

Please ask for: Matt Berry

Extension No: 4589

E-Mail: mattberry@cannockchasedc.gov.uk

19 February, 2020

Dear Councillor,

CABINET

4:00 PM ON THURSDAY, 27 FEBRUARY, 2020

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. McGovern,
Managing Director

To: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Pearson, A.R.	Corporate Improvement Portfolio Leader
Bennett, C	Crime and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader
Woodhead, P.E.	<i>Invitee (non-voting Observer)</i>

Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire WS11 1BG

tel 01543 462621 | fax 01543 462317 | www.cannockchasedc.gov.uk

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A G E N D A

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 30 January, 2020 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: February to April 2020 (Item 5.1 – 5.2).

6. Quarter 3 Performance Report 2019/20

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.31).

7. Social Media Policy for Employees and Members

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.23).

8. Proposed Improvements to Play Area and Public Open Space, Green Lane, Rugeley

Report of the Head of Environment and Healthy Lifestyles (Item 8.1 – 8.4).

9. Improvements to Council-Owned Car Parks – Permission to Spend

Report of the Head of Environment and Healthy Lifestyles (Item 9.1 – 9.6).

10. Permission to Spend – Environmental Improvements in Cannock Town Centre

Report of the Head of Economic Prosperity (Item 10.1 – 10.7).

11. Exclusion of the Public

The Leader to move:

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

A G E N D A

PART 2

12. Disposal of Land at Wharf Road, Rugeley

Not for Publication Report of the Head of Economic Prosperity (Item 12.1 – 12.5).

The Report is confidential due to the inclusion of information relating to the financial or business affairs of any person (including the Council).

No Representations have been received in respect of this matter.

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CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 30 JANUARY 2020 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Councillors:

Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Pearson, A.R.	Corporate Improvement Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader
Woodhead, P.E.	<i>Invitee (non-voting Observer)</i>

85. Apologies

Apologies for absence were submitted for Councillors G. Adamson, Leader of the Council, and C. Bennett, Crime & Partnerships Portfolio Leader.

In the Leader's absence the meeting was chaired by the Deputy Leader.

The Health and Wellbeing Portfolio Leader reported that Councillor Bennett was recovering well following his hospital stay in December 2019, and would be returning home at the weekend. The Deputy Leader requested that a letter be sent to Councillor Bennett sending Members' best wishes for a full recovery.

86. 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.

87. Updates from Portfolio Leaders

Culture and Sport

'Quest' Quality Scheme for Sport & Leisure

The Portfolio Leader advised that Chase and Rugeley Leisure Centres had been ranked in the top five leisure centres in the country under the 'Quest' Quality Scheme for Sport & Leisure, with the final ranking positions due to be announced on 27 February 2020.

Environment

Environmental Awareness Sessions

The Portfolio Leader advised that the Council's Environment team had been delivering environmental awareness sessions in primary schools across the District as part of a new engagement programme addressing environmental issues. This work formed part of a wider environmental project, 'Binworld – 10 years on'.

The Council had commissioned 'Split Mask Theatre', a local drama group, to adapt and update the original Binworld script. Working closely with the group, the production would be rolled out across theatres in Cannock and Rugeley. Participating schools would be attending performances on the below dates, to which all Members were invited to attend.

- 23 March, 10am to 12noon – Prince of Wales Theatre;
- 24 March, 10am to 12noon and 1pm to 3pm – Prince of Wales Theatre;
- 30 March, 10am to 12noon and 1pm to 3pm – Rugeley Rose Theatre.

The environmental awareness sessions were a great way of educating young children about the importance of the environment as well as encouraging them to spread the message among their family and friends.

The special musical would also enforce these messages with characters MC Crisp Rapper and Professor Poop taking the nine to 11-year-olds on a musical journey where they would learn more about issues like recycling, fly-tipping, littering and dog fouling.

88. Minutes of Cabinet Meeting of 19 December, 2019

RESOLVED:

That the Minutes of the meeting held on 19 December, 2019, be approved as a correct record and signed.

89. Forward Plan

The Forward Plan of Decisions for the period January to March 2020 (Item 5.1 – 5.3 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period January to March 2020 be noted.

90. General Fund Revenue Budget and Capital Programme 2019/20 to 2022/23

Consideration was given to the Report of the Head of Finance (Item 6.1 – 6.75 of the Official Minutes of the Council).

RESOLVED:

- (A) That the following be recommended to Council, at its meeting to be held on 12 February 2020, as part of the formal budget setting process:
- (i) The level of net spending for the General Fund Revenue Budget for 2020-21 be set at £13.476 million; with indicative net spending for 2021-22 and 2022-23 of £13.709 million and £13.584 million,

respectively.

- (ii) The detailed portfolio budgets as set out in report Appendix 2.
 - (iii) The forecast outturn net budget of £13.295 million be approved.
 - (iv) The use of Government Grants in 2020-21 of £1.575 million.
 - (v) To note that although indicative figures exist for the use of Government Grants for 2021-22 and 2022-23, they could not be accurately determined at this stage with each element of Government funding being subject to review.
 - (vi) The working balances be set at £1.0 million; £1.007 million and £1.257 million for 2020-21 to 2022-23 respectively.
 - (vii) A Council Tax of £221.32 for 2020-21, with indicative increases of 1.95% to the level of Council Tax for 2021-22 and 2022-23.
 - (viii) The Council's Tax Base be set at 29,242.54.
 - (ix) The revised Capital Programme, including new schemes and Community Infrastructure Levy (CIL) Allocations, as set out in report Appendices 3, 4 and 5.
- (B) It be noted that the Recommended Budget reflected the Financial Implications arising from other Reports included elsewhere on the meeting agenda, and hence may be subject to change, subject to Cabinet's recommendation differing from that as included in the report.

Reasons for Decisions

The Council was required to set a balanced budget for 2020-21, set in the context of a sustainable medium term financial plan. Detailed figures were only available for 2020-21, nevertheless, the level of Working Balances maintained by the Council would enable a Balanced Budget to be set for the duration of the Financial Plan.

91. Rent Setting Policy – April 2020

Consideration was given to the Report of the Head of Housing and Partnerships (Item 7.1 – 7.9 of the Official Minutes of the Council).

RESOLVED:

That the revised housing rent setting policy, as set out in Appendix 1 to the report, be agreed and implemented with effect from 1 April, 2020.

Reasons for Decision

A revised rent setting policy for social landlords beyond 2020 was announced by the then Department for Communities and Local Government (DCLG) on 4 October 2017, whereby increases to social housing rents would be limited up to the Consumer Price Index (CPI), plus 1%, for five years from 2020. The CPI rate used would be the rate for September of the previous financial year as set out in the rent standard.

The report confirmed the details provided in the Housing Revenue Account (HRA) report dated 7 February 2019, and three-year Business Plan approval for HRA budgets 2019-20, 2020-21, and 2021-22, which had been formulated within

the framework set out in the Government formulated rent policy.

Approval was sought to follow the formulated social rent policy and be implemented from 1 April 2020.

The Regulator was proposing to replace the existing 2015 Rent Standard with a new Rent Standard for registered providers of social housing from 1 April 2020, and local authorities would be included. Also from 2020, all local authorities with housing stock would be required to submit stock and rents information to the Regulator for Social Housing.

92. Housing Revenue Account Budgets 2019/20 to 2022/23

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 8.1 – 8.8 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The revised position with regard to estimated income and expenditure in respect of the 2019-20 Housing Revenue Account Budget, and Housing Revenue Account Budgets for the period 2020-21 to 2022-23, as summarised in Appendix 1, be noted.

That Council, at its meeting to be held on 12 February 2020, be recommended to:

- (B) Determine a minimum level of working balances of £1.796 million for 2020-21, and indicative working balances of £1.817 million and £1.859 million for 2021-22 and 2022-23, respectively.
- (C) Approve the Housing Revenue Account Budgets for 2020-21, 2021-22 and 2022-23 (and note the estimated outturn for 2019-20) as summarised in Appendix 1 of the report.

Reason for Decisions

Cabinet was required to propose a budget in relation to the Housing Revenue Account for submission to Council on 12 February 2020.

93. Housing Revenue Account Capital Programmes 2019/20 to 2022/23

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 9.1 – 9.8 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The estimated availability of Housing Revenue Account capital resources for the period 2019-20 to 2022-23, as set out in Appendix 1 of the report, be noted.
- (B) Council, at its meeting to be held on 12 February 2020, be recommended to approve the Housing Revenue Account Capital Programme for the period 2019-20 to 2022-23, as set out in Appendix 2 of the report.

Reason for Decisions

Cabinet was required to propose a budget in relation to the Housing Revenue Account Capital Programme for submission to Council on 12 February 2020.

94. Treasury Management Strategy, Minimum Revenue Provision Policy and Annual Investment Strategy 2020/21

Consideration was given to the Report of the Head of Finance (Item 10.1 – 10.35 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Council, at its meeting to be held on 12 February 2020, be recommended to approve:
 - (i) The Prudential and Treasury Indicators;
 - (ii) The Minimum Revenue Provision Policy Statement;
 - (iii) The Treasury Management Policy; and
 - (iv) The Annual Investment Strategy for 2020/21.
- (B) It be noted that indicators may change in accordance with the final recommendations from Cabinet to Council in relation to both the General Fund / Housing Revenue Account Budgets and Capital Programmes.

Reason for Decisions

The Council was required to approve its treasury management, investment and capital strategies to ensure that cash flow was adequately planned and surplus monies invested appropriately.

95. Local Council Tax Reduction

Consideration was given to the Report of the Head of Finance (Item 11.1 – 11.6 of the Official Minutes of the Council).

RESOLVED:

That Council, at its meeting to be held on 12 February 2020, be recommended to formally approve the 'Banded Reduction Scheme' that was available in full on the Council's website and summarised in this report.

Reasons for Decision

The scheme that was adopted in 2013 had worked well and remained largely unchanged. However, it was accepted that changes may be needed to it, particularly as Universal Credit rules were clarified and the number of residents claiming it increased.

The full Universal Credit system was introduced in the Cannock Chase area in November 2018, and the number of residents moving onto that system was increasing.

96. Feasibility Study and Options Appraisal in Respect of Toilet Facilities Located in Elmore Park, Rugeley

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 12.1 – 12.5 of the Official Minutes of the Council).

RESOLVED:

That the Motion and Petition be accepted, the cost of which was to be met from existing budgets.

Reasons for Decision

The estimated £10,000 cost for the study, options appraisal and surveys identified in the report could be met from existing budgets.

97. Health In All Policies

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 13.1 – 13.16 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) A 'Health in All Policies' approach be introduced in line with the suggestions given in the report.
- (B) As a result of decision (A), above, this be taken forward within the relevant Priority Delivery Plan, and authority delegated to the Head of Environment & Healthy Lifestyles, in consultation with the Health & Wellbeing Portfolio Leader, to implement all necessary actions.

Reason for Decisions

Adopting a 'Health in All Policies' approach would help the Council identify how best to tackle the health inequalities in the District, and would ensure all the Council's policies and services included consideration of the health impact that could be made.

98. New Health Improvement Programme 'Cannock Chase Can'

Consideration was given to the Report of the Head of Economic Prosperity (Item 14.1 – 14.32 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Implementation of a District-wide Health Improvement Programme, 'Cannock Chase Can' be approved.
- (B) The resource implications that would be submitted to Cabinet for consideration as part of the 2020/21 budget process be noted.

Reasons for Decisions

A District-wide Health Improvement Programme, 'Cannock Chase Can', would focus local efforts on supporting the Government's Child Obesity Action Plan by working collaboratively with the Community Wellbeing team at Inspiring Healthy

Lifestyles, and supporting partners to develop a five-year health improvement / prevention plan. The plan would include various methods of promotion and engagement to encourage participation and behaviour change.

There would be no costs incurred in the first year (2019/20) as this would be a planning and developmental period. Estimated costs for year 2 would reach £21,500, with a further annual commitment of £10,000 for four consecutive years. This would equate to a total financial commitment over five years of £61,500.

99. Economic Prosperity Strategy

Consideration was given to the Report of the Head of Economic Prosperity (Item 15.1 – 15.36 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Economic Prosperity Strategy, as presented at Appendix 2 of the report, be approved.
- (B) It be noted that the adoption of the Economic Prosperity Strategy represented a significant commitment, and it be further noted that the resource implications of implementing the Strategy over the period 2020-21 to 2022-23 would need to be considered as part of the budget setting process.

Reasons for Decisions

The Council had a commitment in its Corporate Plan 2018-2023 to develop a new Economic Prosperity Strategy.

The Economic Prosperity Strategy set out an economic vision for the period 2020-2030 and included a number of projects and activities that were designed to improve the prosperity of local residents, increase economic growth and productivity, whilst supporting the Council's goal to achieve carbon neutrality. The Strategy set out a number of key economic indicators that would need to be monitored, and would identify the District's progress toward achieving the vision.

100. Cannock Indoor Market Consultation Results

Consideration was given to the Report of the Head of Economic Prosperity (Item 16.1 – 16.13 + Not for Publication Appendix 3 (Item 16.14 – 16.19 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The 'Street Markets' option be approved, and it be noted that a market operator would need to be procured in order to facilitate a street market on Tuesdays and Fridays, potentially in Littleton Square, and that the existing Prince of Wales market would continue to operate in its current format.
- (B) All necessary steps be taken to secure the closure of the current Cannock Indoor Market Hall during 2020 to:
- (C) Authority be delegated to the Head of Economic Prosperity, in consultation

with the Town Centre Regeneration Portfolio Leader, to take all necessary steps to implement the 'Street Markets' option for future delivery.

- (D) Authority be delegated to the Head of Economic Prosperity in order to assist any market traders that wished to relocate to either Rugeley Market Hall, the Prince of Wales Market in its existing form, or the street markets, in order to continue to trade.

Reasons for Decisions

The indoor market as it stood was unviable in the long-term and would require financial investment in order to continue to be fit for purpose. Therefore, the Council needed to decide on the future market provision for Cannock town centre. Furthermore, the Council also decided in taking forward a Cannock town centre redevelopment scheme that it should include the footprint of the Indoor Market Hall. This in-principle decision was taken by Cabinet in April 2019. The Prince of Wales Market was not required as part of any re-development scheme.

There were various commercial and legal issues that could arise should the Council seek to alter or extinguish the market provision currently enjoyed in any redevelopment of Cannock town centre. The report proposed options that met the Council's legal market obligations and looked to maintain some market presence, albeit potentially in a different manner.

In September 2019, the Council decided to run a public consultation process to consult with both the indoor market stall holders and members of the public before making any decisions on the future of the market. The Council agreed it would consider the views, particularly those directly affected by any proposed changes. A report back to Cabinet following the outcome to the consultation process would follow before any final decisions were taken. This report was the follow-up to that consultation process.

101. Exclusion of the Public

RESOLVED:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraph 3, 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 30 JANUARY 2020 AT 4:00 P.M
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 2

102. Housing Investment Fund – Aelfgar Site

Consideration was given to the Not for Publication Report of the Head of Housing and Partnerships (Item 18.1 – 18.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Authority be delegated to the Head of Economic Prosperity to acquire the freehold interest in the site of the former Aelfgar School, Taylors Lane, Rugeley, from Staffordshire County Council for the agreed sum of £1,570,000, for development of approximately 60 mixed-tenure homes, of which 50% would be Council housing, subject to planning consent being granted.
- (B) It be agreed in-principle that the specification of new Council housing would be based on a standard to achieve carbon neutrality, or maximise carbon reduction, as far as was practicably possible, as set out in option 3 of the report (paragraph 6.11), and the standard to be followed would be selected on the criteria set out in report paragraph 6.13.
- (C) It be noted that following assessment of available zero-carbon housing standards, the Head of Housing and Partnerships, in consultation with the Housing Portfolio Leader, would determine the standard on which the Council's housing specification would be designed to comply.
- (D) The proposal to appoint a consultant for the zero-carbon standard to assist the Council's Development Team and Development Partner to comply with the standard, be noted.
- (E) It be noted a Development Partner was to be procured under a recognised framework, where possible.
- (F) A scheme be developed and a further report received for scheme approval and permission to spend.

Reasons for Decisions

Former Aelfgar School Development Site – Purchase

The former Aelfgar School, consisting of 3.42 acres, was in the ownership of Staffordshire County Council (SCC), and together with the Cannock Chase

Council owned Former Squash Courts, formed a housing development site of some 4.29 hectares at Taylors Lane, Rugeley. The combined site was in the Local Plan as Policy RTC4. SCC had undertaken land remediation and placed the Aelfgar School site on the market.

Based on a scheme to provide at least 50% Council homes and 50% for market sale, an offer of £1,570,000 was made to SCC, which had been accepted. The offer was subject to the grant of planning permission. It was recommended that Cabinet approve this offer as made.

Corporate Objective – Carbon Neutrality

Following purchase of the former Aelfgar School site, a specification for the homes to be built would need to be decided upon. It was considered that there were three broad options for the site, as referred to below:

- Option 1 – continue to build homes on the existing specification and in line with current building regulations.
- Option 2 – revise the existing specifications to the proposals for the revised Building Regulations – ‘The Future Homes Standard’.
- Option 3 – adopt one of the available alternative standards to achieve carbon neutrality or maximise the amount of carbon reduction as is practicably possible.

Option 1 would only provide an improvement in carbon reduction if the 2020 Building Regulation uplift had come into force before the scheme had commenced. As the uplift proposals were not yet confirmed, subject to consultation and maybe amended or delayed, it was likely that under this option the Aelfgar site would be built to current building regulations. Similarly, with option 2, the proposals were not fully developed, still subject to consultation and amendment, and therefore would be difficult to adopt before the standards were approved.

Option 3 would enable a step-change in carbon reduction, and would likely meet or exceed any reductions to be achieved through changes to Building Regulations. A standard could be selected that had been tried and tested and under which, issues such as overheating had been rectified.

Therefore, Cabinet was recommended to agree option 3. It was also recommended that the alternative low carbon / zero carbon standard for new Council homes would meet the criteria set out in report paragraph 6.13.

The meeting closed at 4:36 p.m.

LEADER

FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: FEBRUARY TO APRIL 2020

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.

Further information about key decisions and the Forward Plan can be found in Sections 10 and 28 of the Council’s Constitution.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire, WS11 1BG or via email at 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
February 2020:						
Quarter 3 Performance Report 2019/20	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	27/02/20	No	No		
Social Media Policy for Employees and Members	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	27/02/20	No	No		
Proposed Improvements to Play Area and Public Open Space, Green Lane, Rugeley	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	27/02/20	No	No		
Improvements to Council-Owned Car Parks – Permission to Spend	Head of Environment and Healthy Lifestyles / Environment Portfolio Leader	27/02/20	No	No		
Permission to Spend – Environmental Improvements in Cannock Town Centre	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	27/02/20	No	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Land at Wharf Road, Rugeley	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	27/02/20	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council)	
March 2020:						
Priority Delivery Plans 2020/21	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	26/03/20	No	No		
Communications Strategy 2020-23	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	26/03/20	No	No		
Cannock Chase Community Infrastructure Levy (CIL) Allocations Protocol Update 2020	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	26/03/20	Yes	No		
Cannock Town Centre	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	27/02/20	Yes	Yes	Information relating to the financial or business affairs of any particular person (including the Council)	
April 2020:						
Equality and Diversity Objectives 2020/21	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	23/04/20	No	No		

Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 27/02/20

CABINET
27 FEBRUARY 2020
QUARTER 3 PERFORMANCE REPORT 2019/20

1 Purpose of Report

- 1.1 To advise Members on the position at the end of Quarter 3 for 2019/20, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2019/20.

2 Recommendation(s)

- 2.1 To note the performance information relating to PDPs as detailed at Appendices 1-4.
- 2.2 To note the actions which have been flagged with an Amber Triangle at quarter 3 which require amendment to the timescale or scope.

3 Key Issues and Reasons for Recommendations

Reason for Recommendations

- 3.1 Information for performance actions and indicators for Quarter 3 2019/20 is included for relevant items in Appendices 1 to 4. The overall position for each Priority Delivery Plan is detailed in Section 5 below, indicating that 70% of the quarter 3 actions have been achieved or are in progress with minor slippage. The cumulative position for April to December indicates that in total, 75% of all actions have been achieved or are in progress with minor slippage.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The indicators and actions contribute individually to the Council's Strategic Objectives as set out in the Corporate Plan 2018-23.

5 Report Detail

- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects / actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table below. The projects / actions are rated according to the system illustrated below. At the end of Quarter 3 satisfactory progress has been made in the delivery of actions with 46% delivered and a further 24% are in progress and will be completed with only minor slippage.

Priority Delivery Plan	Delivery of actions for Q3				
					Total number of actions
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	5 (45.5%)	5 (45.5%)	1 (9%)	0	11
Improving Community Wellbeing – Health and Culture and Sport	2 (67%)	0	1 (33%)	0	3
Improving Community Wellbeing – Environment, Partnerships and Community Safety	6 (50%)	1 (8%)	5 (42%)	0	12
Corporate	2 (28.5%)	2 (28.5%)	3 (43%)	0	7
TOTAL	15 (46%)	8 (24%)	10 (30%)	0	33

- 5.4 When the progress made in quarter 3 is combined with the progress made in quarter 1 and 2 this gives us the cumulative position for the first 9 months of 2019/20. A summary of progress, by rating, is given in the table below. This shows that 59% of actions have been delivered and a further 16% are in progress and will be completed with only minor slippage.

Priority Delivery Plan	Cumulative progress in delivering actions – April to December 2019				
					Total number of actions
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	18 (64%)	5 (18%)	4 (14%)	1 (4%)	28
Improving Community Wellbeing – Health and Culture and Sport	4 (57%)	0	3 (43%)	0	7
Improving Community Wellbeing – Environment, Partnerships and Community Safety	11 (61%)	2 (11%)	5 (28%)	0	18
Corporate	5 (46%)	3 (27%)	3 (27%)	0	11
TOTAL	38 (59%)	10 (16%)	15 (23%)	1 (2%)	64

5.5 The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly). An assessment as to whether targets have been achieved will be made at the end of the year. These indicators can be found in the PDPs under the heading for each objective.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

Direct actions which the Council is taking with regard to Section 17 (Crime Prevention) are detailed in the annexed PDP performance reports.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register where appropriate.

6.8 Equality & Diversity

None.

6.9 Best Value

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2019/20 include targeted actions that will contribute to Best Value within the District.

7 Appendices to the Report

Appendix 1: Performance information for the Promoting Prosperity Delivery Plan

Appendix 2: Performance information for the Improving Community Wellbeing – Health and Culture & Sport Delivery Plan

Appendix 3: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan

Appendix 4: Performance information for the Corporate Delivery Plan

Previous Consideration

None.

Background Papers

Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018

Corporate Priority Delivery Plan 2019/20 Report to Cabinet, 14 March 2019

Quarter 1 Performance 2019/20 Report to Cabinet, 19 September 2019

Quarter 2 Performance 2019/20 Report to Cabinet, 14 November 2019

Promoting Prosperity PDP 2019-20

Delivery of actions for Q3				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
5 (45.5 %)	5 (45.5 %)	1 (9%)	0	11

Cumulative progress in delivering actions - April to December 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
18 (64%)	5 (18%)	4 (14%)	1 (4%)	28

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District							
a) Local people working on construction site (those inducted)	Q	N/A	a) 150-200	156	229	275	
b) Retail jobs for local people			b) 700-800	Measurement to commence Summer 2020			
Passenger numbers using the station due to the development of McArthurGlen	A	N/A		Measurement to commence Summer 2020			
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 51.1% average	Aim to increase levels year on year				
	A	NVQ4 – 26.6% average for quarter	Aim to increase levels year on year				
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates	Q	Cannock 10.9% average for quarter	Aim to keep below national rate of 12%	12.7% (measure Jul 2019)	14.1% (measure Oct 19)	16.4% (measure Jan 20)	
	Q	Rugeley 4.8% average for quarter		1.6% (measure Jul 2019)	1.6% (measure Oct 19)	2.4% (measure Jan 20)	
	Q	Hednesford 4.6% average for quarter		6.5% (measure Jul 2019)	7.5% (measure Oct 19)	6.5% (measure Jan 20)	

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase access to employment opportunities							
Employment Levels	A	Employment rate 75.7%	Aim to keep above West Midlands rate 73.8%				
Increase access to employment opportunities (continued)							
Unemployment Levels (out of work benefits / universal credits now included)	Q		Aim to keep below West Midlands rate				
	Cannock	1.4%		2%	2.1%	2.3% (Nov 19)	
	West Midlands	2.9%		3.4%	3.55%	3.8% (Nov 19)	
Create a positive environment in which businesses in the District can thrive							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) - 68	60				
	A	SSLEP (hub & landline) - 64	60				
Commencement of the regeneration of Rugeley Power Station							
Increase in supply of employment land				Measurement to commence 2022			
Increase housing choice							
Total number of net new dwellings completed	A	234 net dwellings completed	Average of 241 dwellings pa				
Number of additional units delivered (Council Housing)	A	19	9	9			
Number of additional units (Affordable Housing) – total for Council and Registered Providers	Q	51	140 total (Council and RP)	22	11	62	

Projects

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District							
Implement all associated McArthurGlen S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Evaluation of Partnership and Town Centre initiatives				✓	
	Improvements to Cannock Railway Station	Work with partners to develop outline business case	There have been delays in West Midlands Railways being able to successfully procure a suitable consultant for the Outline Business Case. An appointment has now been made and work on the OBC should commence in September 2019. Cabinet have approved a revised target for completing the OBC from Q2 to Q4	▲			X
		Identify potential funding sources and submit bids for funding	Due to the slippage outlined above, Cabinet have approved a revised target for completing this action from Q3 to 2020/21	▲			
		Delivery / phasing plan agreed.	Due to the slippage outlined above, Cabinet have approved a revised target for completing this action from Q4 to 2020/21	▲			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Work proactively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Commence delivery of Retail Academy courses		✓			
	Work with partners to establish and promote an Engineering Skills Academy	Funding confirmed – maximising bidding opportunities			✓		
		Launch event	Original launch event was cancelled at short notice and has been re-arranged for 24 th October		●	✓	
		Entrants / recruits commencing training				✓	
Create strong and diverse town centres to attract additional customers and visitors							
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of the McArthurGlen Designer Outlet can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Investment Prospectus adopted by Cabinet			✓		
		Rugeley AAP review as part of the whole Local Plan review		September 2021			
	Cannock Town Centre Future High Streets Fund	Expression of interest submitted		✓			
		Develop full business case for funding (subject to our Expression of interest being shortlisted)	Unsuccessful round 1 bid. Round 2 is in 2020. Another bid will now be made in round 2. Cabinet approved the rescheduling of this action to 2020/21	✗			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Create strong and diverse town centres to attract additional customers and visitors (cont.)							
We will ensure our town centres are safe and welcoming for all visitors	We will review our Policy for commercial use of the Highway, in line with the recommendations of Cabinet	Review the current fee structure		✓			
		Investigate whether the enforcement of highways obstructions covered by the policy could be delegated from the County Council to the District Council		✓			
		Examine the feasibility of expanding the application of the Policy to cover the whole District			✓		
Increase access to employment opportunities							
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Connecting Communities (formerly Employment Support Pilot) in Cannock North area. This tackles unemployment and low pay in local communities.	Project evaluation		2020/21			
	In conjunction with partners embed local delivery of skills hub for unemployed and employed skill needs.	CCDC businesses benefit from advice and grants available from the LEPs					X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Create a positive environment in which businesses in the District can thrive							
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from the McArthurGlen Designer Outlet.	Produce a local Economic Prosperity Strategy	Draft strategic framework and send out for consultation with key stakeholders and local businesses		✓			
		Sign off by Cabinet. Formal adoption of strategy	Strategy was completed during December 2019; however it was decided to present this to Cabinet in January 2020 to coincide with Budget report.			●	
		Commence delivery / priority actions					X
Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents.	Preferred Options consultation October 2019	The Local Development Scheme (LDS) has been reviewed and this has resulted in the revision of some of the target dates previously indicated.	Changed from October 2019 to July/August 2020			
		Proposed Submission consultation July 2020		Changed from July 2020 to February 2021			
		Submission of plan to the Secretary of State December 2020		Changed from December 2020 to September 2021			
		Examination in Public March 2021		Changed from March 2021 to December 2021			
		Adoption September 2021		Changed from September 2021 to July 2022			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Commencement of the regeneration of Rugeley power Station							
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	Work with the land owner and Lichfield DC to progress the regeneration of the site in line with the strategic uses set out in the approved Supplementary Planning Document	Receive planning application		✓			
		Completion of demolition work		2021			
		Land remediation		2021			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Increase housing choice							
The Council will invest £12.9m to provide additional affordable homes across the district	Determination of sites: Property Services Team doing a trawl for sites and engaging with Land Agents	Cabinet report to approve sites identified and funding package	Lengthy negotiations with Staffordshire CC have resulted in the acceptance of an offer for land at the Aelfgar site in Rugeley. Subject to Cabinet approval in January the proportion of land in Staff CC's ownership will be purchased. A piece of Council owned land in Chadsmoor, Cannock will also now proceed as a site for housing.				
		Soft Market Testing / Formal tender process through Homes England DPP3 panel	Procurement process for both sites to be determined and timescales.				
		Tender award	As above				
		Cabinet report for scheme(s) approval	As above				X
	Complete garage site and other Council Owned Land Development Schemes	Completion of existing Council House Development on Garage Sites					

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Increase housing choice (cont.)								
Rationalisation of Hawks Green Depot site for potential housing	Implementation of Stock Rationalisation Plan - operating existing Services and Parks and Open Spaces from within a rationalised space	Architects Report received – recommendations to be determined		✓				
		Site Clearance of Services in preparation for land remediation	Taking place during Q4			●		
		Surrender 51% of the Site for housing development	Taking place during Q4			●		
	Hawks Green Depot Review for potential housing development	Receive outcome of funding bid to WMCA and SSLEP – <i>Grant offer of £900k received from WMCA (SSLEP bid unsuccessful)</i>			✓			
		Cabinet report to approve funding package	In June 2019 Cabinet approved the housing scheme, permission to spend and the use of Dudley MBC Construction Framework to appoint a contractor.		✓			
		Soft Market Testing / Formal tender process through Homes England DPP3 panel	No longer applicable.					
		Tender award	Contractor appointed via the Dudley MBC Framework on 12/12/19.				✓	
		Cabinet report for Hawks Green scheme approval	Scheme approved by Cabinet				✓	

Improving Community Wellbeing PDP 2019/20 – Health, Culture and Sport

Delivery of actions for Q3				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
2 (67%)	0	1 (33%)	0	3

Cumulative progress in delivering actions - April to December 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
4 (57%)	0	3 (43%)	0	7

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
Total number of people using all of our facilities	Q	1,050,950	1,056,388	272,181	262,260	223,818	
Take up for the inclusive cycling pilot scheme	A	N/A	200				

Projects

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Produce Playing Pitch and Indoor and Outdoor facilities strategy	Finalise Strategy and report to Cabinet (13 June 2019)	Completed and reported to Cabinet on 13 June 2019	✓			
	Develop the ATP at Rugeley Leisure centre to full size	Finalise plan and submit planning application	Following adoption of the Playing Pitch Strategy in June, discussions with the Staffordshire FA are scheduled for August to discuss funding opportunities and options for planning submission. Planning application finalised for submission in January 2020	●		▲	
		Submit funding bid subject to planning application decision and appropriate funding opportunities being available					

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles (continued)							
Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Undertake review - carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District in discussion with Sport Across Staffordshire and Stoke-on-Trent (SASSOT). Potentially leading to a strategy.	In discussion with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) to carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District. Potentially leading to a strategy. Cabinet approved revision of target from Q2 to Q4				X
		Prepare report on outcome of the study	Due to the slippage above, Cabinet has approved the revised target of 2020-21 for completion of the study.				
	Commonwealth Games	Attend meetings of: (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group					X

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Opportunities for healthy and active lifestyles (continued)								
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off		✓				
		Using current research, best practice and local insight, identify key settings and potential areas of influence (carried forward from 2018-19 plan)			●	✓		
		With Partners, and using the forthcoming LGA / PHE Whole Systems Approach Guide (due 2019), develop the Strategy						X
		Identify and implement pilot projects to test the strategy (soft lanch)			2020-21			
		Launch Strategy (to include and Engagement Event with partners, stakeholders)			2021-22			
		Monitor and review implementation			2021-23			

Improving Community Wellbeing PDP 2019/20 – Environment, Partnerships and Community Safety

Delivery of actions for Q3				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
6 (50%)	1 (8%)	5 (42%)	0	11

Cumulative progress in delivering actions - April to December 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
11 (61%)	2 (11%)	5 (28%)	0	18

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories / case studies (including social media platforms)	A	4	4	18	17	16	
Number of Community Protection Notice Warnings (CPNWs) issued	Q	36	New indicator	7	9	16	
Number of Community Protection Notices (CPNs) issued	Q	9	New indicator	6	0	1	
Number of Fixed Penalty Notices (FPNs) issued	Q	N/A	New indicator	2	1	0	
Number of ASB complaints dealt with via the Community Safety Hub	Q	102	Measure (not target)	30	25	16	
Number of CCTV case reviews provided to Staffordshire Police	Q	478	Measure (not target)	126	124	134	
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	304 Cases	Measure (not target)	79	54	63	
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	N/A	New indicator	1	1	0	
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	12	7	18	

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Support vulnerable people (cont.)							
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	N/A	New indicator	27	22	37	
Number of tenancies sustained	Q	65	50	14	34	11	
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	N/A – new indicator	98%	94%	93%	93%	
Number of Discretionary Housing Payments awards	Q	314 cases £64,029	£141,262	120 cases £22,143	101 cases £21,821	83 cases 14,866	
Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	366	131 (average for a quarter)	90	123	80	

Projects

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement (Year 2)	In the continuing absence of a meeting of the Stoke & Staffordshire Responsible Bodies Group (SSRBG) we are consulting colleagues across Staffordshire on a way forward.				
		Consult on revisions to taxi and private hire policy following completion of review in 2018-19	Work is continuing on policy revision and it is expected the consultation will commence in Q4				
		Monitor and review the implementation of revised policies, using shared local intelligence (Year 3)		2020-21			
We will work with partners to deliver the Anti-Social Behaviour Strategy	Raise awareness of the ASB Strategy	Local Strategic Partnership – Agenda Item for discussion					
		Publish approved Strategy and article in Core Brief / social media platforms					

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities (continued)							
We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children	Launch `See Something Say Something Campaign`	Develop 12 month campaign calendar – based on local safeguarding themes and trends	Calendar developed and work scheduled however funding needs to be secured.				
		Recruit Safeguarding Champions	8 safeguarding champions identified and recruited, training to be delivered Feb 2020.				
		Roll out of concern cards	The partnerships team has received one concern card, but recognises that there is a need to continue to raise awareness and build on the `See Something Say Something` campaign.				
		In conjunction with HR collate Safeguarding Training Data	There is no base line data recorded for safeguarding training locally. As a result all staff will be expected to complete Level 1 and a database will be populated as per the recent Equality & Diversity Training rolled out by HR.				X

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
Sustaining safe and secure communities (continued)							
Upgrading CCTV technology	Award Contract to specialist provider	New CCTV cameras installed and commissioned, fully operational	3 CCTV cameras are outstanding, due to access issues. Legal Services is addressing this issue with the landlord's lender in order to draw up permission to access protocol.	✓			
	Procure a maintenance contract to maintain existing CCTV cameras across the District	Project Team set up to consider the recommendations from CCTV Audit Report	IT and CCTV Manager have met to consider the audit report and will be taking the procurement of a maintenance contract forward when the new CCTV camera installations are fully commissioned	✓			
		Project Plan developed and Procurement of specialist provider	A specification has been drafted but needs further work. Discussions are taking place with SBC and SCC's Procurement Team in order to move this forward.		●	▲	
		Award Contract to specialist provider	This is now likely to take place in 2020-21			▲	

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4	
Promoting attractive and healthy environments								
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Car Park improvement schemes	Permission to spend report to Cabinet for 2 nd year of Car Park Improvement Programme	A report has been prepared detailing options for the Phase 2 improvements and will now be considered by Cabinet early in Q4				X	
		Delivery of schemes	Delivery of schemes will slip into 2020-21					
	Deliver priority s106 Projects	Appoint Project Manager						
		Actions to be determined for approved schemes	Revised target approved by Cabinet S106 Projects reported to Cabinet in Q3 and others identified as part of Cabinet Briefings in Q3					
	Deliver new cemetery for the District	Determine and secure professional services support (eg, Project Manager, QS etc)	Revised target approved by Cabinet. Project manager appointed in Q3.					
		Prepare drawings and specifications for new cemetery	Specifications completed for Civil works.					
		Tender, evaluate and appoint contractors						X

ITEM NO. 6.

Corporate Priority Delivery Plan 2019-2020

Delivery of actions for Q3				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
2 (28.5%)	2 (28.5%)	3 (43%)	0	7

Cumulative progress in delivering actions - April to December 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
5 (46%)	3 (27%)	3 (27%)	0	11

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	92.2% average	94%	92%	87.2%	89.4%	
Use of Online Forms	Q	1,258 per annum	475 per qtr	334	364	413	
E-payments transactions – Payments made via the Council's website	Q						
• Number of transactions		25,852	6,000 per qtr	7,233	7,186	7,000	
• Value of transactions		£3,004,908		£900,806	£900,196	£916,195	
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,766	5,750 per qtr	6,346	5,778	5,748	
• Value of transactions		£2,756,103		£773,573	£708,838	£715,603	
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		311,431	310,000	88,431	88,738	88,928	
• Value of transactions		£39.347m	£40m	£11.604m	£11.691m	£11.825m	

Projects

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services							
Giving choice to our customers in how they access our services	Review the Council's digital requirements with regard to customer services/interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system	Commission a review of the Council's digital requirements with regard to customer services / interactions	Two submissions were received for undertaking this review but neither were considered to be suitable. Advice has been sought from the LGA on potential organisations who may be able to undertake this work. The aim is now to secure a suitable consultant in Quarter 4.				
		Review to be undertaken by consultant	As the procurement process has not been successful, this work will now slip. Whilst it is anticipated that work will start in Quarter 4, it is not likely to be completed until Quarter 1 of 2020/21				
		Final report on outcome of the review	Due to the slippage in Q1 the target was original revised from Q3 to Q4 but due to further slippage this will now be completed in 2020/21				X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services							
Giving choice to our customers in how they access our services (cont.)	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team					X
		Draft strategy for approval by Cabinet		2020/21			
	Procurement of a replacement for the CRM system	Identify requirements for new customer portal / CRM system and agree with Leadership Team		2020/21			
		Commence Procurement		2020/21			
Making the best use of limited resources – managing our people, money and assets							
Managing our people, money and assets	Development of an Asset Management Strategy	Recruit a Corporate Asset Manager	The role was offered to an individual in Q1 – but they withdrew in July; the post has now been offered to an internal candidate who has accepted. Appointment commenced in Q3.				
		Review Condition Surveys for all Council assets and properties	The Survey information will form part of the discussion with Leadership Team on the Strategy (initially Q4 and continuing into 2020)				
		Undertake Asset Review and prepare draft Strategy	Initial discussions on the Strategy will take place with Leadership Team in Q4, and the work will continue into 2020-21				

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
Making the best use of limited resources – managing our people, money and assets								
Managing our people, money and assets - continued	Develop workforce development strategy, incorporating gender pay requirement	Scoping exercise to determine the development needs of the workforce						
		Review of scoping exercise with Heads of Service and Service managers to determine how to address workforce need	Scoping Exercise completed during quarter 3. Collecting workforce skill information is currently being finalised to determine appropriate mechanisms to address the workforce's development needs.					
		Develop content of the strategy and consult stakeholders	Workforce Development Strategy has been drafted and is intended to be shared with the Council's Leadership Team during February 2020 before progressing to a wider consultation with Service Managers across the authority. This action will now begin during quarter 4.					
		Implement strategy including training as appropriate						X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
Making the best use of limited resources – managing our people, money and assets							
Managing our people, money and assets - continued	Delivery of the Environmental Services Review Outcomes	Preparation of a business case for bringing together the grounds maintenance and street cleaning services and aligning them in a combined service. To include a review of the operational model for grounds maintenance and in particular highways grounds maintenance.		Due June 2020			
		Undertake an options appraisal for bringing together the Environmental Health and Environmental Protection services together and transforming the service. As part of the transformation work, consideration will need to be given to the service model / level of service provided.		Due June 2020			
	Identifying potential savings options	Service review methodology to be determined and agreed with Leadership Team					
		Programme of Service Reviews to be determined	All service reviews are now to be completed to the same timetable and will not be done in phases				
		First phase of Service Reviews to be completed	The first stage of the service review process is now due to be completed by mid April 2020 rather than Q4				

Report of:	Head of Governance and Corporate Services
Contact Officers:	Adrian Marklew
Telephone Nos:	01543 464598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 27/02/20

CABINET
27 FEBRUARY 2020
SOCIAL MEDIA POLICY FOR EMPLOYEES AND MEMBERS

1 Purpose of Report

- 1.1 The purpose of this report is to introduce a new social media policy for employees and Members of Cannock Chase Council. This replaces a guidance note produced in November 2012, which was aimed at officers only.

2 Recommendation

- 2.1 That Cabinet approve the Social Media Policy for Employees and Members, as attached at Appendix 1, and recommend that Council adopt the policy at its next appropriate meeting.

3 Key Issues and Reasons for Recommendation

Key Issue

- 3.1 Given the growth and increasing importance of social media as a means of communication, this is an important policy for the Council. This is especially the case in view of social media's ability to improve engagement, to enable Council news and information to get out quickly to audiences (many of whom might not be reached by traditional media), and for the Council to obtain useful feedback on the news and information it shares.

Reasons for Recommendation

- 3.2 An updated policy is needed as social media use has become widespread and increasingly sophisticated since that first guidance was produced over seven years ago, particularly as Members use of social media was not covered at the time. Therefore, the policy seeks to help Members understand

how best to use social media, but also how they can avoid some of the pitfalls associated with its use which might cause damage to the Council's reputation.

4 Relationship to Corporate Priorities

- 4.1 The policy supports the corporate priorities of Promoting Prosperity and Improving Community Wellbeing where social media messaging has an important part to play in communicating progress and achievements in delivering the strategic objectives that contribute to these priorities.

5 Report Detail

- 5.1 The report acknowledges the incredible growth in social media use as a means of communication over the past 15 years and how councils, including Cannock Chase Council, are increasingly using social media channels to communicate with residents and other stakeholders in the community.
- 5.2 Although there are well known downsides to social media such as bullying online and its ability to spread misinformation quickly, there are key benefits for councils, employees and Members in using social media.

They include:

- Councils being able to communicate quickly and directly with people
- Being able to hear the voices of ordinary people and gain a real sense of how residents are feeling about what their council is doing
- For employees - to build relationships and to follow interests online
- For Members - to have the opportunity to engage on a more immediate basis with their ward residents, to explain their decisions as a portfolio or shadow portfolio leader, and to campaign

- 5.3 The policy has four distinct sections:

- Why the Council uses social media
- What this policy means for employees including personal use of social media
- Guidance for Members when using social media
- Guidance for employees using or posting on Council owned social media accounts

- 5.4 In drafting this policy, consultation has taken place with all Members, representatives of the Council's trades unions and employees. Responses from the consultation have been incorporated in the policy.

- 5.5 It includes helpful principles for employees and Members when using social media. These include being respectful, being credible and consistent, being honest about who you are, being responsive and being confident.

- 5.6 The Council has identified several key objectives in its own use of social media. These are:

- To create an effective presence for the Council across social media
- To extend the reach of the Council's messages online
- To build on existing, and to create new relationships, with key audiences including the public, journalists, key stakeholders and policy makers
- To act as the informal/human voice of Cannock Chase Council and promote understanding of its key messages in a new way
- To demonstrate a commitment to exploring new ways of working
- To increase opportunities for the Council to interact and engage with the public
- To monitor what is being said about the Council online and react where necessary to messages of dissatisfaction and promote positive responses. At the same time correcting factual inaccuracies about the Council and its services where these become known to us

5.7 Currently, the Council operates the following corporate and departmental accounts:

- Twitter - @CannockChaseDC (8,756 followers as at 28 January 2020) and @CCDCYourVoice (used for consultation and engagement activities) (223 followers as at 28 January 2020).
- Facebook - Cannock Chase Life (found at @cannockchasedc) (5,029 follows as at 28 January 2020).
- Facebook - Cannock Chase Council Countryside Service (found at www.facebook.com/Cannock-Chase-Council-Countryside-Service-111298768960981/) (1070 follows as at 28 January 2020).
- Instagram - @cannockchasedc (450 followers as at 28 January 2020).
- YouTube - CannockChaseDC (31,515 views to channel as at 28 January 2020).
- LinkedIn - Cannock Chase District Council (basic details on the Council, no regular postings currently made).

The Council has agreed to the following departmental accounts:

- Twitter - @ccdc_sbc - Cannock Chase Council and Stafford Borough Council Building Control (32 followers as at 28 January 2020).
- Twitter - @ccdcpartnership - Cannock Chase Community Safety Partnership (376 followers as at 28 January 2020).
- Instagram - @visitcannockchase (693 followers as at 28 January 2020) (used by Economic Development).

- 5.8 For employees of the Council the policy clearly sets out what they need to bear in mind when using social media, particularly as employees can be identified as working for the Council even when posting or tweeting comments or content in their own, private time. There are several helpful do's and don'ts including avoiding potential conflicts of interest with their Council roles and being mindful of who employees become a friend to, or follow, on social media and share information and their thoughts with.
- 5.9 For Members a rights and responsibilities section advises - among a number of items - that Members are responsible for their own accounts; that they must not post comments or content appearing to commit the Council to a particular course of action outside of the Council's approved decision making process; and they must not post information on cases they may be working on, or involved with, in their Council work and responsibilities.
- 5.10 The policy strongly advises Members to separate their personal business on social media from their Council business making the point that "once published, content is almost impossible to control and may be manipulated without consent, used in a different context or further distributed". They are advised to have accounts which are clearly branded as coming from a councillor where they are then free to make social media posts that represent their views as a councillor, and to campaign. They are advised to make it clear that the views they express do not necessarily reflect the views of the whole council. This could be expressed in the social media profile of the account holder.
- 5.11 The final section concerns accounts which are either corporate accounts operated by the Policy and Communications Team centrally or departmental accounts operated by individual departments.
- 5.12 The section includes, among several points, the tone of voice employees should adopt when using Council branded accounts (this is important to create a consistent approach when there are several Council employees providing content on different Council branded accounts), and guidance for employees using Council accounts on how these should be used and maintained including notes on social media during campaigns, Purdah, emergency situations and managing online communities.
- 5.13 Members will be offered training to help them get the best out of using social media, as part of the annual Members' induction programme.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

The policy has been informed by the Council’s Disciplinary Procedure for Employees. A section on social media is included in a new Code of Conduct for Employees.

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

The importance of ensuring that any information or content posted by the Council on social media sites does not fall foul of the Data Protection Act 2018 is emphasised in the policy. All employees and Members receive data protection training each year which includes a section on social media. It asks everyone to read the social media policy..

6.7 Risk Management

There are a number of risks involved in using social media. However, the policy provides guidance in managing these risks.

6.8 Equality & Diversity

An Equality Impact Assessment has been completed to accompany this updated policy. There are no major issues arising, although the point is made that communication via social media is not for everyone, with significant numbers of our residents not using social media on a regular basis or indeed at all.

6.9 Best Value

None

7 Appendices to the Report

Appendix 1: Social Media Policy for Employees and Members

Previous Consideration None.
Background Papers Equality Impact Assessment

ITEM NO. 7.



Social Media Policy for Employees and Members of the Council

January 2020

1. Introduction

- 1.1 Social media is an essential means of communication for many and will only grow in its use. News consumption, particularly for younger people, is via social media rather than by newspapers, the radio and television.
- 1.2 Despite concerns about online bullying and fake news; social media sites have opened up a multitude of opportunities for people to have conversations across communities, among friends, within shared interest groups, to celebrate achievements, develop careers and to share news as it happens.
- 1.3 Councils (and indeed many councillors) have recognised the benefits of social media as a means of communicating with residents and a multitude of different stakeholders, not least that we must be part of social media communities if we are to remain relevant to the lives and work of the residents and organisations we serve and work alongside.
- 1.4 Together we can use social media to inform people, to influence thinking and to explain when things sometimes go wrong, or to pass on important information in an emergency situation.
- 1.5 To get the best out of social media, and to try and avoid some of the pitfalls mentioned, the next section describes five principles employees and Members should all adopt when using social media.

2. Principles to adopt when using Social Media

You should follow these five guiding principles for any social media activities:

Be respectful – set the tone for online conversations by being polite, open and respectful. Use familiar language, be cordial, honest and professional at all times. Make sure that you respect people's confidentiality – do not disclose non-public information or the personal information of others.

Be credible and consistent – be accurate, fair, thorough and transparent. Encourage constructive criticism and deliberation. Make sure that what you say online is consistent with your other communications.

Be honest about who you are – it's important that any accounts or profiles that you set up are clearly and easily identifiable. Be clear about your own personal role.

Be responsive – make an effort to share what you know. Offer insights where appropriate and put people in touch with someone who can help if you can't. Respond to questions and comments in a timely manner but don't feel you have to respond to every comment made as this can be time consuming and could be counter productive if you get into an argument online, where to just let an adverse comment `go` may be wiser. Basically, be selective and use your judgment when it comes to commenting or responding online.

Be confident – don't be scared of participating. Follow these rules and seek further guidance if you need it. If you're about to publish something that makes you even the slightest bit uncomfortable, pause to think about it. Feel confident in what you say before you say it – and say it as clearly as you can.

3. What this policy is about

3.1 This policy is for employees and Members of Cannock Chase Council. This includes agency, temporary and contract staff working for the Council on its behalf; apprentices, students on work placements and volunteers working with us on projects. It explains:

- **Why the Council uses social media (Section A)**
- **What this policy means for employees including personal use of social media (Section B)**
- **Guidance for Members when using social media (Section C)**
- **Guidance for employees using or posting on Council owned social media accounts (Section D)**

It includes some practical “do's and don'ts” for employees and Members.

3.2 This policy is informed by, and reinforces, the following other policies:

- Council's Disciplinary Procedure for employees
- Technology Service Policies
- Code of Conduct for Members
- Code of Conduct for Employees

3.3 When reading this policy you need, therefore, to be aware of the above policies as they help to inform it.

3.4 For the purpose of this policy, social media is defined as: “All online space where people are interacting, sharing information and/or having conversations”.

3.5 Social media refers to a variety of digital ways of communicating which have sprung up within the past twenty years. These include blogs, podcasts, social networking sites such as Twitter, Facebook, Instagram, LinkedIn and WhatsApp and video hosting sites such as YouTube.

3.6 The do's and don'ts and guidelines covered by this policy should apply to whichever social media platform you happen to be on, whether it is Facebook, WhatsApp or platforms yet to be introduced.

Section A - Why the Council uses social media

1. Introduction

1.1 The Council uses social media to:

i) To promote the Council and proactively communicate with the public online.

and

ii) Post information online, enter into conversations and positively promote and defend the Council's reputation.

1.2 Social media offers a highly targeted way of communicating key messages to both existing and new audiences. The Council is able to inform people quickly and directly. The Council is able to converse with its customers in real time which can resolve queries often quickly and efficiently. The Council is able to consult the public as an alternative to conducting face-to-face surveying.

1.3 Social media also offers new ways of gathering information and in building contacts and establishing relationships.

2. Key objectives of the Council in using social media

2.1 To create an effective presence for the Council across social media.

2.2 To extend the reach of the Council's messages online.

2.3 To build on existing, and to create new relationships, with key audiences including the public, journalists, key stakeholders and policy makers.

2.4 To act as the informal/human voice of Cannock Chase Council and promote understanding of its key messages in a new way.

2.5 To demonstrate a commitment to exploring new ways of working.

2.6 To monitor what is being said about the Council online and react where necessary to messages of dissatisfaction and promote positive responses. At the same time correcting factual inaccuracies about the Council and its services where these become known to us.

3. How the Council is represented on social media

The Council has corporate accounts for Twitter, Facebook, Instagram, YouTube and LinkedIn. It also participates in a WhatsApp group for communications professionals working in the public sector across Staffordshire.

By agreement there are currently several departmental accounts operating as follows:

- Twitter (Building Control – as a shared service with Stafford Borough Council, and Community Safety Partnership);
- Instagram (Economic Development - to promote Cannock Chase as a visitor destination).

Section B - What this policy means for employees including personal use of social media

1. Introduction

- 1.1 This part of the policy concerns employees who use social media in the workplace during a break period or outside of work in a personal capacity.
- 1.2 As the use of social media grows, the line between what is public and private, personal and professional can be blurred. It is important therefore that employees are aware that their personal digital activity could have an adverse impact on their professional role or the Council's image and reputation.
- 1.3 Even if you do not expressly name the Council as your employer on social media, this policy will still apply if a connection with your employment can reasonably be made.
- 1.4 Specifically the Council will not tolerate any of the following activity on social media if it can be connected to you as an employee of the Council:
 - abusive or threatening behaviour
 - inappropriate comments or material that may be regarded as discriminatory
 - false or misleading statements that could have a negative affect on the Council's reputation
 - inciting or supporting somebody to commit crime or other unlawful acts

This could include content you share or like as this could suggest you approve of that content.

2. Some do's and don'ts

- 2.1 Do be aware that the information you post on your social media profile can make you identifiable to service users - as well as people you know in a private capacity. This includes setting up an online profile and the use of photographs (especially if you are wearing a Council uniform or display an image linked to the Council's work); as well as providing details of your occupation, employer and work location.
- 2.2 Do avoid any potential conflicts of interest with your Council role.

- 2.3 Do be aware of who you are directly sharing information with on social media and who you might be a `friend` to or `linked` with on social media sites.
- 2.4 Do ensure that any `clients` known to you through your work, where there could be a conflict of interest, are not linked to you through social media.
- 2.5 Do make your social media account settings as private as possible.
- 2.6 Do avoid criticising the Council as your employer if you happen to `wear another hat` such as representing another organisation, as a volunteer or in a paid capacity, whose role and work may be linked or associated with the Council.
- 2.7 Don't use Council email addresses and other official contact details for setting up personal social media accounts or for communicating through such media.
- 2.8 Don't use Council email addresses and other official contact details for setting up personal social media accounts or for communicating through such media.
- 2.9 Don't use personal social media to raise or discuss a complaint or grievance about the Council, your manager, colleagues etc. If you have a complaint, you should use the Council's formal grievance procedures.
- 2.10 Don't make derogatory comments about colleagues on social media.

What happens if things go wrong?

You should always show respect to others when using social media and ensure that your actions do not have a negative impact on the Council's reputation.

Mistakes happen – if you post something you don't mean to, or get a message or response wrong, tell your line manager and the Policy and Communications Team immediately to agree remedial action and to minimise embarrassment and reputational damage.

Anyone who feels that they have been subject to cyber bullying or offended by material posted or uploaded by a colleague through any digital communication network should inform their line manager who will take advice from HR and investigate the matter as appropriate.

3. Rights and responsibilities

3.1 Employees have a responsibility to:

- Avoid behaviour that may cause an individual to feel the subject of harassment or bullying
- Familiarise themselves with this policy and employee guidelines on the acceptable use of social media
- Act responsibly when using online media for work and personal use
- Report instances to their manager, if they are subject to abuse

Managers have a responsibility to:

- Familiarise themselves with this policy and employee guidelines to using social media
- Take prompt action to stop any harassment or bullying they become aware of, whether a complaint has been raised or not
- Ensure staff are aware of this policy and employee guidelines
- Support employees who are the subject of abuse through existing practices
- Ensure all complaints/allegations are dealt with fairly and consistently, and in accordance with other employment policies where appropriate

HR staff have a responsibility to:

- Provide support and advice to managers and employees on the operation of the policy and guidelines, where necessary

Policy and Communications has a responsibility to:

- Maintain the Council's social media policy and manage its corporate accounts

IT has a responsibility to:

- Monitor use of social media, access to inappropriate content and reporting any abuse

3.2 The Council's internet access policy allows the following access to social media at work:

- You can access the web (and therefore social media use) at work on Council owned equipment
- This is for reasonable and limited personal use only, however this is only during break periods, and at specific other times at the discretion of your line manager
- Reasonable use means social media activity that is lawful and ethical, that does not adversely affect your productivity, and does not make unreasonable use of limited Council resources

However, **you must not**

- Access social media websites for personal use from the Council's computers or devices during working time. This includes Facebook, Twitter, LinkedIn, Instagram, Whatsapp as the most popular ones but all such sites.
- Leave social media sites running `in the background` while working
- Use social media sites to make derogatory comments about other organisations/individuals in relation to their employment/work activity, or to disclose any corporate information/data
- View or download anything via social media that others find offensive
- Download anything via social media that is likely to be covered by copyright which includes, but is not limited to, music and software

- Access chat sites, instant messaging sites or forums via social media on Council owned equipment except if you have been authorised to do so on Council business
 - Access file sharing sites via social media such as Dropbox and iCloud unless authorised to do so
 - Access social media content that is offensive, tasteless, contains harassment, promotes illegal activity, is hateful and discriminatory, is violent, concerns hacking and proxy avoidance, contains pornography and adult material, leads to software downloads or involves Peer to Peer and sharing sites
 - Post information on cases you might be working on, or involved with, in your Council work and your Council responsibilities
 - Post personal information about Council clients or employees from your Council work
- 3.3 The Council has no intention of routinely monitoring employee's social media outside of work by means of `social listening` but does expect all employees to be mindful of posting or sharing any information or images on personal and other social media accounts away from work that could bring the Council into disrepute as your employer or that damages the reputation of the Council.
- 3.4 However, it should be noted that all Council IT systems can be monitored in accordance with IT policies including the email and internet policies, so personal privacy cannot be assumed when using the Council's network.
- 3.5 Postings made on a personal account may attain a wide readership and will therefore be considered public rather than private; in particular if an association with the Council is referenced or mention of the Council's name or services is referenced. Publically accessible postings may be investigated if there is a suspected breach of this policy.
- 3.6 All employees must maintain the standards expected of them as an employee of Cannock Chase Council and keep to their contractual obligations and conduct themselves appropriately when in an online environment, just as they are expected to when representing the Council in the office and in the wider world. Failure to do so could result in disciplinary action.
- 3.7 Social media activity that could lead to disciplinary action includes, although not exclusively:
- Posting, liking, retweeting comments or content that may be construed as derogatory or involve bullying such as derogatory comments and bullying relating to sex, gender-reassignment, race (including nationality), disability, sexual orientation, religion, belief or age
 - Uploading photographs on a social networking site that creates the same effect
- 3.8 Employees whose post is `politically restricted` need to be particularly vigilant in their social media use. Overall, politically restricted postholders are restricted from canvassing on behalf of a political party or for a person

who is, or seeks to be, a candidate for election to a local authority, the House of Commons or the European Parliament. When using social media, such postholders should not be a `friend` of or to `follow` a Member.

- 3.9 Employees who have a personal blog or website which indicates in any way that they work for the Council should discuss any potential conflicts of interest with their line manager. If a blog makes it clear that the author works for the Council or on a Twitter or Facebook account for example, then a simple and visible disclaimer such as “these are my personal views and they may not necessarily reflect the views of Cannock Chase Council” may be sufficient.
- 3.10 In exceptional circumstances, copies of posts from employees may be made and retained by the Council, in line with relevant Council procedures. These copies will be held for a period dependent on the type of investigation they are subject to.

Section C - Guidance for Members when using social media

1. Introduction

- 1.1 This part of the policy concerns Members and their use of social media. Using social media is a good way for Members to communicate and engage with residents at a ward level or, more widely, if a leadership or portfolio role on the Council is held.
- 1.2 When using social media Members must ensure they use it sensibly and responsibly. The use of social media must not adversely affect the Council as it carries out its business, damage the Council’s reputation or violate any Council policies.
- 1.3 As Members will appreciate there are risks in using social media, which include disclosing confidential information, breaching safeguarding through the use of images or personal details leading to the exploitation of vulnerable individuals, and encountering bullying or `trolling` (where a person starts an argument or upsets people by posting inflammatory material online to provoke emotional responses or to disrupt normal discussion, often for their own amusement).
- 1.4 Safeguarding issues are paramount because social media sites are often misused by offenders. Safeguarding is everyone’s business – if you have any concerns about other site users, you have a responsibility as a Member to report these, just as employees are asked to. Also, please do be aware of your own safety when placing information on the internet and do not publish information which could leave you personally vulnerable.
- 1.5 Sometimes Council officers are quoted on social media sites by members of the public. This could be following a phone discussion or email conversation between an officer and a member of the public, via a Council report or media coverage. For more senior officers this is an accepted part of the role but if Members see any junior officers being mentioned on social media, most likely as the result of a phone or email conversation, it would be really helpful - if

they are able to do so - to politely ask the public not to use that officer's name on social media, in order to protect their privacy.

2. Rights and responsibilities

- 2.1 The Council is not responsible for Members own accounts. Members are personally responsible for the content they publish on social media accounts whether this is on their own accounts or in contributing to a discussion on social media. Publishing or allowing to be published (in the form of a comment) an untrue statement about a person which is damaging to their reputation may incur a libel action for which the publisher will be personally liable.
- 2.2 As social media sites are in the public domain, it is important to ensure that Members are confident of the nature of the information they publish. Once published, content is almost impossible to control and may be manipulated without consent, used in a different context or further distributed.
- 2.3 It is therefore strongly advised that councillors separate their personal business from their councillor business by only including personal information and posts on personal accounts, and councillor and Council business on a social media site that is clearly branded as coming from a councillor.
- 2.4 Members may make social media posts that represent their views as a councillor and it is recommended that social media accounts used on councillor business are therefore clearly labelled as coming from a councillor. It should be made clear that views expressed do not necessarily reflect the views of the whole Council. This could be expressed in the social media profile of the account holder.
- 2.5 Members must not share confidential information they are in possession of as a councillor on social media, or indeed in other situations. This includes publishing or reporting on meetings which are private or internal (where no members of the public are present or it is of a confidential nature) or exempt reports.
- 2.6 Members must not post comments or content appearing to commit the Council to a particular course of action outside of the Council's approved decision making process. Members also have no authority to commit the Council or Council officers to a course of action or change of policy via statements made on their personal / councillor social media accounts.
- 2.7 Members must not post information on cases they may be working on, or involved with, in their Council work and responsibilities.
- 2.8 Members must not disclose the personal details of others such as home addresses and telephone numbers on social media sites. Members must not post any personal or sensitive information in line with the Council's Data Protection Policy.

- 2.9 Members are encouraged to be transparent when using social media and not post misleading or inaccurate information.
- 2.10 Members must refrain from using the Council's logo, or any other Council related material on a personal account or website.
- 2.11 Inappropriate use of social media can damage the Council's reputation and could lead to allegations being made regarding potential breaches of the Code of Conduct for Members.
- 2.12 As such, Members must not engage in activities on the internet that might bring the Council into disrepute. This includes making offensive or derogatory comments relating to sex, gender-reassignment, race (including nationality), disability, sexual orientation, religion, belief or age; or to bully another individual.
- 2.13 Copyright laws still apply online. Placing images or text from a copyrighted source (e.g. extracts from publications or photos) without permission is a breach of copyright. Members should avoid publishing anything they are unsure about or should seek permission from the copyright holder in advance.
- 2.14 It is strongly advised that Members make use of the privacy settings on social media accounts if they do not want their social media to be accessed by the press or public.
- 2.15 Any Member receiving threats, abuse or harassment via their social media should report it to their political group leader, the Monitoring Officer and/or the police.
- 2.16 In exceptional circumstances, copies of posts from Members may be made and retained by the Council, in line with relevant Council procedures. These copies will be held for a period dependent on the type of investigation they are subject to.
- 2.17 Members must work within the confines of the latest version of the Technology Service Policies document at all times.
- 2.18 Members are also advised to consult the Local Government Association's social media best practice guidelines which can be found at www.local.gov.uk/councillors-and-social-media

Section D - Guidance for employees using or posting on Council owned social media accounts

1. Introduction

This part of the policy concerns employees (and any apprentices, students on work placement, and volunteers working with us) who are given authorization to use social media in the course of their work promoting the Council's news and activities or who post content on Council social media sites. The section refers to:

- a) accounts which are either corporate accounts operated by the Council centrally
- b) departmental accounts operated by individual departments of the Council with the agreement of the Policy and Communications Team
- c) individual employees given temporary access to a corporate account(s)

2. Rights and responsibilities

- 2.1 The Policy and Communications Team is in overall control of the Council's social media activities.
- 2.2 All accounts used to conduct business on behalf of Cannock Chase Council must be authorised by the Policy and Communications Team. These accounts remain under the ownership of Cannock Chase Council at all times.
- 2.3 Accounts should be in the name of Cannock Chase Council or a particular department or campaign. A list of authorised users of each account should be kept for auditing purposes and made available to the Policy and Communications Team. All accounts must be password protected with the password only available to the authorised account users.
- 2.4 The Policy and Communications Team has the authority to close down any Cannock Chase Council operated account which it feels is inappropriate, is being abused or has the potential to cause damage to the Council's reputation, or to remove an individual employee who has been given temporary access to a corporate account(s).
- 2.5 If a Cannock Chase Council operated account is seen to remain inactive for a significant period of time the Policy and Communications Team will review this with the service manager and may ask for it to be deactivated.
- 2.6 The branding of any Cannock Chase Council operated account must be approved by the Policy and Communications Team and fall within the existing guidelines on the use of brand identity.
- 2.7 All Cannock Chase Council operated accounts will allow themselves to be joined/linked to all other Cannock Chase Council operated accounts.
- 2.8 All Cannock Chase Council operated accounts will make it clear that they are an official account run on behalf of the council. We will never hide our identity or pretend to be another individual or organisation.
- 2.9 Individual employees given access to a corporate account(s) will be issued with a short statement (which they sign) that sets out how they can use the account(s) prior to using it. This will include specific do's and don'ts applicable to the employee's role and how they intend to use the corporate account(s). This will sit alongside this policy. Access will be withdrawn if the account is used in a manner which contravenes the statement. Access will always be temporary and will be reviewed after an agreed length of time, when it will be either removed or extended depending on Council needs.

2.10 Corporate account users, departmental users and individual employees should never use social media to `spy` on service users covertly, even if your privacy settings allow you to do this, as this could contravene Article 8 of the Human Rights Act. To make sure you stay within the laws you must take notice of the Regulation of Investigatory Powers (RIPA) procedural guidance. If you think taking covert action is necessary you should get advice from Legal Services.

3. Getting the tone of voice right

3.1 Both the Council corporate accounts and the departmental accounts will be anonymous (i.e. they will not be in the name of any single officer). With the possibility of multiple people acting as a single entity it is therefore important to develop a `tone of voice` which will be recognisable as that of the Council's digital presence.

3.2 Comments made on Cannock Chase Council operated accounts will conform to all other Council policies at all times.

3.3 The voice will reflect the nature of social media and will therefore be informal:

- It will be positive
- When responding to negative comments it will be firm but polite and factual
- Should the need to apologise ever arise this will be done in a sincere manner
- Slang will not be used as a matter of course but may be used where it is deemed appropriate by a member of the Policy and Communications Team
- High standards of spelling and grammar will be maintained at all times
- Jargon free English will be used at all times
- Swearing is not permitted under any circumstances
- All posts will stay within the libel laws of England at all times. There is no exception to this rule. If you are unsure what the laws are please ask a member of the Policy and Communications Team or a member of Legal Services.

4. Managing Content

4.1 Content will be created manually. The Council will not use bots or computer generated content. That said, applications may be used to time delay the publication of certain manually created posts when appropriate to give the impression of regular use. A single post may also be distributed across more than one platform; however, this should be done on a case-by-case basis and not automatically for every post.

4.2 Content will be updated regularly. For guidelines on how frequently you should be posting to particular sites see 5.2 below.

4.3 All posts will be timely and relevant. Bearing in mind the high speed at which social media operates, the Council will not write about `old news`.

- 4.4 Press releases will be distributed via social media but described in a less formal manner.

e.g. A press release about funding opportunities for local clubs and organisations would be tweeted as:

“Could your club benefit from a cash injection? Check out the latest pot of funding being offered at xxxx.”

- 4.5 Responses to posts made at the Council by others online will be made in a timely manner which reflects the speed of social media.
- 4.6 If it is necessary to consult an employee who is an expert in a particular field before responding to a post then a holding post must be made to the person we intend to respond to.
- 4.7 If a complaint is made about the Council or any of the services it provides via social media the complainant should be redirected to the appropriate area of the Council website to make this complaint officially and to ensure it is monitored correctly. This can be found at:
<https://www.cannockchasedc.gov.uk/council/about-council/customer-feedback-help-us-get-it-right>
- 4.8 Confidential and sensitive information will not be posted online. If unsure whether something should be published, an employee should make certain it can be before doing so.
- 4.9 The Council will signpost things it feels maybe of interest/provide benefit to the community in the manner appropriate to each particular social media site.
- 4.10 The Council will forward on posts made by others in the manner appropriate to each social media site but only where it is deemed appropriate to do so bearing in mind the challenges of not promoting or endorsing products or services and our obligations under Purdah during elections etc.
- 4.11 The Council will use link shortening tools where appropriate. The free and recommended tool to use can be found at www.bitly.com
- 4.12 Copyright will be respected at all times.

5. Use of Social Media

- 5.1 All platforms on which the Council has a presence will be used regularly. The Policy and Communications Team will remove or ask for the deactivation of any Cannock Chase Council operated account which is not used for more than a month and for which they deem there has been no adequate justification for this having been the case.

- 5.2 The below are guidelines for use of the corporate accounts (on each of the main types of social media platform). Departmental and other accounts are not required to follow the below but must observe 5.1:
- Twitter: At least one or two tweets per day (these should be sent at differing times and this does not include retweets or replies)
 - Facebook: At least once a day
 - Instagram: At least two per week (you must work to make photo opportunities happen)
 - YouTube: Every time a video is available (you must work to make video opportunities happen)
- 5.3 The cross promotion of posts is encouraged at all times. For instance, flag up a new video that has been posted on YouTube by a post on Twitter etc.
- 5.4 Please note that excessive work related use of social media by employees running Cannock Chase Council operated accounts should be avoided.
- 5.5 Facebook accounts can either be in the name of an organisation or an individual. Be aware when posting replies to posts from the public and when commenting in groups outside the remit of the Council's own Facebook page that you could be identified individually. Please seek guidance from the Policy and Communications Team if you are unsure how your proposed post may appear.
- 5.6 Be aware that content on social media sites may be subject to Freedom of Information (FOI) requests. Please also be aware of your responsibilities under the Data Protection Act 2018 which all employees are expected to be familiar with. If in doubt about data protection/GDPR and FOI requests and social media use please seek advice from the Council's Information Manager based in the Policy and Communications Team.
- 5.7 All information and responses posted as an employee are public statements and count as a Council record and are evidence of the Council's work. They may be used as a reference at any time in the future and employees are therefore responsible for anything they say online.
- 5.8 Employees must not disclose any politically sensitive information on social media. This can include matters that are being considered or debated, or are due to be, by the Council or Cabinet or a committee (or are awaiting a decision). Seek advice from your line manager if in doubt.
- 5.9 If someone from the media contacts you about posts you have made on social media you should talk to your manager and the Policy and Communications Team should be contacted.
- 6. Requesting a department branded social media account**
- 6.1 Departments can request the setting up of a social media account where social media use is appropriate to the work area. They should think carefully

about the social media tool they want to use and whether it is appropriate. If so, they must then make a business case to the Policy and Communications Team which would need to cover the following:

- What do you want to achieve?
- How does using social media fit within your wider communications and marketing strategy for your service?
- Who do you want to reach?
- Who might you be excluding by using social media?
- Do you have sufficient staff resources to manage and monitor the site including responding to questions and feedback within the Council's recommended response times?
- How will you deal with responses and those that might be negative?
- Are those using social media on behalf of your project/service good at communicating online?
- Identify the risks and plan to mitigate them
- Work out your return on investment (ROI) including how you will evaluate your social media activities
- Have an exit strategy

If in doubt seek advice from the Policy and Communications Team.

6.2 The Council logo will be used to identify all official Council accounts unless decided otherwise by the Policy and Communications Team.

6.3 Backgrounds of any pages hosted by the Council will be manipulated to conform to the Council's digital branding as much as possible and will use corporate colours.

6.4 If a person does run a Cannock Chase Council operated account in their name, in doing so they accept the public nature of this and the fact it may expose them to comment and criticism from members of the public.

6.5 While not wanting to get involved in the day-to-day running of departmental accounts, the Policy and Communications Team will nevertheless have the right to access all departmental accounts.

7. Campaigns

7.1 Specific campaigns being run by the Council may need their own accounts, identities and pages created. This will be done with the approval of the Policy and Communications Team. Apart from the branding of the pages, all campaigns which incorporate a social media strategy will conform to the guidelines above and will be considered Cannock Chase Council operated accounts.

8. Running an online community

8.1 When you set up a Council affiliated group, page or discussion form, you are responsible for administering and moderating user contributions.

8.2 Your role is to encourage discussion, set user expectations, create and follow the rules, check the content of everything posted and respond to feedback.

8.3 As the administrator of an online community, you should follow these basic guidelines:

- Make sure you publish the rules of engagement in a prominent place
- Apply the rules fairly and consistently
- Respond to questions and feedback quickly. Social networks move quickly, and a delay of more than 48 hours could cause frustration
- Make sure you have time to proactively encourage participation. The biggest threat to online communities is a lack of activity.

9. Emergency procedures

9.1 If for any reason the Council's emergency procedures are invoked no member of staff other than a designated member of the Policy and Communications Team should post anything on any Cannock Chase Council operated account.

9.2 All rights to use Council owned social media accounts on Council computers will also be temporarily revoked (please note this includes laptops, PDAs and other devices when both inside and outside any Council owned building). This is to ensure that in an emergency situation messages are consistent and delivered centrally only.

9.3 Those in charge of Cannock Chase Council operated accounts may be asked to post a single holding message on the accounts they control. This should be done at the first available opportunity after being asked to do so. A second email will be sent out when the emergency procedures are no longer in force and social media use can return to normal.

10. Purdah and elections

During Purdah, which is imposed for election periods, all employees must follow the issued Purdah instructions published at the start of a Purdah period. This is particularly important when using Council operated social media accounts given the rise of social media as a political campaigning tool. Basically, you need to be ultra careful when communicating via social media and avoid anything that is party political. Furthermore, you should not promote individual Members of the Council during this period.

11. Social media monitoring

11.1 Employees and Members need to be aware that the Council may use social media monitoring tools to enable it to make the most effective use of social media. Tools enable the Council to search the social media `sphere` using certain terms of reference. This can also be done manually without the need for a software tool.

- 11.2 Social media monitoring will be under the sole control of the Policy and Communications Team. Should any department wish for a term to be added to those searched for, then they should contact the Policy and Communications Team who will consider their request.

Written by the Policy and Communications Manager

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	01543 464 416
Portfolio Leader:	Culture and Sport
Key Decision:	No
Report Track:	Cabinet 27/02/202

**CABINET
27 FEBRUARY 2020
PROPOSED IMPROVEMENTS TO PLAY AREA AND PUBLIC OPEN SPACE
GREEN LANE, RUGELEY**

1 Purpose of Report

- 1.1 The purpose of the report is to seek Members approval to proceed with the proposed improvements to the play site located on the open space at Green Lane, Rugeley.

2 Recommendations

- 2.1 That Cabinet grant approval to proceed with the improvements proposed for Green Lane play area as set out in this report, subject to the detail being agreed between the Parks and Open Spaces Manager and the Rugeley Town Council, in consultation with the Portfolio Leader for Culture and Sport.

3 Key Issues and Reasons for Recommendation

- 3.1 The play area at Green Lane, Rugeley, is in need of upgrading and following consultation with local residents and young people, Rugeley Town Council has identified £40k to undertake improvements to the play site. At the Town Council meeting held on 8 January 2020, the Clerk has confirmed that the funding to undertake the improvements was approved (Town Council Minute 145.1)
- 3.2 Councils have a major role in the provision of good quality parks and public open spaces that are both sustainable and meet the needs of the community and the play area on the site would benefit from this proposed investment.
- 3.3 Rugeley Town Council is keen to progress the development/completion of the play area during 2020. In order to achieve this they will need to finalise and agree the site layout and content of the play area, with the Parks and Open Spaces Manager in consultation with the portfolio Leader for Culture and Sport and appoint a suitable and experienced contractor to undertake the various works of the project. The Town Council will be responsible for managing and

funding the project from its instigation to completion in consultation with the Parks and Open Spaces Manager, where appropriate. The Town Council will have full financial responsibility for meeting any overspend on the project.

- 3.4 At this stage it is envisaged that any ongoing revenue costs associated with the upgrading of the play site will be able to be met from the existing budgets. Should this position change as the details of the scheme are clarified, then a further report to Cabinet may be necessary.

4 Relationship to Corporate Priorities

- 4.1 The Council's Priorities are "Promoting Prosperity" and "Community Wellbeing" and these two priorities interlink and reinforce each other to improve the opportunities, wellbeing and quality of life for our communities.
- 4.2 The provision of safe, welcoming and clean play areas for people to use and visit and that offer opportunities to participate in physical activity and recreation contribute to both of the Council's priorities.

5 Report Detail

5.1 Background

- 5.1.1 The Clerk to Rugeley Town Council contacted the Council on 30 November 2018 to express the Town Council's ambitions to invest in the play area at Green Lane, Rugeley. On 20 December 2018 the Culture and Sport Portfolio Leader confirmed support to this request.
- 5.1.2 The play area at Green Lane, Rugeley is in need of upgrading and following consultation with local residents and young people on a Concept Design Plan, Rugeley Town Council has identified £40k to undertake improvements to the play site.
- 5.1.3 The Clerk to Rugeley Town Council has confirmed that the Town Council, at its meeting held on 8 January 2020 approved the allocation of £40k towards the proposed improvements at Green Lane, Rugeley.

5.2 Project Outline

- 5.2.1 This project will include a fully refurbished and inclusive play area for a wide range of children and young people.

5.3 Next Steps

- 5.3.1 Rugeley Town Council is keen to progress the development/completion of the play area during 2020. In order to achieve this they will need to finalise and agree the layout and content of the play area with the Parks and Open Spaces Manager in consultation with the portfolio Leader for Culture and Sport and appoint a suitable and experienced contractor to undertake the various works of the project. After which the Town Council will be fully responsible for managing and funding the project from instigation to completion in consultation with the Parks and Open Spaces Manager. Rugeley Town Council has advised that they

have the funding in place to then engage the contractor and oversee and manage the project. The Town Council will have full financial responsibility for meeting any overspend on the project.

6 Implications

6.1 Financial

The investment proposal at Green Lane Public Open Space is to be funded by the Rugeley Town Council. At this stage it is envisaged that ongoing site maintenance of the renovated play site facilities will be met from existing revenue budgets. Should this position change as the details of the scheme are clarified then further reports to Cabinet may be necessary

6.2 Legal

The Council will need to ensure that the necessary legal agreements are in place before any works are undertaken dealing with gaining access to Council land and the details of the works to be carried out.

6.3 Human Resources

There are no identified human resource implications arising from this report.

6.4 Section 17 (Crime Prevention)

There are no identified implications arising from this report.

6.5 Human Rights Act

There are no identified implications in respect of the Human Rights Act 1998 arising from this report.

6.6 Data Protection

There are no identified Data Protection implications arising from this report.

6.7 Risk Management

The many risks involved in such a project relate to the provider being unable to deliver the proposed improvements or not being able to deliver them to the right level of quality or within the allocated budget for the improvements. These key risks rest mainly with Rugeley Town Council who will be responsible for the funding and managing the scheme. However, the Council's involvement in the design, content and the layout design proposals will hopefully assist in migrating or minimising such risks.

6.8 Equality & Diversity

There are no identified implications as result of this report.

6.9 Best Value

The development of a co-ordinated Project Plan and the funding and delivery of the proposals by the Rugeley Town Council will provide best value for the Council and this scheme.

7 Appendices to the Report

None

Previous Consideration

None

Background Papers

None

Report of:	Head of Environment and Healthy Lifestyles
Contact Officers:	Joss Presland
Telephone Nos:	01543 456822
Portfolio Leader:	Environment
Key Decision:	No
Report Track:	Cabinet: 27/02/20

CABINET
27 FEBRUARY 2020
IMPROVEMENTS TO COUNCIL OWNED CAR PARKS –
PERMISSION TO SPEND

1 Purpose of Report

- 1.1 To seek Members' approval to proceed with the proposals to replace the current pay and display car park ticketing machines (coin only) with new contactless ticketing machines (coin, debit and credit card) and to progress procurement of a 'pay by phone' option for car parking.
- 1.2 To seek permission to spend some of the capital provision identified within the Capital Programme 2017-18 to 2020-21 to undertake the car park improvements proposed.

2 Recommendations

- 2.1 That Cabinet approves:
 - a. permission to spend for the installation of 18 new and 2 upgrades to pay and display machines to enable coin, chip and contactless payments, at all 12 of its' pay and display car parks at a sum of £89,950; to be met from the Capital Programme, and
 - b. the option to progress procurement of a 'pay by phone' method for car parking within existing budgets.
- 2.2 That Cabinet delegates authority to the Head of Environment and Healthy Lifestyles in consultation with the Environment Portfolio Leader to take such actions as may be necessary to progress the above recommendations within existing budgets. If either of these options is not deliverable within existing budgets, they will be the subject of a further report to Cabinet for consideration.

3 Key Issues and Reasons for Recommendation

- 3.1 For some time now the Council has been called upon to modernise its pay and display machines in order to accept modern payment methods, such as contactless, card, and smart devices.
- 3.2 Deferment of the resurfacing programme provides the opportunity to use some of the remaining approved capital funding: (a) to replace the current pay and display car park ticketing machines (coin only) with new contactless ticketing machines (coin, debit and credit card) and (b) to progress procurement of a 'pay by phone' option for car parking.
- 3.3 Cabinet are asked to consider the options outlined in this report and the recommendations set out in 2.1 and 2.2.

4 Relationship to Corporate Priorities

- 4.1 Providing convenient methods of payment and safe parking for our customers contribute to Council's Corporate Objectives and Priorities.

5 Report Detail**Background**

- 5.1 Following a series of detailed inspections in 2017/18 an estimated programme of planned car park maintenance was drawn up over 5 (2018-23) and 10 years (2024-28).
- 5.2 Council on 7 February 2018 established a capital programme budget of £492,000 for car park improvements 2017-18 to 2020-21 and on 13 December 2018, Cabinet approved expenditure of £200,000 to undertake the first phase of car park refurbishment proposals, which were completed in early 2019-20.
- 5.3 Although there are still some resurfacing works required on a number of the Council's car parks, decisions around when those works should start have been deferred until all possible town centre development opportunities have been explored or are clearer.
- 5.4 For some time now the Council has been called upon to modernise its pay and display machines in order to accept modern payment methods, such as contactless, card, and smart devices.
- 5.5 Subject to Cabinet approval, the deferment of the resurfacing programme provides an opportunity to use some of the remaining approved capital funding: (a) to replace the current pay and display car park ticketing machines (coin only) with new contactless ticketing machines (coin, debit and credit card) and (b) to progress procurement of a 'pay by phone' option for car parking.

(a). Pay & Display Machines – Coin, Card & Contactless Payments

- 5.6 The Council manages 35 car parks across the district, of which 12 are controlled by pay and display ticketing machines, accepting coin payments only.
- 5.7 Pay and display is a widespread and long established method of charging for parking by local authorities and the Council uses an external Enforcement Service to enforce payments and issue Penalty Notices to people who contravene parking regulations.
- 5.8 The ability to pay by debit and credit card and contactless methods is now part of everyday life. In general, cash transactions have been in decline over the last few years and customers now expect to be able to pay for services by non-cash methods.
- 5.9 It is anticipated that expanding the methods of payment could encourage customers to stay longer in the car parks. By using card and contactless payment methods, customer can choose how long they would like to park for, rather than the amount of change they have to hand being a limiting factor. Although it cannot be quantified how many customers have visited a car park and cut short their stay because they did not have enough change, offering additional payment methods would provide the opportunity to purchase tickets for as long as they wish to stay.
- 5.10 Convenience plays a large part in the uptake of contactless pay methods introducing a 'tap and go' mentality specifically aimed at lower value transactions. It is considered the installation of new pay and display machines capable of taking contactless debit and credit card and coin payments across all of the Council's pay and display car parks will make car parking easier and more attractive for members of the public using those car parks. Members involved in the Town Centre Task and Finish Working Group believe that this should hopefully, in time, increase usage and revenue and be of tangible benefit to our town centres.

(b). Pay by Phone

- 5.11 In addition to the installation of new pay and display machines, the Council is named, along with a number of other Staffordshire councils, in the procurement process for a 'pay by phone' option, whereby car park users can choose to pay for their parking using a mobile telephone application. It seems sensible to secure Cabinet agreement to progress this option as well as introducing new pay and display machines and only to report back to Cabinet should this option not be able to be delivered within existing operational budgets.

Installation of CCTV Brunswick Road Hospital and Rear Civic Staff Car Parks

- 5.12 Deferment of the resurfacing programme also provides the opportunity to use some of the remaining approved capital funding to provide security improvements (CCTV cameras) to the two car parks located in Brunswick Road. However, this proposal has been put on hold until the pending review of the CCTV operation has been concluded. Should this option be in line with the

conclusions of this review then a further report will be provided to Cabinet detailing the financial implications.

Proposals

a. Pay & Display Machines – Coin, Card & Contactless Payments

6.1 The options to be considered are:

- (1) retain the current coin only pay and display ticket machines (effectively do nothing);
- (2) replace the 18 older ticket machines with new pay and display ticket machines and upgrade the 2 newer machines so that they all accept debit and credit contactless payments and coin.

6.2 The table below sets out the advantages and disadvantages of each option:

	Option 1	Option 2
Advantages	No capital expenditure No additional transaction costs	Most cost effective option to replace the older machines and upgrade the 2new machines. All machines would accept contactless payments
Disadvantages	Does not offer customers a choice of modern payment methods Greater security risk from theft	May result in 2 machines looking different to the new machines This option will reduce the capital available for future resurfacing works.

6.3 Having considered the options, the proposal is to replace 18 current pay and display car park ticketing machines (coin only) and upgrade a further 2 (coin only) with new contactless ticketing machines capable of accepting debit and credit card contactless payment, in addition to coin.

6.4 The new pay and display machines would be capable of taking; coin and debit and credit (via chip only) and contactless payments. It is considered that the inclusion of full ‘chip and pin’ capability would not be required, as all debit and credit cards now have a £30 limit, under which a pin number is not required. None of the Council’s tariffs are likely to reach £30 in the near future. It is also considered that the inclusion of the key board facility required for chip and pin may also be prone to vandalism.

6.5 **Capital Cost** – The total capital cost to replace 18 and upgrade 2 pay and display machines across the Council’s 12 pay and display car parks is £89,850. This capital figure includes for the removal and renewing of all pay and display machines and associated works including signage etc.

6.6 **Revenue Cost** - There will be a revenue cost from the Council's merchant bank of between £0.11-0.13 per transaction. Based on 2018/19 actual figures and an initial 10% uptake¹, this cost would be in the region of £8,800-10,500k per annum, which will be met from within existing budgets. Alongside the above, there will be a one-off revenue cost from the merchant bank of approximately £3,500 for creation and setup of the account /payment system which again will be met from within existing budgets. In subsequent years the transaction figure may increase as usage increases.

b. Pay by Phone

6.7 The options to be considered are:

(1) Do nothing; or

(2) Progress the procurement 'pay by phone' option as part of a framework agreement with other Staffordshire Council's.

6.8 To do nothing would miss the opportunity to provide another modern payment option for those using our pay and display car parks in the District.

6.9 The proposal is to progress this option as well as introducing new pay and display machines and to report back to Cabinet should this option not be able to be delivered within existing operational budgets.

6.10 **Capital Cost** – It is not envisaged that there will be any capital costs associated with the introduction of this option.

6.11 **Revenue Cost** – It is expected that there will be additional revenue costs for accepting payments by phone but until the procurement exercise has been completed it is unknown as to the extent of these costs. If it is not possible to meet these costs from within existing budgets, a further report will be brought back to Cabinet for consideration.

7 Implications

7.1 Financial

The Car Park Improvements project is currently included within the Capital Programme at a value of £292,000. The resource available is therefore sufficient to cover the capital cost of £89,950 required for Proposal A. However, this will reduce the value of funding available for resurfacing works should the town centre development opportunities deferment be lifted and the resurfacing works included in the original plan be approved.

Should Cabinet approve the report, the one off anticipated £3,500 set up cost of an account/payment system can be met from within existing budgets. Based on a £0.11-£0.13 transaction fee and a 10% uptake, using current car park usage data from 2018/19, the transaction costs are estimated to be in the region of £8,800 to £10,500. These can be met from within existing budgets. In

¹ % based on anecdotal evidence of take up from surrounding local authorities in Staffordshire

subsequent years the transaction figure may increase as usage increases and therefore maybe subject to further reports to Cabinet, if appropriate.

In addition, should agreement be given for Proposal B (Pay by Phone) to be progressed and the costs cannot be met from within existing budgets a further report will be brought back to Cabinet for consideration.

7.2 Legal

None

7.3 Human Resources

None

7.4 Section 17 (Crime Prevention)

None

7.5 Human Rights Act

None

7.6 Data Protection

None

7.7 Risk Management

The above pay and display machine renewal / refurbishment programme along with the inclusion of the new CCTV system on the Brunswick Road Hospital and Staff car parks should significantly reduce the risks of theft from the Council's carparks.

7.8 Equality & Diversity

None

7.9 Best Value

None.

8 Appendices to the Report

None

Previous Consideration

None

Background Papers

None

Report of:	Head of Economic Prosperity
Contact Officer:	Angela Haynes/ Debbie Harris
Telephone No:	01543 464490
Portfolio Leader:	Town Centre Regeneration
Key Decision:	No
Report Track:	Cabinet: 27/02/20

**CABINET
27 FEBRUARY 2020
PERMISSION TO SPEND –
ENVIRONMENTAL IMPROVEMENTS IN CANNOCK TOWN CENTRE**

1 Purpose of Report

- 1.1 To seek permission to spend money on Cannock Town Centre environmental improvements to as far as possible coincide with the opening of the McArthurGlen Designer Outlet West Midlands.

2 Recommendation(s)

- 2.1 Cabinet is asked to provide permission to spend £94,000 from an earmarked reserve for environmental improvements for Cannock Town Centre.
- 2.2 Cabinet to delegate authority to the Head of Economic Prosperity to implement the proposed works including procurement of contractors in consultation with the Town Centre Regeneration and Economic Development & Planning Portfolio Leaders.

3 Key Issues and Reasons for Recommendations

- 3.1 The new McArthurGlen Designer Outlet West Midlands is scheduled to open to members of the public in September 2020. There is a need to make sure the existing town centre looks as welcoming as it can, even if only a small proportion of the predicted growth of 3 – 4 million per annum visitors, to the Outlet, carry out a dual trip in to the town centre.
- 3.2 There is an agreed, one-off environmental improvements budget of £94,000 to spend in Cannock Town Centre and a need for Officers to obtain Cabinet authority to grant permission to spend on the various different areas of proposed environmental improvements, as follows (see Appendix 1 for detailed breakdown):

£1,500 – Updating display cabinets in and around the town centre with new updated maps and promotional material

£31,000 – Comprehensive painting scheme, primarily in the core town centre, to include welcome signs and all the street furniture.

£8,500 – New Graffiti Art scheme on roller shutter doors for Council owned empty units. (Examples of similar art work please see Appendix 2).

£53,000 – Improvements are required to exterior façade and appearance of the Prince of Wales Theatre given its dated aesthetic appearance.

4 Relationship to Corporate Priorities

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

- (i) Creating strong and diverse town centres to attract additional customers and visitors.
- (ii) Creating a positive environment in which businesses in the District can thrive.

5 Report Detail

5.1 In order to identify the full extent of environmental improvements capable of being carried out in the town centre, site inspections have been conducted by Officers including; Parks and Open Spaces, Waste and Engineering, Corporate Property Services and Economic Development. This long list of improvements has now been prioritised and costed, and provided herewith.

5.2 There are three display boards in Cannock Town Centre that house maps of the area and give space for promotion of events. These boards are out of date with the covering of the display boards damaged and scratched. The heritage boards need to be made good in their appearance.

- The estimated cost to replace with up to date maps, repair the display boards and re varnishing of the additional Heritage trail boards would be £1,500.

5.3 There are several empty Council owned units that are located around the indoor market/multi storey car park. All have blue roller shutter doors with paint peeling off them and are generally an eye sore to visitors and shoppers.

Whilst the medium to long term ambition is to redevelop the multi storey car park area, it is recommended that the blue shutter doors around the base of the Multi Storey Car Park and the blue shutters leading off Church Street into the Prince of Wales market, have graffiti art painted on to them in keeping with the area, i.e. wildlife, flowers, shopping and historical events giving a more pleasing image for people to focus on whilst in the town centre.

- This art work would be completed by a local fully trained artist, who has previously carried work out on empty units in Rugeley, at an estimated cost of £8,500.

5.4 The pedestrian subway connection to the Town Centre, from the Beecroft Road surface car park is very shabby with paint peeling off the roof. The “Welcome to Cannock Town Centre” sign needs to be made prominent and repainted.

There are various Multi Storey Car Park signs around the town centre that need to be removed or painted over as the car park is no longer open.

Various railings around Littleton Square have previously been painted but are now peeling with a different paint underneath showing through.

All furniture around the town centre which include bollards, benches, and lamp posts, along with the railings by the Cenotaph, need to be repainted.

- For the painting of the subway, the signs, 57 bollards, boards and directional signage, 20 lamp posts, 17 benches, 3 sets of railings around the seating area, including street furniture would be approximately £31,000.

5.5 The Prince of Wales Theatre is a successful facility and key part of the Council’s vision to re-position the town centre as a leisure and culture hub, but the frontage is very dated and needs uplifting and modernising with a more prominent sign visible to visitors. At present there is little or no lighting around the exterior of the building. This could be improved upon making it more inviting for visitors.

The Council, as landlords of the Theatre, are responsible for the exterior appearance, with the tenant responsible for the interior.

- A recommendation is made for a vinyl wrap (or similar) to be placed around the front and two sides of the Prince of Wales with side signage. New uplighters would also need to be fitted around the base of the theatre all at an estimated cost of £53,000. An Architect will need to be appointed to draw up plans and planning permission will need to be applied for and obtained. Property Services would need to undertake a survey of the exterior of the building to make sure the structure is suitable for the vinyl wrap. If not feasible for any reason then an alternative option will be brought back to Members for further consideration.

5.6 The aim would be to complete the majority of the work to coincide with the opening of the McArthurGlen Designer Outlet West Midlands, giving a more pleasing outlook and impression for the anticipated influx of visitors to the area. However, the option as presented in paragraph 5.5 will take a longer period of time but will enhance the town centre environment and improve the image of the town centre.

6 Implications**6.1 Financial**

The proposal is not yet included within the Capital Programme. Should Cabinet wish to progress with the scheme, the Capital Programme will be amended to reflect the project approved by Cabinet. A reserve of £94,000 earmarked for environmental improvements is available to fund the project. A breakdown of the anticipated costs is included within the body of the report and demonstrates deliverability of the proposed plans and options within the resources available. Should further work highlight any budget pressures, an additional report will be brought back to Cabinet for consideration.

6.2 Legal

Any legal implications are set out in the report.

6.3 Human Resources

All work will be undertaken by professional contractors and works overseen by property services/economic development officers from within existing resources.

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

Technical – need to be confident that improvements proposed for the Prince of Wales Theatre re: cladding/vinyl wrap can be carried out on existing building.

Cost escalation – prices based upon professional quotations and would look to fix prices for any works to be carried out.

Programme – could take longer than anticipated however sufficient lead in time should reduce this risk to a manageable level.

6.8 Equality & Diversity

None

6.9 Best Value

The project is to be delivered in accordance with the Council's financial regulations, including obtaining competitive quotations as appropriate.

7 Appendices to the Report

Appendix 1: Funding breakdown

Appendix 2: Examples of roller shutter doors

Previous Consideration

General Fund Budget and Capital Programme 2017-18 to 2020-21	Cabinet	25 January 2018
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Background Papers

None.

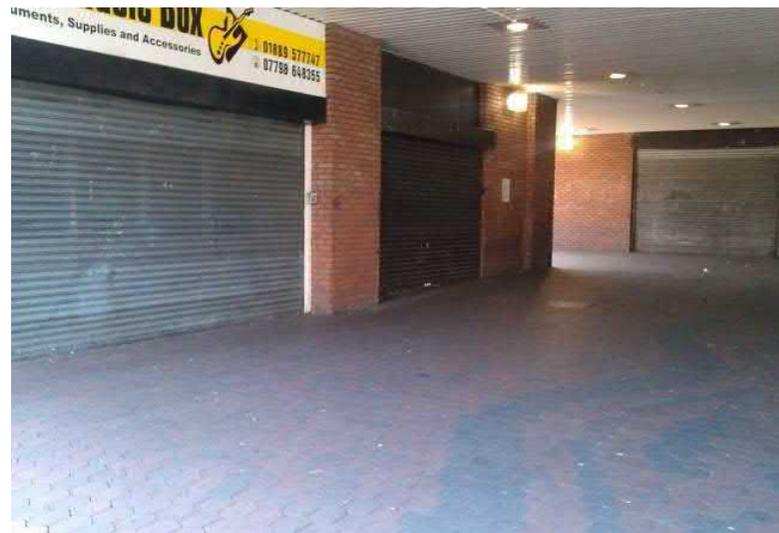
ITEM NO. 10.

Appendix 1

Cannock Town Centre – Condition Review		£94,000
Item / Location	Suggested Works	Estimated Cost
Display cabinet at top of steps (Beecroft Road) which holds map of the town centre plus the heritage trail boards (2)	The map board needs painting and the plastic covering is dirty and scratched. The map is out of date, along with the other 2 boards around the town. Heritage boards need sanding and varnishing.	£1,500
The side of the subway with sign saying 'Welcome to Cannock Town Centre' (from the car park and then when returning to the car park). Subway roof (Beecroft Road). Signs regarding MSCP above old entrances. Black glass/metal canopy around outdoor shops, from Market Hall to Greggs. Railings around seating area, the 2 lamp posts in Littleton Square.	Paint a better colour and highlight the wording 'Welcome to Cannock Town Centre', matching the same on the entrance when leaving the shopping centre. Subway roof is very dirty with cobwebs. Signs to the MSCP from the shopping centre need to be removed or painted over. Railings and posts from Market Hall to Greggs have the old blue paint coming through and the existing black and gold coming off. A re-paint job is needed. The cost to paint all the street furniture, including all items below will need an approximate budget of £31,000. To paint both sides of the subway £645 (removal and reinstate signage). Subway ceiling £355.00 (both of these are estimates). <ul style="list-style-type: none"> • 57 Bollards; • 3 Signage Boards; • 2 Directional Signage; • 20 Lamp posts (Painted to a height of 4 metres from the ground up only); • 17 Benches; • 3 sets of railings to seating area, Cenotaph and both bandstands (not to include the rainwater goods, fascia and glazed areas) 	£31,000
Empty shop / old MSCP roller shutter doors.	The blue roller shutter doors to empty units, the old entrances to the MSCP and shutters to the market area off Church Street to have graffiti art on them, in keeping with the area, i.e. flowers, wildlife, shopping etc.	£8,500
Prince of Wales – building dull and needs prominent sign and visual appearance. Removal of Christmas lights from around the POW.	A lighter coloured vinyl wrap around the building with the 'Prince of Wales Theatre' down the side, with side signage. Lights need to be removed and replaced with some uplighters, colour changing lights around the base of the POW.	£53,000

Appendix 2

Rugeley town centre before



Rugeley town centre after

