A).

### **Reasons for Decisions**

To enable the Council to complete the necessary land assembly and create a clearer unrestricted site area to be able to deliver the regeneration benefits brought about through the Cannock Town Centre Levelling Up Fund scheme.

The meeting closed at 6:50 p.m.

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**Leader**

### Forward Plan of Decisions to be taken by the Cabinet: November 2022 to January 2023

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	Representation Received
<b>November 2022</b>						
Q1 and Q2 Performance Update 2022/23	Head of Governance and Corporate Services / Leader of the Council	10/11/22	No	No		N/A
Strategic Risk Register	Head of Governance and Corporate Services / Innovation & Resources Portfolio Leader	10/11/22	No	No		N/A
Review of Tennis Provision - Cannock Chase Council	Head of Environment and Healthy Lifestyles / Housing, Heritage, and Leisure Portfolio Leader	10/11/22	Yes	No		N/A
Revenues and Benefits Collection Report - Quarter 2	Head of Finance / Innovation and Resources Portfolio Leader	10/11/22	No	(Appendices only)	Information which is likely to reveal the identity of an individual, and Information relating to the financial or business affairs of any particular person (including the Council).	

**Item No. 5.2**

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
<b>December 2022</b>						
Climate Change - Costed Action Plan	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	08/12/22	Yes	No		N/A
IHL Management Fee 2023/24	Head of Environment and Healthy Lifestyles / Housing, Heritage, and Leisure Portfolio Leader	08/12/22	Yes	No		N/A
Non-Residential Property - Maintenance Strategy and Plan	Head of Economic Prosperity / Innovation and Resources Portfolio Leader	08/12/22	No	No		N/A
Environmental / Climate Change Strategy	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	08/12/22	Yes	No		N/A
Open Spaces Strategy	Head of Environment and Healthy Lifestyles / Housing, Heritage, and Leisure Portfolio Leader	08/12/22	Yes	Yes	TBC	
UK Shared Prosperity Fund - Governance Arrangements	Head of Economic Prosperity / District and High Street Development Portfolio Leader	08/12/22	No	No		N/A
Boardwalk and Bridges	Head of Economic Prosperity / Innovation and Resources Portfolio Leader	08/12/22	Yes	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
Levelling Up Fund - Permission to Spend	Head of Economic Prosperity / District and High Street Development Portfolio Leader	08/12/22	Yes	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	N/A

**Item No. 5.3**

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
<b>January 2023</b>						
Housing Services 2021-22 Annual Report	Head of Housing & Partnerships / Housing, Heritage, and Leisure Portfolio Leader	26/01/23	No	No		N/A
Housing, Homelessness, and Rough Sleeping Strategy 2022-23	Head of Housing & Partnerships / Housing, Heritage, and Leisure Portfolio Leader	26/01/23	No	No		N/A
General Fund Revenue Budget and Capital Programme 2023-2026	Head of Finance / Innovation and Resources Portfolio Leader	26/01/23	No	No		N/A
Rent Setting Policy - April 2023	Head of Housing & Partnerships / Housing, Heritage, and Leisure Portfolio Leader	26/01/23	No	No		N/A
Housing Revenue Account Budgets 2022-23 to 2025-26	Head of Finance and Head of Housing & Partnerships / Housing, Heritage, and Leisure Portfolio Leader	26/01/23	No	No		N/A
Housing Revenue Account Capital Programmes 2022-23 to 2025-26	Head of Finance and Head of Housing & Partnerships / Housing, Heritage, and Leisure Portfolio Leader	26/01/23	No	No		N/A
Treasury Management Strategy, Minimum Revenue Provision Policy, and Annual Investment Strategy 2023/24	Head of Finance / Innovation and Resources Portfolio Leader	26/01/23	No	No		N/A
Rugeley Indoor Market Hall	Head of Economic Prosperity / Innovation and Resources Portfolio Leader	26/01/23	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	N/A

<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Adrian Marklew</b>
<b>Contact Number:</b>	<b>01543 464 598</b>
<b>Portfolio Leader:</b>	<b>Innovation &amp; Resources</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 10/11/22</b>

**Cabinet**  
**10 November 2022**  
**Quarter 1 & 2 Performance Report 2022/23**

**1 Purpose of Report**

- 1.1 To advise Members on the progress of the Priority Delivery Plans (PDPs) and Council's performance at the end of the second quarter of 2022-23.

**2 Recommendation(s)**

- 2.1 To note the progress at the end of the second quarter relating to the delivery of the Council's priorities as detailed at Appendices 1a-1c, the performance information set out at Appendix 2 and the additional duties carried out.

**3 Key Issues and Reasons for Recommendations**

**Key Issues**

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2022/23. These are based on the Corporate Plan 2022-26 agreed by Council on 27 April 2022 and the four-year delivery plans to be agreed by Council on 16 November 2022.
- 3.2 Overall, 93% 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 1c.
- 3.3 Details of the operational performance of the key services of the Council can be found at Appendices 2a to 2c.

## Reasons for Recommendations

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

### 4 Relationship to Corporate Priorities

- 4.1 The indicators and actions contribute individually to the Council's priorities and objectives as set out in the Corporate Plan 2022-26.

### 5 Report Detail

- 5.1 The Council's Corporate Plan 2022-26 was approved by Council on 27 April 2022, setting out the priorities and strategic objectives. The supporting four-year delivery plans are to be approved on 16 November 2022.
- 5.2 The Priority Delivery Plans (PDPs) in the appendices 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, timetable and performance measures for delivery that are the basis of the Council's performance reporting framework.
- 5.3 In addition to the PDPs, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.
- 5.4 From time to time, the Council is given new/additional duties and details of these are reported on in 5.7 below

## Priority Delivery Plans

- 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.

Delivery of Projects for Q2							
					Total Projects due at Quarter 2	N/A	Total Number of Projects
Corporate Plan Priority	Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule		Work not yet due to be started	
Economic Prosperity	1	8	0	0	9	7	16
Health and Wellbeing	0	14	0	0	14	8	22
Community	1	10	1	0	12	6	18
Responsible Council	1	3	2	0	6	6	12
<b>Total</b>	<b>3 (7%)</b>	<b>35 (86%)</b>	<b>3 (7%)</b>	<b>0</b>	<b>41</b>	<b>27</b>	<b>68</b>

- 5.5 At the end of quarter 2, 93% of projects/actions have been delivered or are on target to be completed and there has been some minor slippage on 7% of projects. 27 projects are not due to start until later in the year.

**Key Performance Indicators (KPIs)**

- 5.6 A dashboard of key performance indicators for the Council's operational services is set out in Appendix 2. In summary:
- 7 indicators show performance above target;
  - 2 indicators show performance on target; and
  - 9 indicators show performance below target

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

**New / Additional Duties**

- 5.7 During the first 2 quarters of 2022/23, the Council has undertaken a number of new/additional duties; the key ones being:
- Supporting Ukrainian families
  - Payment of Energy Rebates
  - COVID-19 CARF payments

**5.8 Supporting Ukrainian families:**

- The Council is working with Staffordshire County Council and its partners, through the Homes For Ukraine IMT, to implement a Staffordshire Multi-Agency Registration and Screening Process to support sponsors and guests.
- The Council's key duties are:
  - to complete Property Assessment checks - these are being undertaken by Environmental Health and the Public Protection Team.
  - issuing a one-off cash payment to each guest and monthly payments to the sponsor - these payments are being organised by the Customer and Support Services Teams.
- Where there are issues with the sponsorship arrangement, guests can be rematched to alternative accommodation. Where it is necessary for guests to leave in an emergency or before a re-match is available, districts and boroughs including Cannock Chase Council's Housing Options Team will provide any emergency accommodation and assess any household where necessary under the homelessness duties.
- Support Staffordshire and Staffordshire Council of Voluntary Youth Services (SCVYS) are leading the Community Alliance, with the support of the County Council and in partnership with the district and borough councils. A number of community support events have been held in the District and are being supported the Partnership Team.

**5.9 Council Tax Energy Rebates:**

£150 has been paid to all households in Council Tax bands A-D under the Government's standard scheme with additional discretionary payments being made to households falling outside of this range, but in receipt of income and disability related benefits. Some £6.2M has been paid to over 45,000 households which has considerably impacted on the Council Tax team's ability to undertake recovery action in the two quarters. The standard scheme closed on 30 September and only a comparatively small task of distributing the remaining discretionary fund of £150K before 30 November now remains.

**5.10 COVID-19 Additional Rate Relief Fund (CARF):**

The work involved in distributing this relief of £1.8M of funding to around 700 businesses. It has again impacted the team's ability to undertake their substantive function. However, the award of this relief has reduced the rates bill for a number of business and had a beneficial impact to offset some of the non-payment issues encountered.

<b>6 Implications</b>
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**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 Equality & 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 Climate Change**

There are specific objectives within all of the priority areas which address the challenge of climate change.

**7 Appendices to the Report**

Appendix 1a: Economic Prosperity PDP-Progress Report

Appendix 1b: Health and Wellbeing PDP-Progress Report

Appendix 1c: The Community PDP-Progress Report

Appendix 1d: Responsible Council PDP-Progress Report

Appendix 2: Key Performance Indicators

**Previous Consideration**

None

**Background Papers**

Corporate Plan 2022-26 - Council 27 April 2022

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

Priority Delivery Plan for 2022-23 - Progress Update

**PRIORITY 1 - ECONOMIC PROSPERITY “To reinvigorate the economy and create a District that thrives”**

Summary of Progress

			
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule
1	8	0	0

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
<b>Attract investment to develop the District’s economy</b>							
Deliver the Levelling Up Fund regeneration scheme for Cannock Town Centre, creating a new cultural hub and high-quality public realm.	• Sign off scheme design for main build i.e. leisure and culture hub			X			
	• Submit planning application			X			

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work in partnership to secure investment in major projects to create confidence in our District.	<ul style="list-style-type: none"> <li>McArthurGlen phase 2 - planning applications submitted</li> </ul>			X			
	<ul style="list-style-type: none"> <li>Cannock Railway Station - transformational upgrade. Detailed business case and funding strategy</li> </ul>				X		
Identify a pipeline of future projects to support economic growth opportunities and the rejuvenation of our town centres across Rugeley, Hednesford, Cannock and the surrounding villages and maximise investment and funding into the District.	<ul style="list-style-type: none"> <li>Establish strategic priorities for pipeline of projects</li> </ul>		X			As part of the work to develop the Council's UKSPF Investment Plan, a priority list of projects has been established and the Council's Economic Prosperity Strategy has been refreshed and was approved by Cabinet in August.	★
	<ul style="list-style-type: none"> <li>Investment Plan approved for UK Shared Prosperity Fund and implementation of projects</li> </ul>			X			
<b>Encourage entrepreneurship, promote apprenticeships, and support business</b>							
Seek to identify and promote employment sites for new and growing businesses.	<ul style="list-style-type: none"> <li>Develop proposal for business workspace in Levelling Up Fund project</li> </ul>				X		

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with established Growth and Skills Hubs to streamline and simplify access to business support services, access to training and apprenticeships.	<ul style="list-style-type: none"> <li>Promote availability of support from existing Growth and Skills Hubs to increase business referrals.</li> </ul>	X	X	X	X	UKSPF will change District provision and support provider - where support is still available from LEPs we continue to promote via existing communication channels.	
Continue to work with partners to secure additional funding to be able to continue business growth and start-up schemes.	<ul style="list-style-type: none"> <li>Identify schemes to be funded via UKSPF</li> </ul>		X	X	X	Significant amount of work has taken place with partners to identify business support projects that could be funded by UKSPF, subject to the Council's Investment Plan being approved by Government. It is expected that the Investment Plan will be signed off in Q3 and funding will be available to support priority schemes.	
<b>Attract modern, green, and skilled industries and create jobs</b>							
Work with our colleges and training providers to equip young people and all residents with skills they need to access employment opportunities.	<ul style="list-style-type: none"> <li>Delivery of Apprenticeship and Training initiatives with local colleges; identifying opportunities to develop green skills and green jobs.</li> </ul>	X	X	X	X	Future provision is included within the UKSPF Investment plan and will establish new partnership arrangements with Staffordshire University, South Staffs College and local initiatives also planned to help raise aspirations of young people.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with partners to identify and support businesses to become more carbon efficient and identify opportunities to create green jobs in our District.	<ul style="list-style-type: none"> <li>Identify appropriate net zero schemes to be funded via UKSPF</li> </ul>		X	X	X	Future provision within UKSPF plan and will establish new partnership arrangements with Staffordshire University, South Staffs College and local initiatives also planned to help raise aspirations of young people.	✓
<b>Rejuvenate our town centres</b>							
Identify opportunities to improve public realm in our town centres.	<ul style="list-style-type: none"> <li>Rugeley Boardwalk - replacement scheme</li> </ul>		X	X	X	Specialist consultants have been appointed to undertake a technical assessment of the Boardwalk and to identify a suitable replacement scheme with cost plan. It is likely that the cost of the scheme will exceed the estimate previously reported to Cabinet in August 2021. A further report on boardwalks and bridges will be presented to Cabinet in November.	✓
Work with town/parish councils, local businesses, and traders to support the development of initiatives to increase vibrancy of our town centres and increase footfall.	<ul style="list-style-type: none"> <li>Regular liaison meetings with town and parish councils to identify opportunities for joint working</li> </ul>		X	X	X	Informal meetings held as part of UKSPF plans - informal at present - post receipt of funding they will be formalised.	✓
	<ul style="list-style-type: none"> <li>Implement local initiatives using UKSPF funding</li> </ul>			X	X		

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
<b>Support the development of our visitor economy</b>							
Work with Destination Staffordshire to promote our key attractions, accommodation providers and events.	<ul style="list-style-type: none"> <li>Work with DMP to develop a county-wide visitor economy strategy</li> </ul>	X	X			County-wide visitor economy strategy has been developed and was subject to consultation process during July to September.	
	<ul style="list-style-type: none"> <li>Participate in joint marketing initiatives and development of themed campaigns</li> </ul>	X	X	X	X	Council participates in marketing initiatives as part of its Destination Staffordshire membership and key attractions are featured on the Enjoy Staffordshire website. Current campaign is focused on '30 Family days out for less than £30'	

Priority Delivery Plan for 2022-23 - Progress Update

**PRIORITY 2 - HEALTH and WELLBEING** “To encourage and support residents to lead healthy and independent lives”

Summary of Progress

			
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule
0	14	0	0

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
<b>Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing</b>							
Work with Inspiring Health Lifestyles (IHL) leisure trust and other stakeholders to deliver campaigns/ programmes to promote the benefits of being active and living healthily.	<ul style="list-style-type: none"> <li>Work with IHL, partners, stakeholders and schools on increasing participation in sports and wellbeing activities and bid for funding where appropriate.</li> </ul>	X	X	X	X	Creative workshops delivered within local primary/high schools as part of work to celebrate Queen’s Batton Relay and Commonwealth Games. In addition further Cannock Chase Cultural and Educational Partnership workshops took place within schools based on QBR/ Commonwealth Games and co-ordinated the Woodland	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
						Wonder Festival in partnership with CCDC. Successful delivery of 2022 summer SPACE scheme with local partners	
Promote use of the `Cannock Chase Can` online app to support people in leading healthy lifestyles.	<ul style="list-style-type: none"> <li>• Develop evaluation tool - Cannock Chase Can Portal</li> <li>• Develop new app features and functionality</li> <li>• Deliver activities within the community - bespoke projects</li> <li>• Organise Cannock Chase Can showcase event</li> <li>• Establish a Cannock Chase Can zone at Hednesford's annual festival</li> <li>• Embed Cannock Chase Can into the infrastructure of IHL (wellbeing offer)</li> <li>• Create a Cannock Chase Can Wellbeing Hub using existing leisure and cultural venues</li> </ul>	X	X	X	X	<p>Evaluation tool – specification compiled and costed.</p> <p>New features and functionality – ongoing, achieved through community projects</p> <p>Launch of Cannock Chase Can QR Code Trail – Wimblebury Mount and supported launch of Brereton Can event</p> <p>Developers were commissioned to create augmented reality feature on site to be piloted in forthcoming community project</p> <p>Presentation to Scrutiny Committee on CCC and IHL partnership approach. Commence delivery of community projects.</p>	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Encourage residents to walk or cycle to and from work and school.	<ul style="list-style-type: none"> <li>Create and support green travel strategy</li> </ul>		X	X	X	Working on CCDC green travel strategy to sit alongside SCC's Local Cycling and Walking Infrastructure Plan (LCWIP)	
	<ul style="list-style-type: none"> <li>Work with partners to create attractive and safe walking and cycling routes</li> </ul>			X	X		
	<ul style="list-style-type: none"> <li>Work with schools to promote walking and cycling to school</li> </ul>			X	X		
	<ul style="list-style-type: none"> <li>Opportunities to be identified as part of the planning application process</li> </ul>			X	X		
<b>Embed health and wellbeing into all of our policies and everything that we do</b>							
Develop a Health and Wellbeing Strategy (HWB).	<ul style="list-style-type: none"> <li>Research current best practice in HWB strategies</li> </ul>	X	X			Health Improvement Officer has undertaken considerable research among local, regional and national partners/ authorities which has informed proposed shape of strategy	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
	<ul style="list-style-type: none"> <li>Engage with service managers on nature of strategy (incorporating Health in all Policies (HiAP) principles)</li> </ul>			X	X		
	<ul style="list-style-type: none"> <li>Deliver Member workshop to inform structure and delivery of strategy</li> </ul>		X			Member workshop delivered 26 September	✓
	<ul style="list-style-type: none"> <li>Present strategy to Cabinet for adoption</li> </ul>				X		
<b>Work with partners to address health inequalities across the District</b>							
Work with Staffordshire County Council to deliver the `Better Health Staffordshire` (BHS) Pilot Project.	<ul style="list-style-type: none"> <li>Ongoing member and officer participation in BHS workshops:               <ul style="list-style-type: none"> <li>- Engagement session; and</li> <li>- Presentation of strategy</li> </ul> </li> </ul>	X	X	X	X	IHL and wellbeing related colleagues attended meetings in June/July 2022. NB: Progress is very much dependent on partners.	✓
	<ul style="list-style-type: none"> <li>Provide input and assistance with this pilot project as requested by partners</li> </ul>	X	X	X	X	IHL & Council officers engaged in BHS practitioner workshops and contributed to online causal mapping, identifying factors contributing to unhealthy weight within the District	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
	<ul style="list-style-type: none"> <li>Ensure opportunities for the Cannock Chase Can Initiative and App to contribute to BHS are maximised</li> </ul>	X	X	X	X	CCC App promoted at the meetings in June/July with one of the two clinical directors of the new Integrated Care Board.	✓
<b>Support residents that need our help</b>							
Work with partners to encourage the take up of benefits by residents with low incomes.	<ul style="list-style-type: none"> <li>Bid for Funding (UKSPF) to appoint a Welfare Benefits Advisor</li> </ul>	X	X	X	X	Awaiting outcome of the bid	✓
	<ul style="list-style-type: none"> <li>Review service level agreement with voluntary sector partners to increase the focus on encouraging the take up of benefits</li> </ul>			X	X	Performance information received from the Community Alliance	✓
	<ul style="list-style-type: none"> <li>New webpage to be created dedicated to encouraging benefits take up and signposting to relevant organisations.</li> </ul>			X		Complete	✓
	<ul style="list-style-type: none"> <li>Project team to initiate cross service working to promote take up of benefits</li> </ul>			X	X	Internal Working Group convened. Limited capacity – bid for Welfare Benefits Advisor	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Work with Support Staffordshire and Staffordshire County Council to build on community spirit and volunteering / befriending advocacy.	<ul style="list-style-type: none"> <li>Establishment of `Anchor` arrangements with the voluntary sector to support volunteering across the District</li> </ul>	X	X	X	X	Initial Meeting with Rising Brook/Create Church convened – identifying premises within the District to operate in – linking in with IHL	
Work on fuel poverty with partners, such as Staffordshire Warmer Homes.	<ul style="list-style-type: none"> <li>Bid for Funding (UKSPF) to procure /commission energy advice</li> </ul>			X	X	Awaiting outcome of bid for funding	
	<ul style="list-style-type: none"> <li>Review of existing budgets to be undertaken to identify funding to support working with Staffordshire Warmer Homes and Beat the Cold, across the District</li> </ul>			X	X	Funding secured to signpost residents to Beat the Cold – start up meeting scheduled for mid-October	
Work with partners to safeguard the most vulnerable people within our District.	<ul style="list-style-type: none"> <li>Deliver Partnership campaigns to raise awareness of key issues and support pathways for key issues affecting the district:</li> <li>Yr 1 - Safety of Women at Night, Hate Crime, Domestic Abuse and Fraud.</li> </ul>	X	X	X	X	<p>Hate Crime/Community Cohesion campaign has been completed.</p> <p>Safety of Women at Night campaign is ongoing as planned.</p> <p>In-depth commissioned projects for Domestic Abuse and Fraud are scheduled for Q3 and Q4</p>	

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Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Provide funding to voluntary organisations to provide free independent, impartial, and confidential advice to our residents.	<ul style="list-style-type: none"> <li>Review the current service level agreements with voluntary sector agencies</li> </ul>	X	X	X	X	SLA Reviewed and Benchmarked – next steps to be agreed	

Priority Delivery Plan for 2022-23 - Progress Update

**PRIORITY 3 - THE COMMUNITY** “To ensure Cannock Chase is a place that residents are proud to call home”

**Summary of Progress**

			
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule
1	10	1	0

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
<b>Ensure our neighbourhoods are safe, clean, and tidy</b>							
Develop a co-ordinated response to anti-social behaviour (ASB) across partner agencies.	<ul style="list-style-type: none"> <li>Refresh corporate ASB policy</li> </ul>			X			
Engage with young people at risk of engaging in ASB through targeted diversionary activities across the District.	<ul style="list-style-type: none"> <li>Deliver annual programme of diversionary activities across the District</li> </ul>	X	X	X	X	Achieving Goalz and Dreams has been commissioned through Locality Deal Funding to deliver this initiative. Areas for engagement are determined based upon known peaks/hotspots, with additional flexibility to respond to emerging themes and trends as required.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
<b>Maintain our local parks and green spaces</b>							
Undertake a review of all our play areas.	<ul style="list-style-type: none"> <li>Complete Part 2 of the Open Spaces Strategy review</li> </ul>				X		
	<ul style="list-style-type: none"> <li>Develop a sustainable 4-year capital play area refurbishment programme</li> </ul>		X	X	X	Work on the 4-year capital programme for play area improvements started on schedule in Q2	✓
<b>Encourage residents to live a sustainable lifestyle</b>							
Work with partners and the local community to support appropriate tree planting schemes.	<ul style="list-style-type: none"> <li>Work with schools, internal and external partners etc to identify suitable sites for community planting schemes.</li> </ul>		X	X	X	Planting schemes proposed and to be consulted upon as part of the development of Laburnum Avenue and Wellington Drive play areas and open spaces	✓
	<ul style="list-style-type: none"> <li>Carry out community planting at suitable identified sites</li> </ul>			X	X		
Undertake campaigns to raise awareness of the ways in which residents can reduce their impact on the environment.	<ul style="list-style-type: none"> <li>Carry out annual waste reduction/recycling/climate change campaigns</li> </ul>	X	X	X	X	Blue bag rollout completed, annual waste and recycling calendars and information booklets in final draft. Social media campaign running according to schedule.	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> <li>Work with schools, other educational establishments and partners, to promote the environment and climate change</li> </ul>		X	X	X	Working with local primary schools and Split Mask and other Community drama groups / providers on the Council's CWG 'Woodland Wonder' and 'Binworld' projects	
Develop an Environmental Strategy and action plan to reduce our impact on the climate.	<ul style="list-style-type: none"> <li>Create an environmental/climate change strategy</li> </ul>				X		
Work with partners to support the delivery of the zero-carbon pilot scheme in Rugeley.	<ul style="list-style-type: none"> <li>Continue to work with and support EQUANS, partners and other stakeholders on the delivery of the Zero Carbon Rugeley project throughout its lifecycle and various stages</li> </ul>	X	X	X	X	Continuing to work with EQUANS and their partners on the Zero Carbon Rugeley project	
<b>Improve the housing offer across the District</b>							
Increase housing choice.	<ul style="list-style-type: none"> <li>Deliver sufficient supply of homes to provide for housing choice and ensure all people are able to live in a decent home</li> </ul>		X			Regulation 19 Local Plan approved at Cabinet for consultation. Preparation underway for consultation starting October/November.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> <li>• Help meet local need for a wide variety of housing, including:                             <ul style="list-style-type: none"> <li>○ affordable dwellings;</li> <li>○ and aspirational housing</li> </ul> </li> </ul>		X			Regulation 19 Local Plan sets out Affordable Housing Policy that seeks enhanced levels of affordable housing as evidenced by Viability Assessment. Aspirational housing need has been met, however a flexible policy in line with evidence included to enable adaption to address changing economic and social circumstances (working from home and intergenerational living).	
Work with other housing providers and landlords to ensure that their properties are safe and healthy.	<ul style="list-style-type: none"> <li>• Review and update policies and procedures, as legislation is updated, changes and/or is created in relation to health and safety around public and private sector housing.</li> </ul>	X	X	X	X	Officers have recently participated in a regional DLUHC workshop when discussions took place on how best to enforce a new proposed decent homes standard if introduced into the private sector.	
<b>Ensure our communities are well designed, accessible, and inclusive environments</b>							
Adopt a new Local Plan for the District.	<ul style="list-style-type: none"> <li>• Pre-submission version of the Local Plan (Regulation 19 Report) for Cabinet/ Council approval</li> </ul>		X			Approved at Cabinet 25 August and Council 7 September	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> <li>• Consultation on the report</li> </ul>			X		Consultation planned October/November. Open Space Study still awaited, Sustainability Appraisal, Transport and Air Quality reports also in preparation.	
<b>Support and build strong connections within our local communities</b>							
Work with partners to support community events.	<ul style="list-style-type: none"> <li>• Regular meetings with town and parish councils</li> </ul>		X		X	Meetings in the process of being set up.	
	<ul style="list-style-type: none"> <li>• Identify options for supporting community events</li> </ul>	X	X	X	X	CCDC and IHL were actively involved in the Queen's Platinum Jubilee, Queen's Baton Relay and Commonwealth Games community events and in preparing for the District's first Chase Pride event in September.	

### Priority Delivery Plan for 2022-23 - Progress Update

#### PRIORITY 4 - RESPONSIBLE COUNCIL “To be a modern, forward thinking and responsible Council”

##### Summary of Progress

			
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule
1	3	2	0

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
<b>Improve our customers’ access to services</b>							
Develop a new customer portal to deliver better access to services online.	Procurement of new system		X			The procurement process is complete. The contract has been awarded. A project plan is being prepared for the implementation of the new system.	
<b>Enhance the use of technology and new ways of working</b>							
Update our digital technology strategy and plan future improvements.	Review of digital strategy and development of action plan				X	A new strategy for 2023-26 is currently being drafted for discussion and feedback; it is anticipated the first draft will be completed for feedback in December.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	Future improvements to be prioritised once a decision has been made regarding the shared services business case				X		
<b>Develop our workforce to ensure they are suitably skilled</b>							
Develop and deliver a workforce plan.	Over-arching framework for workforce plan to be developed. Specific workstreams will be determined once a decision has been made regarding the shared services business case				X		
	Development and trial of hybrid working model		X			Hybrid working trial began in August and will run up to end January. Surveys of managers and employees will be undertaken to gauge progress during quarter 3.	
<b>Be a responsible Council that lives within its means and is accountable for its actions</b>							
Set a Medium-Term Financial Strategy (MTFS).	<ul style="list-style-type: none"> <li>Produce a draft MTFS for 2023-26 for Cabinet Briefing by end of September that aims to eliminate the use of reserves over the period. Final MTFS to Cabinet in January.</li> </ul>		X			A financial planning paper was presented to Cabinet Briefing in June, however the draft MTFS has been delayed and will be presented in Q3, followed by the final MTFS presented as planned in January.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> <li>Development of the second stage of the business case for shared services. Further actions will depend on the decision taken by Council in December</li> </ul>			X			
<b>Make the best use of our assets</b>							
Undertake a corporate wide review of our assets and develop a new Asset Strategy.	<ul style="list-style-type: none"> <li>Asset and Property Strategy to be approved by Cabinet</li> </ul>	X				Asset Strategy was approved by Cabinet on 16 June.	★
	<ul style="list-style-type: none"> <li>Undertake a strategic review of the Council's non-HRA land and property assets</li> </ul>		X	X	X	Terms of reference for Corporate Asset Management Group have been developed and agreed; with first meeting to take place in October. Group will agree a work programme for the asset reviews.	✓
	<ul style="list-style-type: none"> <li>Develop the business case to create a new Civic Hub in Cannock town centre as part of the Levelling Up Fund scheme.</li> </ul>		X	X	X	Initial discussions have taken place to understand the potential for partners to co-locate in a new Hub. The Council has commissioned architects to develop concept plans and designs for a new Hub and to develop an initial cost plan. Further work to be undertaken to refine the Council's requirements.	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
<p>Identify opportunities for funding for green initiatives to improve energy efficiency of our buildings.</p>	<ul style="list-style-type: none"> <li>Develop an Energy Management Strategy</li> </ul>			X	X	<p>Pre-work complete - Asset Strategy agreed and AECOM baseline study now complete, which has had a knock-on delay to the development of the Energy Management Strategy.</p> <p>The strategy is now being developed over latter part Q3/ early Q4.</p>	
	<ul style="list-style-type: none"> <li>Identify `green` funding opportunities to support asset requirements</li> </ul>				X	<p>Funding opportunities require projects to be ready to go, however we don't have the projects prepared due to insufficient staffing resources.</p> <p>We also need the asset reviews to identify properties being retained for putting forward for green funding projects.</p>	

### Key Performance Indicators (KPIs) for 2022/23 - as at end of Quarter 2

Symbol	Description	Number of KPIs
★	Performance exceeds target	7
✓	Performance on target	2
✗	Performance below target	9

### KPIs for Priority 1 - Economic Prosperity “To reinvigorate the economy and create a District that thrives”

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Planning</b>							
Major Planning Applications determined within time	60%	50%	100%			★	Q1 2 applications processed - 1 out of time. Performance reflects small number of majors received and consequent significant impact on performance. Q2 performance seen significant improvement
Non-major Planning Applications determined within time	70%	87.4%	90.5%			★	April and early May performance was below target but significantly improved to end Q1 and continued into Q2.

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Building Control</b>							
Applications registered and acknowledged within 3 days of valid receipt	90%	63%					65% increase in applications in Q1 compared to previous 4 year average due to major change in regulations on 15 June. Q2 not available due to reports not being produced.
Full plans applications with initial full assessment within 15 days of valid receipt	70%	87%					Q2 not available due to reports not being produced.

### KPIs for Priority 2 - Health and Wellbeing “To encourage and support residents to lead healthy and independent lives”

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Leisure</b>							
Number of leisure and wellbeing service users	Out-turn (2021/22) 779,191	197,282	185,297				Figures on track to surpass 2021/22
Number of individuals engaged through Cannock Chase Can activities and initiatives, including the App	N/A	1,678*	1,206*			N/A	*This includes attendees of workshops and users of the App.

## KPIs for Priority 3 - The Community “To ensure Cannock Chase is a place that residents are proud to call home”

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Waste Collection</b>							
% Household waste sent for re-use, recycling and composting.	50%	49%	47%				Dual Stream recycling was implemented during May, quality of material has improved. Recycling campaigns will continue to aim at increasing tonnages and reducing residual waste.
<i>Breakdown:</i>							
<i>Recycling (dry)</i>		21%	23% (est)				
<i>Composting (garden)</i>		28%	24% (est)				
Missed bin collections (including assisted)	2021-22 out-turn 732	686	468 (est)			N/A	Figure for Q1 includes missed collections due to incomplete rounds during `dual stream` implementation during May/June.
<b>Environmental Health</b>							
% of food businesses inspected which are broadly compliant (rating of 3 or better)	N/A	98%	96%			N/A	We have seen a marked deterioration in standards following the COVID-19 pandemic

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Homelessness</b>							
% of homeless cases resolved through prevention assessed under prevention duty	N/A	90%	83%			N/A	Determined on a case-by-case basis
% of homeless cases assessed under relief duty	N/A	10%	17%			N/A	Determined on a case-by-case basis
<b>Housing</b>							
Rent collected as proportion of rent due	100%	98.27%	99.15%				Q2 has seen a marginal improvement on Q1 and by year end we expect the arrears to increase, partly due to the cost of living crisis impacting on some tenants' ability to pay their rent and vacancies within the team.
Rent arrears - former tenants (FTA)	£500k	£517,958	£531,94				Arrears are being managed. Following the loss of our external debt collection company in 2021, it is planned to bring FTA recovery work in-house and are working with Housing Benefit Recovery Team in 2023. The cost of living crisis may impact on some former tenants' ability to settle their debt as more immediate costs could take priority.

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
Average re-let time for Voids	52	81.04	84.72				There are a number of issues impacting the high re-let times for voids. These are being managed, with a new approach for the implementation of a Voids and Allocations Improvement Plan having been agreed and working practices have been reviewed.
% emergency repairs completed in time	100%	100%	100%				

#### KPIs for Priority 4 - Responsible Council “To be a modern, forward thinking and responsible Council”

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Local Taxation and Benefits</b>							
Days taken to process new HB/CT Claims	20 days	15.7	14.5				
Days taken to process new HB/CT change of circumstances	9 days	7.5	5.7				

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
% of Council Tax collected annually	98% by year end	27.8%	54.1%				Recovery action has been hindered by the team processing COVID-19 related reliefs and Council Tax energy rebates. It had been hoped to achieve around 55.7% in the first half year. The impact of increased cost of living and energy prices is likely to have an impact on collection rates in Q3 and Q4.
% National non-domestic rates (NNDR) collected	98% by year end	24%	56.6%				Recovery action had been hindered due to the team processing COVID-19 grants and reliefs earlier in the year but collections have improved in the second quarter. If this improvement continues it is hoped to achieve the 98% target by the end of the year.
<b>Land Charges Searches</b>							
Turnaround time for land charges searches (excluding personal searches) – average no. of working days	10 working days	14.85	24.15				SCC responses to questions are taking longer to complete due to staff shortages which in turn delay CCDC completing a search

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
<b>Calls, Complaints and FOI requests</b>							
% of calls answered	94%	88.7%	85.1%				Call answer rates for the contact centre are impacted by the speed with which calls can be transferred to relevant officers. Problems continue to be experienced in transferring calls due to technical issues and staff availability/ vacancies. This issue is monitored on an ongoing basis and discussions held with relevant service managers where appropriate.
Average call wait time	2 min	2.36min	3.08min				As above
Complaints received and upheld:							
<u>Total stage 1 complaints</u>	N/A	<b>14</b>	<b>12</b>			N/A	
<i>Upheld in full</i>		<i>1</i>	<i>2</i>				
<i>Upheld in part</i>		<i>4</i>	<i>3</i>				
<u>Total stage 2 complaints</u>	N/A	<b>3</b>	<b>3</b>			N/A	
<i>Upheld in full</i>		<i>0</i>	<i>1</i>				
<i>Upheld in part</i>		<i>1</i>	<i>2</i>				

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
FOI requests within time i.e. 20 working days	85%	88%	91%			★	
<b>Finance</b>							
Percentage of invoices paid within 30 Days							Following implementation of the new financial management system, this reporting requirement is still being developed and is planned to be available for the Q4 reporting period.

<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Stephen Baddeley</b>
<b>Contact Number:</b>	<b>01543 464415</b>
<b>Portfolio Leader:</b>	<b>Innovation &amp; Resources</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 10/11/22 Audit &amp; Governance Cttee: 29/11/22</b>

**Cabinet  
10 November 2022  
Strategic Risk Register**

**1 Purpose of Report**

- 1.1 To set out details of the Council's Strategic Risk Register as at 30<sup>th</sup> September 2022.

**2 Recommendation(s)**

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

**3 Key Issues and Reasons for Recommendations**

**Key Issues**

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

<b>Risk Status</b>	<b>Number of Risks at 1<sup>st</sup> April 2022</b>	<b>Number of Risks at 30<sup>th</sup> September 2022</b>
Red (High)	<b>4</b>	<b>4</b>
Amber (Medium)	<b>2</b>	<b>2</b>
Green (Low)	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>6</b>	<b>6</b>

## Reasons for Recommendations

3.2 Cabinet are required to approve the Strategic Risk Register.

### 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 The risk register has been updated as at 1<sup>st</sup> April 2022 and a summary is attached as **Appendix 1**. The risks in the summary have been aligned with the new Corporate Plan priorities.

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

**RED** risk score 12 and above (action plan required to reduce risk and/or regular monitoring)

**AMBER** risk score 5 to 10 (action plan required to reduce risk)

**GREEN** risk score below 5 (risk tolerable, no action plan required)

5.6 There has been no change in the number of risks. There are currently no Green Risks.

5.7 The risk register has been updated the main changes relates to Risk C1 “*Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council’s ability to deliver services, corporate priorities or leading to external intervention*” has had its score increased from 12 to 20 to reflect the uncertainty at this time of year for the budget. This includes the fact that the Government Settlement has not been announced and there is uncertainty over the rising cost of utilities and other impacts from the cost-of-living crisis.

All other risks have remained at the same score, but comments detail the progress made to deliver the identified controls.

5.8 The detailed action plans for each risk are set out in the full strategic risk register attached at **Appendix 2**. This includes a progress update.

## 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 Equality & Diversity

None

### 6.6 Climate Change

None

## 7 Appendices to the Report

Appendix 1 – Summary of Strategic Risks – 30<sup>th</sup> September 2022

Appendix 2 – Strategic Risk Register – 30<sup>th</sup> September 2022

**Previous Consideration**

None

**Background Papers**

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

## Cannock Chase Council

Summary of Strategic Risk Register as at 30<sup>th</sup> September 2022

## Red Risks

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at April 2022	Residual Risk Score at Sept 2022	Direction of Travel over period reported
C1	Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council's ability to deliver services, corporate priorities or leading to external intervention	Head of Finance	May 2020	12 RED	20 RED	↑
C2	Adverse Global economic conditions lead to a serious impact on the performance of the District's economy	Head of Economic Prosperity	May 2020	12 RED	12 RED	↔
C4	Changes in the operational costs/income due to economic factors which impact on the sustainability key Contractors to deliver the required services	Head of Environment & Healthy Lifestyles	May 2020	15 RED	15 RED	↔
C5	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services and key projects.	Managing Director	May 2020	20 RED	20 RED	↔

## Amber Risks

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at April 2022	Residual Risk Score at Sept 2022	Direction of Travel over period reported
C3	Failure to work in partnership to sustain support to vulnerable residents' leading to a reduction in the quality of life of affected residents.	Head of Housing & Partnerships	May 2020	9 AMBER	9 AMBER	↔
C6	Failure to repel or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks leading to disruption to the delivery of services and communication with residents.	Head of Technology	May 2020	9 AMBER	9 AMBER	↔

## Deleted Risks

There are no deleted risks this update

## Key to Direction of Travel

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased
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Cannock Chase District Council – Strategic Risk Register as at 30<sup>th</sup> September 2022

Ref No: C1	Risk: <b>Poor budget planning, over commitment of financial resources or inappropriate use of reserves leading to a financial shortfall or overspends that undermine the Council's ability to deliver services, corporate priorities or leading to external intervention</b>			
Risk Owner: Head of Finance		Portfolio: Innovation and Resources		
Consequences Of Risk: <ul style="list-style-type: none"> <li>• Unable to provide desired levels of service</li> <li>• Short term action necessary to deliver savings that require the suspension or termination of services and priorities</li> <li>• Drained reserves that enforce extreme risk aversion and failure to invest</li> </ul>				
Links To Priorities: <ul style="list-style-type: none"> <li>• PRIORITY 4 - RESPONSIBLE COUNCIL - "To be a modern, forward thinking and responsible Council"</li> </ul>				
Gross Risk Score (i.e., without controls)		Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (i.e., with controls)		Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Controls in Place <ul style="list-style-type: none"> <li>• Medium term financial plan in place</li> <li>• Annual Financial Plan and Medium-Term Financial Strategy 2022-25 in place</li> <li>• The Revenue Budget for 2022-23 was approved and financial planning for 2023-26 has begun</li> <li>• Working Balances maintained, with tentative proposals to maintain over the medium term</li> <li>• Savings plan being undertaken to re-align resources to Corporate Plan</li> <li>• Review of the capital programme is complete</li> <li>• Corporate Budget Monitoring in place, with approval of the paper on Good Financial Management</li> <li>• Evaluation of consultations on changes to government funding regimes</li> </ul>				

**Item No. 7.7**

Actions Planned	Timescale / Person Responsible	Progress/Comments
Update Financial Plan in relation to the deferral Business Rates Retention, New Homes Bonus and Fair Funding reviews by a year	Ongoing Head of Finance	Reflected in Financial Plan reported to Cabinet and Council. Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium- and long-term impact of in relation to external funding sources	Ongoing Head of Finance	Financial planning paper 2022-26 was considered internally in June 2022. Updated high-level Financial Plan 2023-26 to be drafted for November 2022.
Lobby Department of Levelling Up, Housing & Communities (DLUHC) via MP/ District Councils Network (DCN) and Local Government Association (LGA) re financial impact of proposals on CCDC	Ongoing Chief Executive / Head of Finance and Leader	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.
Determine feasibility of extending Business Rates Pool into 2023-24 Liaise with Staffordshire & Stoke-on-Trent Business Rate Pool Members re options to maintain viable pool. Include Pool proposals in Financial Plan 2023-26	Ongoing Head of Finance	Pool Established for 2022-23. Based on available information, Cannock has indicated it wishes to remain in the Pool for 2023-24. Future Pooling is dependent on Government proposals in its review of Business Rates.
Draft a plan for budget savings to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be	January 2023 Chief Executive / Head of Finance	To be implemented in 2022-23 to form part of 2023-24 Budget Process

**Overall Progress Summary:**

The medium-term financial stability of the Council is dependent upon its ability to set a 2023-24 budget that minimises the use of reserves, and the impact of changes arising from the future funding regime for local government. Details in relation to the implementation of 50% Business Rates Retention, a Business Rates Reset and Fair Funding are still awaited.

A consultation document in relation to the Future of New Homes Bonus was published in February 2021 (a response from the Council was submitted in advance of the closing date). The Council is awaiting details of the financial Settlement for 2023-24, including New Homes Bonus, to be provided by Central Government, likely in the Autumn.

Recent events have included the Ukraine war, energy crisis, inflation creating a cost-of-living crisis and interest rate rises. These issues, as well as uncertainty regarding national fiscal and monetary policy, the direction of the new Government and the impact on the local government financial settlement, have created substantial risk to financial sustainability. The Government's Fiscal Plan is scheduled for 31<sup>st</sup> October 2022 and there may be some indications arising from this of the impact on public spending, departmental allocations, local government funding and Cannock's medium term financial outlook.

A paper on Good Financial Management was agreed in March, to reinforce budgetary control. A paper on Financial Planning 2022-26 has been discussed informally with Cabinet, designed to start implementing measures required to set a balanced 2023-24 Budget. A paper on a review of the General Fund Capital Programme is due to be considered by Cabinet.

Ref No: C2	Risk: <b>Adverse macro-economic conditions lead to a serious impact on the performance of the District's economy</b>		
Risk Owner: Head of Economic Prosperity	Portfolio: District and High Street Development		
Consequences Of Risk:			
<ul style="list-style-type: none"> <li>• Increase in numbers of resident unemployed and economically inactive</li> <li>• Business failures and associated job losses</li> <li>• Reduced growth and prosperity for local residents</li> <li>• Decline of town centres / impact on major redevelopment proposals</li> <li>• NNDR / Council Tax Income does not grow</li> </ul>			
Links To Priorities:			
<ul style="list-style-type: none"> <li>• PRIORITY 1 - ECONOMIC PROSPERITY - "To reinvigorate the economy and create a District that thrives"</li> </ul>			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 3	Total Score: <b>12 – RED</b>
Controls in Place:			
<ul style="list-style-type: none"> <li>• Delivery of priority actions in the Council's Economic Prosperity Strategy</li> <li>• Investment of £3 million of UK Shared Prosperity Fund resources between 2022-23 and 2024-25</li> <li>• Cannock Town Centre Development Prospectus</li> <li>• Delivery of the £20 million Levelling Up Fund to create transformational change of Cannock Town Centre</li> <li>• The Local Plan Review to identify future development opportunities</li> <li>• Proactive work with key partners such as Staffordshire County Council, South Staffordshire College, Chase Chamber of Commerce, Greater Birmingham, and Solihull (GBSLEP) and Stoke-on-Trent and Staffordshire (SSLEP) Local Enterprise Partnerships / West Midlands Combined Authority (WMCA)</li> <li>• Business Relationships work/promoting the District via the Economic Development function and partnership working with established Growth Hubs.</li> </ul>			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Encourage new inward investment and local business growth working in partnership with LEPs, Growth Hubs and County Council.	Ongoing Head of Economic Prosperity	The Economic Development team continues to work pro-actively to promote the District and provide information on available employment sites to prospective investors and expanding local companies.
Refresh the Economic Prosperity Strategy to take account of changing economic environment	Completed Head of Economic Prosperity	The Council has refreshed its Economic Prosperity Strategy, and this sets out the Council's plan to promote economic prosperity and drive the recovery of the economy post pandemic and also to create resilience during the current challenging economic environment.
<p>Delivery of major investment / development projects:</p> <p>(i) Delivery of the £20 million Levelling Up Fund project in Cannock Town Centre.</p> <p>(ii) McArthurGlen Designer Outlet West Midlands</p>	Ongoing Head of Economic Prosperity	<p>In February 2022, Cabinet agreed to proceed with the project and add the scheme to the Council's Cabinet programme. A Project Board has been established and officers have appointed consultants to perform the role of Design team for the project. The scheme will include the demolition of the former Multi-Storey Car Park and Indoor Market Hall and create in its place, an exciting new Leisure and Culture Hub, including enhancements to the existing Prince of Wales Theatre. The scheme is challenging but progress is being made with the current focus on land assembly, finalising the scheme design, cost plan and securing outline planning consent for the scheme.</p> <p>The McArthurGlen Designer Outlet opened in April 2021, with an initial 50 retail / food units opening for business. The Outlet has proved to be very popular, and the owners are progressing plans for phase 2 of the development and additional on-site parking, with a planning application for phase 2 expected to be submitted during October 2022.</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>(iii) Regeneration of the former Rugeley Power Station site</p> <p>(iv) Re-development of the Avon Road Car park site in Cannock Town Centre</p> <p>(v) Development of wider pipeline of projects</p>		<p>The demolition works to the site are now largely complete and remediation works are well underway. The proposals for the site include a new All Through School, housing, employment opportunities and a riverside park. The ambition for the site is to be Zero Carbon and act as an exemplar project for the District.</p> <p>The disposal of the site is continuing with the Council in advance negotiations with a potential purchaser.</p> <p>Officers have worked with partners to develop a longer-term pipeline of projects that could support the economic growth of the District and unlock jobs and investment.</p>
<p>Pro-actively work with WMCA, GBSLEP, SSLEP to promote the District, and identify opportunities for growth during recovery phase</p>	<p>Ongoing Head of Economic Prosperity</p>	<p>The Council continues to actively participate in the GBSLEP and SSLEP and Combined Authority and both organisations are leading on the region's response to economic recovery. Staffordshire Leaders have indicated their desire to develop a County Deal which could see more funding and powers devolved from Government to support economic growth and investment.</p>
<p>UK Shared Prosperity Fund - development of Investment Plan</p>	<p>April 2023 Head of Economic Prosperity</p>	<p>Cannock Chase has been allocated £3.021m by Government from the new UK Shared Prosperity Fund. The Council submitted its Investment Plan to Government in August 2022 and is currently awaiting notification from the Government that the plan has been signed off.</p>
<p>Revised Local Plan to be produced and delivered</p>	<p>May 2023 Head of Economic Prosperity</p>	<p>Local Plan Review underway with a new Local Development Scheme approved by Council.</p> <p>The next stage of the Local Plan i.e., the Pre-submission version of the Plan is due to go out to consultation during October 2022. It is anticipated that the Plan will be formally submitted for examination in spring 2023.</p>

**Overall Progress Summary:**

Economic conditions are extremely challenging, due largely to the conflict in Ukraine, the resultant cost of living pressures and inflation growth. The District's economy continues to be resilient, with unemployment rates stabilising and a large number of job vacancies available. There have been no major economic shocks or large-scale redundancies locally, but the Council will continue to monitor local economic conditions and respond if the situation worsens.

The Council has refreshed its Economic Prosperity Strategy to set out how the Council can support the economy, create new job opportunities, help businesses to survive and to support new businesses to start-up. Major investments such as the Levelling Up Fund scheme in Cannock Town Centre, the proposed phase 2 of the McArthurGlen Designer Outlet and re-development of the former Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District. Furthermore, the £3m of UK Shared Prosperity Fund money will be invested by the Council to grow the District's economy and address current economic challenges.

Ref No: C3	Risk: <b>Failure to work in partnership to sustain support to vulnerable residents' leading to a reduction in the quality of life of affected residents.</b>		
Risk Owner: Head of Housing & Partnerships	Portfolio: Community Safety & Partnerships		
<p>Consequences Of Risk:</p> <p>Vulnerable people at risk of not receiving help and support therefore increasing issues such as:</p> <ul style="list-style-type: none"> <li>• Rough Sleepers displaced</li> <li>• Increased Reliance on Food Banks</li> <li>• Distribution of emergency food supplies</li> <li>• Increased Social Isolation</li> <li>• Increased number of Safeguarding Referrals</li> <li>• Increases in criminality – distraction burglary; cybercrime; county lines etc.</li> <li>• Increased incidents of anti-social behaviour</li> <li>• Increased number of Domestic Abuse Incidents</li> <li>• Community Unrest &amp; Tensions</li> <li>• Increased reliance on limited temporary accommodation</li> <li>• Increased homeless case due to breakdown in Ukraine placements.</li> </ul>			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> <li>• PRIORITY 2- HEALTH &amp; WELLBEING - “To encourage and support residents to lead healthy and independent lives”</li> <li>• PRIORITY 3 - THE COMMUNITY - “To ensure Cannock Chase is a place that residents are proud to call home”</li> </ul>			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: <b>9 – AMBER</b>
<p>Controls in Place</p> <ul style="list-style-type: none"> <li>• Community Vulnerability Hub Established</li> <li>• Daily briefing between Local Policing Team and Community Safety Team</li> <li>• Housing First Project with Spring Housing</li> <li>• Quarterly Meetings with Food Banks &amp; Voluntary Sector</li> <li>• Daily management of safeguarding referrals for both adults and children</li> <li>• Weekly multi agency Community Safety Hub meetings – proactive problem solving</li> <li>• Monthly threat and risk Community Safety and Police meeting – managing threat and risk to district (people / place /)</li> </ul>			

- Weekly MARAC (Multi Agency Risk Assessment Conference) regarding high-risk Domestic Violence cases
- Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership
- Commissioned services in place to support with mental health and substance misuse, antisocial behaviour, and domestic abuse.
- Representation at County, Regional and National level multi-agency partnership meetings
- Housing Options Team supporting those at risk of eviction
- Support established for those coming to the UK under the “Homes for Ukraine Scheme”
- Joint CCDC/LDC RSI bid successful for additional funding for the Housing 1<sup>st</sup> Project.
- RSI bid successful - £177K over 3 years for some very limited new services but together with reserve funds will provide for new posts to undertake new services

Actions Planned	Timescale / Person Responsible	Progress/Comments
<p>Extend commissioned services that provide lower-level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse</p>	<p>Ongoing Head of Housing &amp; Partnerships</p>	<p>Human Kind Charity – Drug &amp; Alcohol Support - Commissioned by Staffordshire County Council (SCC)</p> <p>Three-year Locality Deal Funding to commission a Senior Floating Support Worker, employed by Burton Addiction Centre. The project supports individuals to enhance independent living skills to facilitate re-integration back into the community. This is following an abstinence-based rehabilitation programme.</p> <p>Locality Deal Funding contributes towards an ASB/mediation support service for the district – ASB Harmony.</p> <p>Locality Deal Funding contributes £6k per annum to support the Safe as Houses scheme which target-hardens the properties of domestic abuse victims.</p> <p>Agreement and RSI funding obtained for a Specialist Mental Health Worker (Housing Options Funding) to support Spring Housing First Project. Issue with identifying seconded staff from MPFT.</p> <p>Working with Midlands Partnership Foundation Trust (MPFT) to transform Mental Health Services. Proposals to embed an additional Housing Liaison/Support Worker within MPFT.</p>

Actions Planned	Timescale / Person Responsible	Progress/Comments
		<p>Negotiations and procurement process have been complex. MPFT in partnership with CCDC in the appointment process of a MPFT post to undertake the support role. Target date end of December 2022.</p>
<p>Housing 1<sup>st</sup> Project – Secure permanent accommodation for the Rough Sleepers and additional services and temporary accommodation to reduce rough sleeping.</p>	<p>June 2023 Strategic Housing Manager</p>	<p>4-year contract currently provided by Spring Housing under Rough Sleepers Pathway Project in partnership with Lichfield DC – Procurement process (LDC lead) to commence in 2022 to secure new contract by June 2023.</p> <p>Additional grant funding for a Substance Abuse Worker and Mental Health Worker has been received to support Spring Project still awaiting completion of recruitment.</p> <p>As at 30.09.22 a total of 10 rough sleepers were accommodated in the 7 Housing First accommodation provided by CCDC managed via a Management Agreement by Spring Housing and 1 unit secured by Spring.</p> <p>The TPG (Target Priority Group) (<i>The criteria is individuals who have been seen sleeping rough in two or more years out of the last three, or in two or more months out of the last 12</i>) agreed with the Government’s Homelessness Adviser is 8.</p> <p>Small amount of RSI funding received for some limited new services but together with reserve funding will enable some new posts to provide the new services by March 2024 to address TPG.</p>
<p>Additional support to Private Rented Sector to mitigate impact of the ending of the suspension of evictions</p>	<p>March 2024 Strategic Housing Manager</p>	<p>Additional support to private rented tenants to be provided by a new post of Homelessness Support Worker. New starter commenced September 22.</p> <p>Working in partnership with Lichfield DC and Tamworth BC the Councils are now to purchase and use the Call Before You Serve toolkit for a reduced in-house service provision by March 2024.</p>
<p>Create a process to provide financial payments and home suitability checks for the “Homes for Ukraine” Scheme.</p>	<p>Head of Housing &amp; Partnerships Completed</p>	<p>Homes for Ukraine payment processes have been completed.</p>

**Overall Progress Summary:**

Currently there are 4-5 rough sleepers in the district whom Spring Housing are working with to source permanent accommodation.

All rough sleeping actions are aimed at reducing and eliminating the Target Priority Group figure of 8 rough sleepers through establishment of a robust pathway out of rough sleeping. RSI funding for services to be developed over next 18 months.

Housing First project are currently accommodating 10 rough sleepers. Partnership working ongoing with MPFT to fill the Mental Health Worker role and Spring to fill the now vacant Substance Abuse Worker post.

Continuing to work with MPFT to provide a Housing Support worker embedded within MPFT for Cannock Chase District to be in post by end of 2022.

Eviction suspension now lifted although many Assured Shorthold Tenants are on extended notices cases in Court and eviction warrants are increasing. Housing Options Team successfully recruited a new post, Tenancy Support Worker in September 22. With the decision by provider to cancel the project to establish a new service 'Call Before You Serve' to mitigate the impact on homelessness from the ending of the eviction suspension the Councils involved are reviewing the option to operate part of the service in house

The RSI funding for the 3-year period of £177k has been confirmed and work commenced on expenditure plans.

Progress on some of the above projects are affected by the availability of suitably qualified and experienced staff.

Ongoing liaison with the voluntary sector which is refocusing work to support refugees. Monthly meet and greet sessions with sponsors/refugees are on-going with the aim for longer term self-pollination. These sessions are supported by the Rotary Club. Additional support also being offered by Cannock Soroptimists and various community groups. Monthly VCSE meetings also ongoing.

Work is ongoing to deliver the District Responsibilities for the Homes for Ukraine scheme.

Ref No: C4	Risk: <b>Changes in the operational costs/income due to economic factors which impact on the sustainability key Contractors to deliver the required services.</b>		
Risk Owner: Head of Environment & Healthy Lifestyles	Portfolio: Housing Heritage & Leisure and Environment & Climate Change		
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> <li>• Potential for an individual contract failure resulting in a service not being delivered</li> <li>• Reputational damage and complaints</li> <li>• Financial loss</li> <li>• Failure to perform a statutory function</li> </ul>			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> <li>• PRIORITY 2- HEALTH &amp; WELLBEING - “To encourage and support residents to lead healthy and independent lives”</li> <li>• PRIORITY 3 - THE COMMUNITY - “To ensure Cannock Chase is a place that residents are proud to call home”</li> <li>• PRIORITY 4 - RESPONSIBLE COUNCIL - “To be a modern, forward thinking and responsible Council”</li> </ul>			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 5	Total Score: <b>15 – RED</b>
<p>Controls in Place</p> <ul style="list-style-type: none"> <li>• Regular contact and performance management meetings with key personnel for each contractor</li> <li>• Robust contract management</li> <li>• Any key issues are discussed with Leadership Team and Members as appropriate</li> <li>• Discussions with other authorities who have the same or similar contracts</li> <li>• Appropriately resourced contract management for Leisure and Waste</li> </ul>			

Actions Planned	Timescale / Person Responsible	Progress/Comments
Service delivery of key contracts is being monitored and managed	Ongoing during response and recovery as required Head of Environment & Healthy Lifestyles Waste and Engineering Services Manager Leisure, Culture & Commonwealth Games Officer	Regular contact is being maintained with contractors to resolve any issues at various levels, including both operationally and strategic.
Flexibility of Contract management is in place to allow changes to be agreed between the Council and Key Contractors	Ongoing during response and recovery as required Head of Finance Head of Environment & Healthy Lifestyles	A formal Deed of Variation has been agreed and signed by both parties for the Leisure Contract. Contract is subject to ongoing open-book accounting and performance management. Covid recovery has been reasonable but financial pressures related to Covid and now being replaced by those relating to the cost of energy. A formal Deed of Variation has been agreed and signed by both parties in relation to the Waste Contract, taking into account service changes and cost variations, which were implemented in May 2022. This service change has however had a greater impact on the contractor than they expected, and they have requested further negotiations before final sign off of the 2-year extension DoV.
Change to dry recycling collection service from April 2022	Completed Head of Environment & Healthy Lifestyles	Move to a dual stream collection service for dry mixed recycling from residents was implemented during May 2022 to improve quality of the collected material and market access. The service has now settled into a stable phase following its initial rollout and residents are using it well. However, the service is proving to be resource intensive for the contractor (see above).

Actions Planned	Timescale / Person Responsible	Progress/Comments
Waste and Recycling Collection Contract (End of first 7-year term (2023))	April 2023 Waste and Engineering Services Manager	The Council's waste and recycling collection contract ends its first 7-year term in March 2023. The Council has a limited number of options available. The Council has agreed a 2-year extension with its contractor and prepared a Deed of Variation. However, as detailed above, following the change of service the contractor has found there has been a significant resource impact which has led them to request that they and the Council look to reconsider their original proposal.
Impact on the Contracts from rising fuel cost and changes to legislation relating to use of Red Diesel is monitored by the Council	Completed Head of Environment & Healthy Lifestyles Leisure, Culture & Commonwealth Games Officer Waste and Engineering Services Manager	Any risk appears to have been mitigated and therefore the item can be removed going forward.
Impact of the rising cost of living, energy, and staffing costs, along with service take up to be monitored to enable timely action to be taken by the Council.	Ongoing Head of Environment & Healthy Lifestyles Leisure, Culture & Commonwealth Games Officer Waste and Engineering Services Manager	Council officers, partners, and contractors monitoring inflation, fuel, and energy prices etc. along with service take up, for example in leisure membership. Regular discussions are being held to look at methods to mitigate potential financial difficulties over the next 12-months.

**Overall Progress Summary:**

Regular contact continues to be maintained with the Council's key contractors in relation to performance and operational matters.

Leisure facilities and services remain at risk, with visitor numbers still not recovering to pre-pandemic levels, concerns over the impact of the cost-of-living crisis and energy and staffing costs. The Deed of Variation remains in place as the leisure industry continues to recover from the pandemic and now enters into another period of uncertainty.

The waste and recycling collection contract has been extended for a further two years, until 2025, giving additional stability, eliminating the requirement of immediate re-procurement, and risks around going to the market before the full extent of the Resources and Waste Strategy is fully understood. The Council has moved to a dual stream dry recycling collection service from May 2022, along with neighboring authorities to control disposal costs and improve quality. This move has proved resource intensive for the contractor, who has asked for further consideration of their costs to be taken into account, via further negotiation.

Previous concerns around COVID are being replaced with concerns over cost-of-living increases impacting upon staffing costs / wage bills, and increasing fuel costs, such as electricity, gas, and petroleum-based products, impacting upon operational costs. Changes to legislation in relation to fuel duty have had a smaller than expected impact upon operational costs over the last 12-months and are now not expected to have any further impact going forward.

Ref No: C5	Risk: <b>The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services and key projects.</b>		
Risk Owner: Chief Executive		Portfolio: The Leader	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> <li>• The Council's response during a declared Major Incident is not effective.</li> <li>• Services and projects are not delivered and this impacts on residents / the public.</li> <li>• Employees' wellbeing affected, increase in absence due to stress</li> </ul>			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> <li>• PRIORITY 4 - RESPONSIBLE COUNCIL - "To be a modern, forward thinking, and responsible Council"</li> </ul>			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
<p>Controls in Place</p> <ul style="list-style-type: none"> <li>• Management capacity issues are monitored by Leadership Team; officer time reallocated to more important duties as required e.g., supporting refugees. Day to day operational capacity issues addressed by managers e.g., sickness absence.</li> <li>• Regular monitoring of priorities</li> <li>• Provision of support to employees especially as majority currently remain working remotely.</li> </ul>			

Actions Planned	Timescale / Person Responsible	Progress/Comments
Where necessary, considering whether resources from other parts of the Council can be transferred for a period or temporary appointments made where funding is available	Ongoing Leadership Team	Ongoing operational decisions
Shared services review	December 2022 Chief Executive	Stage 2 of the business case for shared services is nearing completion and will be presented to Council in early December. The business case sets out a proposed senior management structure which is designed to improve capacity and resilience for the future.

**Overall Progress Summary:**

The majority of services are operating normally. Some services are experiencing capacity issues due to vacancies and problems in recruiting new staff. New/additional responsibilities continue to exacerbate the capacity issues for some services. Officer capacity continues to be reviewed and work prioritised. Going forward, a proposal for a new shared senior management structure is set out in the business case for further sharing of services along with making permanent the sharing of a Chief Executive with Stafford Borough Council.

Ref No: C6	Risk: <b>Failure to repel or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks leading to disruption to the delivery of services and communication with residents.</b>		
Risk Owner: Head of Technology	Portfolio: Innovation & Resources		
Consequences Of Risk:			
<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>			
Links To Priorities:			
<ul style="list-style-type: none"> <li>• PRIORITY 4 - RESPONSIBLE COUNCIL - "To be a modern, forward thinking, and responsible Council"</li> </ul>			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: <b>9 – AMBER</b>
Controls in Place			
<ul style="list-style-type: none"> <li>• Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies.</li> <li>• Secure configuration – Corporate policies and processes to develop secure baseline builds</li> <li>• Network Security – Protection and secured perimeter of external security threats and untrusted networks</li> <li>• Managing user privileges – All users of ICT systems provided with privileges suitable for their role</li> <li>• User education and awareness – Security policies that describe acceptable and secure use of ICT assets</li> <li>• Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur</li> <li>• Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media, and personally owned devices)</li> <li>• Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants.</li> <li>• Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information</li> <li>• Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies.</li> </ul>			

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Actions Planned	Timescale/ Person Responsible	Progress/Comments
Cyber Security Group being created	June 2022 Head of Technology	
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing / Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing / Head of Technology	Annual Health check completed in November 2021. Follow-up check is planned for November 2022.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The health check will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	December 2022 Head of Technology	Almost all remote connections to the network are now via corporate laptops.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	On-going Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2022/23
Laptops and servers will use Protective Domain Name Service.	Dec 22 Systems Manager	Complete - for internal laptops In progress - for remote

**Overall Progress Summary:**

Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing, and attacks are becoming more sophisticated. The move to homeworking has increased the risks in this area

The Technology Infrastructure Team has achieved Cyber Essentials Plus. About Cyber Essentials - NCSC.GOV.UK

<b>Report of:</b>	<b>Head of Environment and Healthy Lifestyles</b>
<b>Contact Officer:</b>	<b>Tom Walsh</b>
<b>Contact Number:</b>	<b>01543 464 482</b>
<b>Portfolio Leader:</b>	<b>Housing, Heritage, and Leisure</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 10/11/22</b>

**Cabinet**  
**10 November 2022**  
**Review of Tennis Provision - Cannock Chase Council**

**1 Purpose of Report**

- 1.1 To provide details of the outcome of the negotiations with the English Lawn Tennis Association (LTA) relating to the provision of improved quality tennis facilities across the district.
- 1.2 To seek Members' approval to enter into a tripartite agreement between the LTA and their select list of specialist contractors. This means the Council will agree to make their tennis courts available to book online via the Clubspark System and use the LTA selected specialist contractors to refurbish its courts.
- 1.3 To agree the change in policy of offering district wide free tennis to a chargeable model.

**2 Recommendation(s)**

- 2.1 That Cabinet:
  - (i) Notes the contents of this report.
  - (ii) Delegates authority to the Parks and Open Spaces Manager to start the process of the bid application to the LTA.
  - (iii) Notes the current arrangements between Great Wyrley Community Tennis Club and the Council in the provision of coaching, as per the report.
  - (iv) Approves the Council's use of the LTA's ClubSpark booking platform, including the installation of digital gates, allowing access to players at specific times following an online booking, should the Council's bid be successful.

- (v) Approves the policy change from free to chargeable tennis provision in accordance with the LTA's proposal, should the Council's bid be successful.

### **3 Key Issues and Reasons for Recommendations**

#### **Key Issues**

- 3.1 In 2020, following a visit from the Lawn Tennis Association (LTA) to review the Council's tennis courts provision, the Council was encouraged to investigate the further potential of a partnership approach to allow for the refurbishment of its tennis courts across the district and bid for an LTA grant.
- 3.2 Following a string of national successes by British tennis players, the Government announced a package of funding (£22M), administered by the LTA, to further improve grass roots tennis courts.
- 3.3 The Council's historic coaching arrangements, with Great Wyrley and Cheslyn Hay Community Tennis Club, was also discussed with the LTA. The LTA recognised the excellent work that had been undertaken by the club, which in part led them onto scooping two national awards at Hednesford Park, from Tennis-for-Free (a tennis-based charity).
- 3.4 Since 2007 the Council has offered free tennis court use across the District, ironically, over the years this has caused some issues and frustrations for players who were not able to guarantee access to courts when they wished to play. The openness, ease of access, and lack of court security has also led to a number of incidents of anti-social behaviour across each of the sites.
- 3.5 Across the country the LTA are currently promoting to, local authorities, clubs, and other bodies / providers, the use of the ClubSpark system to improve grass-root take up of the sport.
- 3.6 Cannock Chase Council currently has 13 full size courts and 4 junior courts, at 4 locations across the district, Cannock Park (6), Hednesford Park (4 adult / 4 junior), Heath Hayes Park (2) and Ravenhill Park (1).
- 3.7 As part of the scheme proposal the LTA have agreed to fund a considerable proportion of the work and appoint specialist approved national contractors on behalf of the Councils, clubs, and other bodies, taking part.
- 3.8 The tennis courts at Heath Hayes Park are in a particularly poor condition, they are no longer considered to be fit for purpose by the LTA and will require significant funding to improve them.

#### **Reasons for Recommendations**

- 3.9 The Council's tennis courts are in need of significant investment. Partnering with the LTA on their ClubSpark programme is a way of achieving that with a minimum capital requirement from the Council, allowing capital funds to be spent elsewhere.
- 3.10 By introducing the ClubSpark system and electronic gating the Council will improve its tennis provision and accessibility for residents across the district.

## 4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Health and Wellbeing - To encourage and support residents to lead healthy and independent lives.
    - a. The availability of high-quality tennis courts within our Parks may encourage more people to use the parks, helping them to improve their physical and mental health and well-being.
    - b. The offer of a family ticket will encourage the playing of tennis to a younger generation of players which is at the heart of the LTAs drive for the game.
  - (ii) The Community - To ensure Cannock Chase is a place that residents are proud to call home.
    - a. It will help to maintain our local parks to a high standard.
  - (iii) Responsible Council - To be a modern, forward thinking, and responsible Council.
    - a. Income from the charge for tennis court hire will be in-part reserved to fund future maintenance and refurbishment of the tennis courts, thus making the facilities more sustainable.

## 5 Report Detail

### Background

- 5.1 In 2006 the Council as part of its Policy Options decided to offer free tennis in its parks. There were varying factors behind the decision but key to it was the requirement to have parks staff approach users and collect monies and issue tickets. As with all cash collection on site this was not without its challenges and reduced the amount of maintenance work on the sites where staff were required. As staff could not be there all the time, some users used this as an opportunity either by saying they had no money to pay, or they would leave before paying, staff also had no way of knowing when users arrived. There were also issues of storing cash on sites that had no safes. Subsequently, the income budget was removed in 2009.
- 5.2 The national ClubSpark concept offers users the opportunity to review availability at their preferred tennis venue and book a court online at their convenience. Payment for the court is made online and a code is sent to their smart phone, device, or PC. The electronic gates on the courts contain the necessary software to recognise the code from the smart phone / device and will allow access to the court for a set time. Once the court time has expired the gates will automatically lock as the players leave.
- 5.3 The ClubSpark concept relies on offering users the opportunity to book a slot on the tennis courts at their convenience as the electronic system contains the

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necessary software to receive payment and issue a code to a smart phone, device, or PC to allow access at the electronic court gate.

- 5.4 The LTA are currently promoting to local authorities, clubs, and other bodies / providers, the use of the ClubSpark system to improve grass-root take up of the sport across the country.
- 5.5 The LTA see this as a step to encourage people to play tennis as there is a guaranteed court availability when they wish to play. It also means that tennis can be played up to the twilight hours in the summer, as opposed to the courts been locked at 7pm, when parks staff normally finish work. As the gates are self-locking there will be no free access, which should deter anti-social behaviour around them. Cannock Chase Council currently has 13 full size courts and 4 junior courts, at 4 locations across the district, Cannock Park (6), Hednesford Park (4 adult / 4 junior), Heath Hayes Park (2) and Ravenhill Park (1).
- 5.6 As part of the scheme proposal the LTA have agreed to fund a large proportion of the work and appoint specialist approved national contracts on behalf of the Councils, clubs and other bodies taking part.
- 5.7 Table 1. below, shows the works required, as identified with the LTA, their approximate cost, and whether the works are proposed to be funded by the LTA.

### Existing Tennis facilities and works identified within Council-owned Parks (Table 1.).

Court/s Site	No. of Courts	Work required	Cost (£)	Funded by LTA (Y/N)
Cannock Park	6	Tree removal due to root damage	TBC	Y
		New Nets	TBC	Y
		Resurface 3 courts/Paint and clean	TBC	Y
		Install 2 Smart Access Lite Gates	£89,350	Y
Hednesford Park	4 Adult and 4 Junior Courts	Close off Junior courts with fencing	1,000	Y
		Install power 1 Smart access gate (lite)	£4,000	Y
		Resurface with binder and remark	£20,000	N
Heath Hayes Park	2 courts	New Built tarmac	TBC	Y
		New Fencing	TBC	Y
		Recoat surface and remark	TBC	Y
		Install 1 Smart Access Lite Gates	£54,375	Y

<b>Court/s Site</b>	<b>No. of Courts</b>	<b>Work required</b>	<b>Cost (£)</b>	<b>Funded by LTA (Y/N)</b>
Ravenhill Park	1 court	Clean and paint	£2,250	N
		Install 1 Smart Access gate/frame	£4,000	N
		Install Aco drain to solve water run off	£7,000	N
		Break out existing posts, refix and supply new net	£1,220	N

## 6 Review of the Existing Tennis Facilities

In 2019 the Playing Pitch Strategy acknowledged that the existing tennis facilities ranged from poor at Heath Hayes Park to good at Hednesford Park. This was later endorsed by the LTA technical director when he conducted his inspections in 2021. Overall, it is considered that the playing experience will be greatly improved by the Council undertaking the above works, in partnership with the LTA and by using the LTA approved contractor network.

Heath Hayes Park, one of the tennis court sites, will in general need further development as part of a longer-term master plan, but the proposed works should complement and in no way hinder that plan.

### Analysis of Costs

- 6.1 The LTA will tender a full basket of works, including those in Cannock Chase, and the Council will be required to enter a contract to pay the LTA contractor the grant received by the Council from them. The Council will also need to enter an agreement with Clubspark to ensure the Council's courts are made available through the Rally system.
- 6.2 The LTA will be tendering works on a UK wide basis, covering 3-4 geographical regions, therefore ensuring best value is achieved.
- 6.3 Table 1 (above) only shows capital costs; however, it is recognised by the LTA that revenue will be required to maintain the tennis courts that they have invested in across the country. To that end, the LTA have asked to see a sinking fund established as part of the bidding process. This is to ensure that their investment into top quality facilities will be maintained. This is dealt with under financial implications but was also agreed, in principle, as part of the Playing Pitch Strategy adopted by Council in 2019.

## 7 Implications

### 7.1 Financial

Currently there is no capital budget set aside to undertake the improvements outlined in this report. If the Council is unable to take the opportunity to enter into

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the proposed agreement with the LTA, the courts will remain in their current condition unless an alternative source of funding is found.

- i) The Council will be required to pay the maintenance costs of the ClubSpark gates and software (£320 per gate or £1,920 per annum for all 6 gates). These costs are to maintain the software, transfer income to the Council and provide usage figures for the LTA and the Council. The Council will get a logon to the system operator who provide a breakdown of income at regular intervals. This analysis of usage will be used to target when free usage can be allowed, by opening gates remotely, during the free period.
- ii) The LTA suggest that a sum of £1,200 per annum per court is retained so that courts can be refurbished in the future.
- iii) This would require 143 bookings of pay and play (3 per week) at £7.00 per Hour and 4 family tickets (at £52 per annum) per court.
- iv) Given the penetration rates calculated by the LTA based on coaching stats, the predicted annual income will be in the region of £35,000. After taking into account free use slots at 2 of the sites and the sinking fund this offers a minimum of £12,000 worth of income from facilities where there is currently none.
- v) The LTA have advised that there a number of private tennis operators who would be interested in taking on these facilities. In this scenario the operators would guarantee the Council a set income/agreed free use but run the schemes for the Council in respect of tennis coaching and market the courts for the pay and play market. They do, however, retain all the income although the Council would still have a say in the amount of free use.
- vi) Currently the coaching at Hednesford Park and Cannock Park is provided by Great Wyrley and Cheslyn Hay Community Tennis Club, who will only charge a minimal amount for coaching after the Tennis for Free funding has expired. It is recommended to continue with this provider for two years and review the business model with external providers over that time frame.
- vii) The cost of adding surface binder and remarking the 4 courts at Hednesford Park can be met from existing budgets using the HLF Reserve which is entirely in keeping with the conditions of the HLF Grant. The works at Ravenhill Park can be paid for from the Sc106 (£21,000), received following the loss of tennis courts at the Lea Hall Social Club, Rugeley, post development of the site. The LTA advice to the Council's Planning Department, at the time of the above development, was that this Section 106 should be used to pump prime schemes across the entire district such as the one proposed within this report.
- viii) The LTA will provide £148,725 of funding as follows;  
  
Cannock Park £89,350  
  
Hednesford Park £5,000  
  
Heath Hayes Park £54,375

CCDC will provide £35,470 from Sc106/HLF Grant to fund the remaining works at Hednesford and all the works at Ravenhill Park.

**7.2 Legal**

A standard contract will be provided by the LTA and CCDC will need to commit to this contract with the winning contractor for this region. The tennis court at Ravenhill Park was managed by Brereton and Ravenhill Parish Council, under a 5-year Heads of Terms. However, this expired in 2012 although the Parish Council maybe holding over on the Lease. The Parish Council are aware that the court needs upgrading as no work has been undertaken since the Council built the court in 2013. This court has also suffered from anti-social behaviour resulting from the court being left open.

**7.3 Human Resources**

The LTA will tender the work although there will still be a requirement to clerk the Contracts on the ground. The Parks and Open Spaces Section will undertake this from within existing resources.

**7.4 Risk Management**

As the LTA provide the funding up front there is limited risk to the Council. The issue of price changes because of national/international factors is covered in the main by the LTA.

**7.5 Equality & Diversity**

All new gates and court improvements will be DDA compliant.

**7.6 Climate Change**

There are no climate change implications in this report.

<b>7 Appendices to the Report</b>
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None.

**Previous Consideration**

CCDC Playing Pitch Strategy 2019 - Knight Kavanagh & Page

**Background Papers**

None

<b>Report of:</b>	<b>Head of Finance</b>
<b>Contact Officer:</b>	<b>Rob Wolfe</b>
<b>Telephone No:</b>	<b>01543 464 397</b>
<b>Portfolio Leader:</b>	<b>Innovation and Resources</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 10/11/22</b>

**Cabinet**  
**10 November 2022**  
**Revenues and Benefits Collection Report - Quarter 2**

**1 Purpose of Report**

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

**2 Reasons for Appendices being 'Not for Publication'**

- 2.1 In accordance with the provisions of Schedule 12A of the Local Government Act 1972 (as amended), the Appendix is considered 'not for publication' under the following categories of exemption:
- 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 Recommendation(s)**

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

## 4 Key Issues and Reasons for Recommendations

### Key Issues

- 4.1 Efficient collection of the Council's revenues is of major importance to the funding of Council services and those provided by our preceptors.
- 4.2 Council Tax due for the current year amounts to £60.5M of which some **54.1%** was collected by the end of September. This slightly less than last year's performance in the same period (54.6%).
- 4.3 Business Rates due for the current year amounts to £36.8M of which some **56.6%** was collected by the end of September, showing an increase on the previous year (47.8%).

### Reasons for Recommendations

- 4.4 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.

## 5 Relationship to Corporate Priorities

- 5.1 Not applicable.

## 6 Report Detail

### Council Tax

- 6.1 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 12.4% of the council tax collected.
- 6.2 Council Tax due for the current year amounts to £60.5M and we would hope to collect in the region of 97.5% within the year, as was the case prior to the Covid-19 pandemic. The knock-on effect of underpayments during the past two years, (in which collection rates of 96% and 96.2% were achieved), the current economic climate and the need for Revenues staff to continue to manage Council Tax Energy Rebate awards, will add to the difficulty in achieving this target in the current year. Action will continue to collect arrears after the end of the financial year, with around 99% traditionally being recovered.
- 6.3 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.

- 6.4 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.
- 6.4.1 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.
- 6.4.2 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 Transunion credit reference agency data.
- Trace and collect facilities offered by our Enforcement Agencies
- Visits to the last known address by the Council's Property Inspector and use of external tracing agents.

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

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

- 6.5 48 Irrecoverable council tax debts in the sum of £120,163.48 are listed in the confidential appendix to this report.

### **Business Rates**

- 6.6 Business rates income now 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.
- 6.7 Business Rates due for the current year amounts to £36.8M of which some **56.6%** was collected by the end of the September. This represents an increase on last

year's performance (47.8%) which seems to indicate some upturn in the local economy but is still slightly below the 57.0% achieved in the same period of 2019.

- 6.8 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.
- 6.9 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.
- 6.10 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.

- 6.11 10 Irrecoverable business rates debts in the sum of £127,003.96 are listed in the confidential appendix to this report

### **Housing Benefit Overpayments**

- 6.12 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.
- 6.13 Recovery of overpaid Housing Benefit continues to progress well, with some £153,636.58 being collected into the Council's General Fund in the first half of the year.
- 6.14 14 irrecoverable Benefit Overpayment debts in the sum of £44,230.69 are included 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. The Council Tax write-offs on this report are 48 cases totalling £120,163.48. This represents 0.2% of the outstanding collectable debit as at the 1 April 2022.

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 recommended.

**6.2 Legal**

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 recommended.

**6.3 Human Resources**

None.

**6.4 Risk Management**

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

**6.5 Equality & Diversity**

None.

**6.6 Climate Change**

None.

<b>7 Confidential Appendices to the Report</b>
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Appendix 1: Council Tax write offs over £1,000

Appendix 2: Business Rate write offs over £1,000

Appendix 3: Housing Benefit Overpayments write offs over £1,000

**Previous Consideration**

None.

**Background Papers**

None.