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23 February 2022

Dear Councillor,

**Cabinet**

**6:00pm on Thursday 3 March 2022**

**Meeting to be held in the Council Chamber, Civic Centre, Cannock**

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,

**T. Clegg**  
**Chief Executive**

To: Councillors:

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

# Agenda

## Part 1

### 1. Apologies

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

To declare any personal, pecuniary, or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

### 3. Updates from Portfolio Leaders

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

### 4. Minutes

To approve the Minutes of the Meeting held on 2 February 2022 (enclosed).

### 5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: March to May 2022 (Item 5.1).

### 6. Quarter 3 Performance Report 2021/22

Report of the Head of Governance and Corporate Services (Item 6.1 - 6.61).

### 7. Pye Green Community Centre, Bradbury Lane, Hednesford

Report of the Head of Economic Prosperity (Item 7.1 - 7.16).

Appendices 2 and 3 of this report are confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council).

### 8. Revenues and Benefits Collection Report - Quarter 3 2020/21

Report of the Head of Finance (Item 8.1 - 8.17).

The Appendices to this report are confidential due to the inclusion of information which is likely to reveal the identity of an individual, and information relating to the financial or business affairs of any particular person (including the Council).

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

**Held on Wednesday 2 February 2022 at 6:00 p.m.**

**In the Council Chamber, Civic Centre, Cannock**

**Part 1**

**Present:**

Councillors:

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

Invitee - Councillor T.B. Johnson (for agenda item 6).

**69. Apologies**

None.

**70. 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.

**71. Updates from Portfolio Leaders**

**(i) Leader of the Council**

The Leader updated in respect of the following:

- **Covid-19 Cases**

As at 30 January, the Staffordshire average case was 1,069 cases per 100,000 population, with Cannock Chase being slightly lower at 971.6 per 100,000. *(Updated figures.)*

The majority of cases were in care settings and education with the return of schools after the Christmas and new year break.

- **Correspondence with the Right Honourable Amanda Milling MP**

A letter from the Leader was sent in the New Year to the local MP, Amanda Milling, to highlight the priorities for local authorities and to outline the need for a collaborative approach toward tackling climate change. A reply had since been received in agreement that confirmed the MP had passed the points raised on to the Secretary of State for Levelling Up, Housing and Communities and Minister for Intergovernmental Relations, the Right Honourable Michael Gove MP.

(ii) **Neighbourhood Safety & Partnerships**

The Portfolio Leader updated in respect of the following:

- **Staffordshire Fire and Rescue Service**

Following the recent appointment of Rob Barber as the new Staffordshire Fire and Rescue Services Chief, he had expressed a desire to create closer links between local councillors and their respective fire station personnel. It was pleasing to be able to facilitate a recent visit on Monday 17 January, between the majority of Rugeley Councillors and the Fire & Rescue Team in Rugeley. The Leader and others had reported that it was an excellent visit, with a tour of the station and greater links being forged. Plans were already afoot for the Councillors and Fire & Rescue Service to work together on fire safety and prevention measures within the community.

- **Cannock Chase Pride**

On Friday 28 January a meeting was attended at Cannock Police Station to discuss safety arrangements and planning for the inaugural Cannock Chase Pride event to be held in Hednesford Park on Saturday 3 September. The meeting was attended by several key partners and was extremely productive. All involved were very excited about the event, which was predicted to have more than 8,000 visitors.

- **Police, Fire and Crime Panel**

At the meeting of the Police, Fire and Crime Panel attended on 31 January, the Staffordshire Commissioner outlined some of his plans for addressing concerns around lack of police visibility and call handling times within the contact centre. Under the new police operating model, it was pleasing to report that the uplift of Staffordshire police numbers continued from a low of 1,567 in March 2019, to an anticipated figure of 1,942 by March 2023. This equated to an extra 375 police officers. Furthermore, an additional 15 support staff had been recruited to the contact centre, with more to follow. This was excellent news for the people of Cannock Chase and across Staffordshire as a whole. It would see increased visibility of police officers within our communities and hopefully a better service from the contact centre.

- **Public Space Protection Order (PSPO)**

On Tuesday 1 February, the PSPO Alcohol Free Zone for Cannock Chase went live across five areas in the District, these being:

- (a) Cannock town centre and Cannock park
- (b) Hednesford town centre and Hednesford park
- (c) Rugeley town centre

(d) Fernwood area (Rugeley), and

(e) Ravenhill Park

The PSPO would last for up to three years and allow police officers and PCSOs to request a person to stop drinking alcohol and / or surrender their drink if they were causing, or likely to cause, alcohol related anti-social behaviour or disorder. This was not a total ban on drinking within these areas and the powers were not intended to disrupt peaceful activities.

- **Staffordshire and Stoke-on-Trent Strategic Community Safety Forum**

A meeting of this new Forum, set up by the Staffordshire Commissioner, would be taking place on Friday 4 February and attended by the Portfolio Leader. It was intended to bring together political leaders and senior officers with responsibility for community safety, to address issues that affected the whole of Staffordshire. The Forum's introduction was welcomed, as it would help to maximise resources and ensure that the people of Cannock Chase and Staffordshire felt safer, and were safer, within their communities.

**(iii) Environment and Climate Change**

The Portfolio Leader updated in respect of the following:

- **Dry Mixed Waste Recycling**

There had been no rejected loads since August, 2021.

- **Draft Costed Climate Change Action Plan**

The Council's consultants had advised that a draft plan should be forthcoming over the next couple of weeks. Work was ongoing on a complex spreadsheet that formed the basis of the data behind the report, and this was contributing to the delay. Weekly meetings continued to be held with the consultants.

**(iv) Housing, Heritage & Leisure**

The Portfolio Leader updated in respect of the following:

- **Rugeley Leisure Centre**

Work had been completed on the squash court, where the floor was damaged, and the maintenance team had taken the opportunity to refresh the walls with a new coat of paint and finalising any snagging that needed to be done. The court would be open and ready for use by 10 February.

Additionally, works were continuing with the swimming pool, which we looked forward to seeing open again soon.

- **National Finals of the British Shooting Championships**

The finals would be taking place on Tuesday, 8 and Wednesday, 9 February, with over 100 competitors expected each day to descend on Cannock Chase from all over the country, where the championships would come to a fantastic climax and competitors have the chance to be crowned national champions.

- **'CEMA' in Norton Canes**

The opening of the CEMA would be taking place on Thursday, 3 February, and everyone was welcome to attend the ceremony at 1pm.

The CEMA was awarded £120,000 to improve the play area and CEMA site. The money was allocated from Section 106 funding from the new housing developments in the area. The Council had worked closely with Norton Canes Parish Council, Forest of Mercia (who donated £12,000 for trees and greenery), Planet Art (for the art works), and the wider community to design the play area and other improvements on site.

A short video had been made that showed how the site had developed from a bleak, dull area, into a fabulous community place for everyone to enjoy.

**(v) Innovation and High Streets**

The Portfolio Leader updated in respect of the following:

- **Cannock Town Centre Regeneration**

Staffordshire County Council's Deputy Leader, and Cabinet member for Economy and Skills, Councillor Philip White, visited Cannock on 24 January to understand 'first-hand' Cannock Chase Council's plan to regenerate the town centre.

During the visit, Councillor White was also able to see Cannock rail station, for which a feasibility study was being completed by the County Council, to improve a station recognised as wholly inadequate for a town of Cannock's size. Connecting the rail station and the McArthurGlen Designer Outlet West Midlands to the town centre was seen as critical to the success of the whole regeneration scheme.

The County Council would be a key partner in the regeneration of Cannock town centre as it progressed.

Councillor White brought experience of having been involved in other projects across the county, which was invaluable to appreciating what lay ahead for the District Council and how we could be supported by the County Council.

Also on the visit were Councillor Bryan Jones, Deputy Leader of Cannock Chase Council, and County Councillor Paul Snape, councillor for the Cannock Town division and current Chairman of the County Council.

**(vi) Community Engagement, Health & Wellbeing**

The Portfolio Leader updated in respect of the following:

- **Health in All Policies (HiAP)**

As referred to at the previous Cabinet meeting, a part-time Health Improvement Officer had been appointed to work on 'Health in All Policies'. It was pleasing to report that progress on this work was now being made and a report would be submitted to Cabinet shortly. The report would set out options to assist Members in determining a way forward without undue bureaucracy, to ensure that all policies agreed by the Council considered the impact on, and promotion of health and wellbeing.

Examples of where the District could have an influence included: housing conditions, spatial planning, economic growth, leisure, culture and recreation, green spaces, environmental health and licensing, community safety, and benefits services.

At this stage, research was being done to look at what the Council could learn from authorities nationally that had already implemented HiAP. Establishing a robust and evidence-based approach was likely to increase the chance of successful implementation and long-term adoption.

- **Cannock Chase Can Programme**

As per previous updates, this programme, which consisted of both an interactive mobile app and community engagement activities, was designed to support and encourage individuals to make healthier lifestyle choices, and to improve their personal wellbeing. The programme was being taken forward together with the Council's leisure and culture partner, Inspiring Healthy Lifestyles (IHL), who had committed to assist with a series of incentives for app users.

The mobile app had now been approved by Apple and Google and was available to download for free from the App Store and Google Play. The app would provide residents with the tools needed to start making healthier lifestyle choices. It was hoped the approach of involving the community in the creation of the app would make it more accessible and meaningful and help people tailor their own wellbeing journeys.

Officers from the Council and IHL would be touring the District throughout February to speak to people and find out more about individuals' wellness worries. The team would be visiting supermarkets, town centres, community venues and schools.

The coming weeks would see the app promoted through a dedicated Facebook page and website, a four-week radio campaign on Cannock Chase radio, banners in community venues, parks and Council vehicles, and plasma screens in GP's surgeries.

In addition to the app, the programme would explore wider engagement projects.

Workshops for the interactive 'Wellbeing Trail' at Wimblebury Mound were underway, and content was being created for each of the wooden sculptures on the site. The residents of Caxton Court would also be involved in this project with the creation of a 'Feel Well' song. This was due to be completed by April, ready for the Easter holidays.

Thanks were given to all involved in the project, in particular the Council's Marketing & Campaigns Officer, Katie McBey, and Lisa Shephard of IHL, both of whom had worked tirelessly to make the project a success.

- **Cannock Minor Injuries Unit (MIU)**

After several letters to the Chief Executive and senior Officers of the Royal Wolverhampton Hospital Trust, regarding the ongoing closure and future plans for the Cannock MIU, a reply had received from Marcus Warnes, Accountable Officer for the Stafford and Surrounds Clinical Commissioning Groups.

Briefly, the letter stated that, despite plans to have a partial reopening of the MIU, supported by GP surgery services, ongoing clinical safety and staffing issues arising from the ongoing Covid-19 situation, meant that this was unlikely to occur in the near future. Unfortunately, it was impossible to say with any certainty when this might happen.

## (vii) District Development

The Portfolio Leader updated in respect of the following:

- **Universal Credit Claimant Count**

The latest data showed a continued reduction in claimants again this month to 3.7% of the workforce. This trend was encouraging, with the total number of claimants now 2,320. A proportion of these claimants were in work but claiming Universal Credit due to being a low income.

- **Covid-19 (Omicron Variant) Hospitality and Leisure Grant and Additional Restrictions Grant (ARG)**

A new, short-term grant of up to £10,500 was available to hospitality, leisure and accommodation businesses that were most seriously affected by the Omicron variant of Covid-19.

Businesses would not need to approach the Council for this grant as all those eligible would be identified from Business Rates records and contacted directly. Any businesses wishing to apply after being contacted would need to return the completed application form by 21 February, 2022.

Limited funds remained available under the ARG fund for other businesses that were severely affected by Covid-19 restrictions.

Anybody who believed they met the Government's criteria and had not been contacted by the Revenues and Benefits team during this week should email [businessrates@cannockchasedc.gov.uk](mailto:businessrates@cannockchasedc.gov.uk) if they wished to make a further enquiry regarding their eligibility.

The Council was working toward full defrayal of all monies linked to both sources of grant funding by 31 March 2022.

The workload involved in the process for the grants could not be underestimated, and so tributes and thanks were paid to both the Revenues staff and the Economic Development team for making it happen.

- **Local Business Engagement**

In November 2021, the Cannock Chase Chamber of Commerce AGM and networking event was attended along with the Leader of the Council and the Head of Economic Prosperity. The Leader, on behalf of the Council, presented on the theme "building an ambitious future for our district." The presentation was well received, and subsequent conversations with some of the attendees alerted the opportunity that the Council needed to get closer to local businesses so when working on the Local Plan there would be a closer understanding of employment needs for the future, as an example.

A follow-up meeting with Chris Plant (Divisional Director of the Birmingham Chamber Group) took place at the Civic Centre on 27 January, at which he advised he had taken up a new role with Staffordshire Chambers of Commerce as Deputy Managing Director. He was keen to work with the Council on various areas, including growth and skills, and working with the Local Enterprise Partnerships.

To help engage and establish links with local businesses across the District and encourage and support a sustainable economic future, a meeting had been set



up for next week for the Portfolio Leader and the Head of Economic Prosperity to visit the Halsall Electrical and Mechanical Engineering Group, founded in Cannock in 1997 as a family business. The company now operated from a premises on Progress Drive, comprised of 45,000 square feet office space and 120 employees. It worked across a range of sectors, including business, distribution and manufacturing, retail, offices and workspace hospitality, and offered complete engineering solution from start to finish with its skilled designers, engineers and support network. Customers included Sainsburys, Morrisons, Ocado, Gulfstream Jets, DHL, and many others.

**72. Minutes**

**Resolved:**

That the Minutes of the meeting held on 16 December 2021 be approved.

**73. Forward Plan**

The Forward Plan of Decisions for the period February to April 2022 (Item 5.1 – 5.2) was considered:

**Resolved**

That the Forward Plan of Decisions for the period February to April 2022 be noted.

**74. Recommendations from Scrutiny Committees**

Consideration was given to the recommendations referred from the Economic Recovery Scrutiny Committee held on 1 December 2021 in respect of the Committee's 'Local Plan Consultation' review (Item 6.1) (*presented by Councillor T.B. Johnson, Chairman of the review working group*).

**Resolved:**

That Cabinet note the recommendations and determine how best to take them forward.

*(Councillor T.B. Johnson left the meeting at the conclusion of this item.)*

**75. General Fund Revenue Budget and Capital Programme 2022-2025**

Consideration was given to the Report of the Head of Finance (Item 7.1 – 7.59).

**Resolved:**

That the following be recommended to Council, at its meeting to be held on 16 February 2022, as part of the formal budget setting process:

- (A) The Budget Requirement for the General Fund Revenue Budget 2022-23 be set at £13.237 million.
- (B) The indicative General Fund Revenue Budgets be set at £15.173 million for 2023-24 and £15.891 million for 2024-25.
- (C) The detailed portfolio budgets as set out in Appendix 1 of the report be approved.
- (D) The General Fund working balance be set at a minimum of £1.0 million.

- (E) The detailed Capital Programme, as set out in report Appendices 2 and 3, be approved, along with Community Infrastructure Levy allocations as set out in report Appendix 4.
- (F) The Council Tax for 2022-23 be increased by 1.95% to £230.04.
- (G) The Council's Tax Base be set at 29,458.15.
- (H) Further to recommendation (E), above, a full review be undertaken of the Capital Programme commencing immediately.

### **Reasons for Decisions**

The report set out the current position on the General Fund Revenue Budget for 2022-23 and indicative budgets for 2023-24 to 2024-25. It also set out the position on the Provisional Local Government Finance Settlement 2022-23, New Homes Bonus Grant allocation, the position on the Council's Collection Fund, the Council's Tax Base for 2022-23 and the consequential Council Tax for 2022-23.

The budget for 2022-23 was based on the indicative budget set last year, which had been updated to reflect known changes and estimates.

Indicative budgets had been set out for 2023-24 and 2024-25 that included the key issues that were anticipated would have a potential impact on the Council's finances. However, it should be noted that a new funding regime for local government was to be introduced, potentially for 2023-24, but there was no further information at the current time.

Undertaking a full review of the Capital Programme would have the purpose of ensuring the projects / schemes listed reflected the priorities of the Council as detailed in the Corporate Plan.

## **76. Rent Setting Policy – April 2022**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing and Partnerships (Item 8.1 – 8.12).

### **Resolved:**

That:

- (A) The revised Housing Rent Setting Policy as set out in report Appendix 1 be agreed and implemented with effect from 1 April 2022.
- (B) It be noted that as per the decision of Cabinet held on 28 January 2021, consultation had taken place with tenants on the proposed rent increase for 2022/23, with a copy of the consultation responses being included at report Appendix 4.

### **Reasons for Decisions**

The report confirmed the details provided in the Housing Revenue Account Budget 2021-22 to 2024-25 report included under item 9 of the meeting agenda. Rent proposals had been formulated within the framework set out in the Government formulated rent policy.

It was proposed to continue to follow the formulated social rent policy implemented from 1 April 2020 and to continue with year 3 of the 5-year national rent setting policy.

## **77. Housing Revenue Account Budgets 2021-22 to 2024-25**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 9.1 – 9.6).

### **Resolved:**

That:

- (A) The revised position with regard to estimated income and expenditure for the 2021-22 Housing Revenue Account and budgets for the period 2022-23 to 2024-25 as summarised in Appendix 1 of the report be noted.
- (B) Council, at its meeting to be held on 16 February 2022, be recommended to:
  - (i) Determine a minimum level of working balances of £1.929 million for 31 March 2023, and indicative working balances of £1.975 million and £2.030 million for 31 March 2024 and 2025, respectively.
  - (ii) Approve the Housing Revenue Account Revenue Budgets for 2022-23, 2023-24 and 2024-25 (and note the forecast outturn for 2021-22) as summarised in report Appendix 1.

### **Reasons for Decisions**

Cabinet was required to propose a budget in relation to the Housing Revenue Account for submission to Council on 16 February 2022.

## **78. Housing Revenue Account Capital Programmes 2021-22 to 2024-25**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 10.1 – 10.6).

### **Resolved:**

That:

- (A) The estimated availability of Housing Revenue Account capital resources for the period 2021-22 to 2024-25, as set out in report Appendix 1, be noted.
- (B) Council, at its meeting to be held on 16 February 2022, be recommended to approve the Housing Revenue Account Capital Programme for the period 2021-22 to 2024-25, as set out in report Appendix 2.

### **Reasons for Decisions**

Cabinet was required to propose a budget in relation to the Housing Revenue Account for submission to Council on 16 February 2022.

## **79. Treasury Management Strategy, Minimum Revenue Provision Policy and Annual Investment Strategy 2022/23**

Consideration was given to the Report of the Head of Finance (Item 11.1 – 11.34).

### **Resolved:**

- (A) That Council, at its meeting to be held on 16 February 2022, be recommended to approve:
  - (i) The Prudential and Treasury Indicators.

- (ii) The Minimum Revenue Provision Policy Statement.
  - (iii) The Treasury Management Strategy.
  - (iv) The Annual Investment Strategy for 2022/23.
- (B) That it be noted indicators may change in accordance with the final recommendations from Cabinet to Council in relation to both the General Fund / Housing Revenue Accounts Budgets and Capital Programmes.

### **Reasons for Decisions**

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

## **80. Housing Services Annual Report 2020-21**

Consideration was given to the Report of the Head of Housing and Partnerships (Item 12.1 – 12.20).

### **Resolved:**

That the action taken by the Head of Housing and Partnerships following consultation with the Housing, Heritage & Leisure Portfolio Leader to approve the 2020-21 Housing Services Annual Report (as attached at report Appendix 1) and publish it on the Council's website, be confirmed.

### **Reasons for Decisions**

The Annual Report must be made available to all tenants and a copy of the final document had been placed on the Council's website. Due to the Covid-19 pandemic the publication, and subsequent delivery to tenants, of the Hometalk magazine had been paused. When it was safe to resume delivery arrangements a copy of the Annual Report would be circulated to tenants with the next edition of Hometalk.

## **81. 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 Wednesday 2 February 2022 at 6:00 p.m.**

**In the Council Chamber, Civic Centre, Cannock**

**Part 2**

**82. Kerbside Waste Collection Contract - Post-2023**

Consideration was given to the Not for Publication Report of the Head of Environment and Healthy Lifestyles (Item 14.1 – 14.16).

**Resolved:**

That:

- (A) The content of the report and the impact of the increased revenue requirement post-2023 be noted.
- (B) A two-year extension to the kerbside waste collection contract with the incumbent contractor be agreed, with the following variations included:
  - Inclusion of dual-stream mixed recycling.
  - Fee increases of £569,000 per annum, plus original contract indexation rate.
- (C) Authority be delegated to the Head of Environment and Healthy Lifestyles, in consultation with the Section 151 Officer and the Environment & Climate Change Portfolio Leader to enable decision (B), above.

**Reasons for Decisions**

The Council had a statutory obligation to collect domestic waste and recycling and it could not be in a situation where it did not have a provision to do so; however, alongside this it also had a statutory requirement to provide best value.

There was currently a high level of uncertainty regarding the outcome of the Department for Environment, Food and Rural Affairs (DEFRA) Resources and Waste Strategy 2018 and now was not considered the best time to go out to the market, due to that and other factors, such as the national HGV driver shortage etc.

The current contract allowed for an extension period of up to seven years in duration. However, the contractors request for a seven-year extension at an additional £577,000 per annum was not considered best value as it made no allowance for expected changes via the Resources and Waste Strategy, nor did it allow for flexibility or development of the service, or for the move towards the Council's Net Carbon Zero ambition.

It was considered that a two-year extension option offered, better value for money, more flexibility, and a reduced risk of legal / procurement challenge, in comparison with other options, including a full seven-year extension.

### 83. Levelling Up Fund - Cannock Town Centre

Consideration was given to the Not for Publication Report of the Head of Economic Prosperity (Item 15.1 – 15.76).

#### **Resolved:**

That:

- (A) Council be recommended to amend the current Capital Programme to accommodate a sum of up to £44 million to ensure delivery of the Levelling Up Fund project in Cannock Town Centre, with the funding package for the project to be comprised of £20 million of Levelling Up Fund funding from the UK Government, £17.2 million of Cannock Chase Council investment and the balance to be met from unsecured private sector funding linked to the delivery of a proposed retirement/residential development.

*Note: this funding requirement was included in the recommendations regarding the General Fund Revenue Budget and Capital Programme 2022-25 to be considered by Council on 16 February 2022 (see Minute No. 75, recommendation (E), above).*

- (B) Authority be delegated:

- (i) To the Chief Executive and Head of Finance / Section 151 Officer to sign the Memorandum of Understanding as necessary to progress the project.
- (ii) To the Head of Economic Prosperity, in consultation with the Leader of the Council and the Innovation & High Streets Portfolio Leader, to establish the required governance arrangements set out in the report to oversee delivery of the Levelling Up Fund project.
- (iii) To the Head of Economic Prosperity, in consultation with the Head of Finance and the Innovation & High Streets Portfolio Leader to take any associated decisions as required to ensure the Levelling Up Fund Project is delivered on time and on budget, including, but not limited to:
  - a) The Council appointment and contract award for any specialist advisers and consultants (in accordance with the Council's Procurement / contract regulations).
  - b) To enter into any necessary negotiations with relevant landowners and/or third parties regarding the acquisition of Property /land interests as deemed necessary for delivery of the Levelling Up Fund project, this will include the agreement of any financial compensation measures for owners/tenants/occupiers affected by the proposed development.
  - c) To investigate, determine and secure the most appropriate way in which to provide additional Specialist Project Management Services, (subject to the availability of resources) to assist with delivery of the Levelling Up Fund project. This will be necessary to safeguard the Council's interests and to provide sufficient delivery capacity in the Economic Development Team.
- (iv) To the Head of Economic Prosperity and Head of Environment and Healthy Lifestyles to identify the likely car parking needs arising from the proposed

Levelling Up Fund project and undertake any feasibility work as necessary to inform a future business case.

- (C) In-principle agreement be given to initiating Compulsory Purchase Order (CPO) processes to secure any third party land interests that pertain to the successful delivery of the Levelling Up Fund project, with further information to be provided by Officers on land to be included in a CPO; costs and timetable before a final decision is taken.
- (D) Officers produce a detailed business case within the next 12 months; setting out the case for the Council to relocate the Civic Centre and Civic offices into the proposed Levelling Up Fund new scheme in Cannock Town Centre, and also outline potential opportunities for public sector partners to co-locate/co-invest in any such facility.

### **Reasons for Decisions**

To enable the Council to proceed with the Levelling Up project, to make the necessary amendments to the Council's budget and capital programme and to establish the appropriate governance arrangements required to monitor and oversee delivery of the project.

To seek from Cabinet the necessary officer delegations and consents in order to make progress with implementation and delivery of the Levelling Up Fund project.

The meeting closed at 7:35 p.m.

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**Leader**

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## Forward Plan of Decisions to be taken by the Cabinet: March to May 2022

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, PO Box 28, Beecroft Road, Cannock, WS11 1BG or via email at [membersservices@cannockchasedc.gov.uk](mailto:membersservices@cannockchasedc.gov.uk)

**Copies of non-confidential items will be published on the Council's website 5 clear working days prior to the relevant meeting date.**

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Quarter 3 Performance Report 2021/22	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	03/03/22	No	No		N/A
Pye Green Community Centre	Head of Economic Prosperity / Innovation and High Streets Portfolio Leader	03/03/22	No	No	Appendices 2 and 3 to this report are confidential due to the inclusion of:  Information relating to the financial or business affairs of any particular person (including the Council).	N/A
Revenues and Benefits Collection Report - Quarter 3 2021/22	Head of Finance / Leader of the Council / Community Engagement, Health & Wellbeing Portfolio Leader	03/03/22	No	No	The Appendices to this Report are confidential due to the inclusion of:  Information which is likely to reveal the identity of an individual, and  Information relating to the financial or business affairs of any particular person (including the Council).	N/A

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Open Spaces Strategy	Head of Environment and Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	28/04/22	Yes	No		N/A
Leisure Concessions Scheme	Head of Environment and Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	28/04/22	Yes	No		N/A
Climate Emergency - Costed Action Plan	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	28/04/22	Yes	No		N/A

<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Adrian Marklew</b>
<b>Contact Number:</b>	<b>01543 464598</b>
<b>Portfolio Leader:</b>	<b>Innovation and High Streets</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 03/03/22</b>

**Cabinet**  
**3 March 2022**  
**Quarter 3 Performance Report 2021/22**

**1 Purpose of Report**

- 1.1 To advise Members on the progress of the Priority Delivery Plans (PDPs) and Council's performance at the end of the third quarter of 2021-22.

**2 Recommendation(s)**

- 2.1 To note the third quarter progress and performance information relating to the delivery of the Council's priorities as detailed at Appendices 1a-1c and 2a-2c

**3 Key Issues and Reasons for Recommendations**

**Key Issues**

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2021/22. These are based on the Corporate Plan 2021-24 agreed by Council on 24 February 2021 and the three-year delivery plans agreed on 21 April 2021.
- 3.2 Overall, 64% of the projects have been delivered or are on schedule. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1c.
- 3.3 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

**Reasons for Recommendations**

- 3.3 The performance information allows Cabinet to monitor progress in delivery of the Council's Corporate Priorities.

#### 4 Relationship to Corporate Priorities





- 4.1 The indicators and actions contribute individually to the Council's priorities and objectives as set out in the Corporate Plan 2021-24.

#### 5 Report Detail

- 5.1 The Council's Corporate Plan 2021-24 was approved by Council on 24 February 2021, setting out the priorities and strategic objectives of Cannock Chase District Council for a three-year period.
- 5.2 The supporting three-year delivery plans were approved on 21 April 2021. The Priority Delivery Plans (PDPs) in the appendices to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, timetable and performance measures for delivery that are the basis of the Council's performance reporting framework.

#### Priority Delivery Plans

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

Delivery of Projects for Q3						
Corporate Plan Priority					N/A	Total Number of Projects
	Action completed	Project on Target	Work in progress but slightly behind schedule	Project more than 3 months behind schedule	Project not yet started/ superseded	
Supporting Economic Recovery	4	19	12	3	1	39
Supporting Health and Wellbeing	7	27	7	2	1	44
Financially Resilient Council	1	11	10	1	1	24
<b>Total</b>	12 11%	57 53%	29 27%	6 6%	3 3%	107

5.4 At the end of quarter 3, 11% of projects have been completed and a further 53% on target. There has been some minor slippage on 29 (27%) projects, significant slippage on 6 projects and 3 projects are not due to start until quarter 4 or have been superseded.

5.5 Across the three priorities, nine key projects have been identified as being of strategic importance to the Council. These are:

Supporting Economic Recovery:

- Levelling up fund bid - bid submitted and successful
- Local Plan - slightly behind schedule
- Affordable Housing - slightly behind schedule

Supporting Health & Wellbeing:

- Commonwealth Games - on schedule
- Waste Management - on schedule
- Poverty Strategy - slightly behind schedule

Financially Resilient Council:

- Transformation of Operational Delivery Model - slightly behind schedule
- Shared Services Business Case - slightly behind schedule

Cross Cutting:

- Climate Change - slightly behind schedule

Details of the progress made is set out in Appendices 1a-1c. For ease of references, the key projects are shaded in blue.

## **Performance Measures**

5.6 Alongside each PDP, there is a set of performance information. This is split into two sets of data:

- Direction of Travel indicators; and
- Performance Measures

The Direction of Travel Indicators are the longer-term measures for assessing progress in achieving the outcomes set out in the Corporate Plan. Whereas the performance measures are designed to assess performance in service delivery.

5.7 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

## **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**

There are no direct human resources implications arising from the report.

**6.4 Risk Management**

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

**6.5 Equality & Diversity**

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

**6.6 Climate Change**

There are specific objectives within all of the priority areas which address the challenge of climate change, reflecting the corporate commitment made by the Council in July 2019 to achieve carbon neutrality by 2030.

<b>7 Appendices to the Report</b>
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Appendix 1a: Supporting Economic Recovery PDP – Progress Report

Appendix 1b: Supporting Health and Wellbeing PDP – Progress Report

Appendix 1c: Financially Resilient Council PDP – Progress Report

Appendix 2a: Supporting Economic Recovery PDP - Performance Information

Appendix 2b: Supporting Health and Wellbeing PDP – Performance Information

Appendix 2c: Financially Resilient Council PDP – Performance Information

**Previous Consideration**

None

**Background Papers**

Corporate Plan 2021-24 - Cabinet 28 January 2021

3 Year Delivery Plans 2021-24 – Cabinet 1 April 2021





Quarter 1 Performance Report 2021/22 – Cabinet 9 September 2021

Quarter 2 Performance Report 2021/22 – Cabinet 11 November 2021

**Priority Delivery Plan for 2021-22**  
**Priority 1 – Supporting Economic Recovery**

**PROJECTS – Summary of Performance**

**Delivery of Projects for Q3**

				N/A	<b>Total Number of Projects</b>
Action completed	Project on Target	Work in progress but project slightly behind schedule <3 months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
<b>4</b> <b>(10%)</b>	<b>19</b> <b>(49%)</b>	<b>12</b> <b>(31%)</b>	<b>3</b> <b>(8%)</b>	<b>1</b> <b>(2%)</b>	<b>39</b>

**Summary of Successes as at Quarter 3**

- The Council was successful with its £20m bid for Cannock town centre to the Levelling Up Fund.
- Delivery of Apprenticeship initiative (in partnership with Staffordshire County Council) - full delivery of targets and spend.
- Federation of Small Businesses membership initiative - all free memberships allocated to local small businesses.
- Engineering Academy - good growth in engineering and apprenticeship enrolments.

**Summary of Slippage as at Quarter 3**

- Cannock Masterplan - not progressed as no budget secured for this work and officer resources have been diverted to support the delivery of the Levelling Up Fund project for Cannock town centre.
- Local Plan Review - slippage of timetable and delay to next stage of the Local Plan process i.e. Pre-submission / Regulation 19 consultation.
- Continued delay with disposal of Avon Road car park site
- Slower than anticipated take up for courses offered at the new Digital Skills Academy.
- Housing Stock Condition Survey - Access agreement with Stoke City Council Framework in place; Call off contract T&C amendments 99% complete; Finalisation of specification nearing completion due end of w/c 7/2/22. 3 out of 6 suppliers have expressed interest.



## 1.1 Supporting jobs, enterprise and skills

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands</b>							
Review and refresh of Economic Prosperity Strategy.	Production and consultation.			✓		Workshops held with officers and Members during November 2021 to review the vision, themes and priorities. Feedback report has been produced and will be presented to Cabinet for consideration during Q4.	✓
	Present to Cabinet for approval.				✓		
Promotional leaflet production to coincide with opening of Designer Outlet.	Production and launch of leaflet.	✓				Leaflet now in circulation and PR launch carried out.	★
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	Develop and implement marketing plan and identify resources.				✓	Meeting planned for Jan/Feb 2022 to progress this piece of work. Discussions also taking place with county wide Destination Management Partnership to maximise opportunities for linked trips.	✓
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> <li>Business case development / design</li> <li>Submit bids for funding</li> </ul>	Work with partners to commission next stage of design and engineering work.	✓				Network Rail have been commissioned to undertake further design and feasibility work for preferred option.	▲
	Report to Cabinet presenting outcome of design work, including updated cost plan and funding strategy.				✓	Inception meeting has taken place and programme has been agreed between CCDC/partners and Network Rail.	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.2. Supporting local businesses</b>							
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	Support to businesses to enable them to comply with Covid regulations and guidance in line with timescales set out in Government roadmap.		✓			Covid support team has been disbanded following ending of Covid restrictions on 19 <sup>th</sup> July 2021. On-going support for local businesses is being provided by Economic Development, Food Safety and Licensing teams as part of 'business as usual' activity.	★
Full allocation of Government funded Covid business support programmes i.e. Local Restrictions Support Grant, Additional Restrictions Grant (ARG) focusing on businesses affected by the pandemic and lockdown restrictions	Aim for full allocation of ARG by 30 <sup>th</sup> July as per MHCLG guidance.		✓			Full spend achieved. Additional top up monies awarded to Council. New ARG Policy went live in October 2021 and further top up to be made to support businesses affected by Omicron variant. Top up ARG monies will be targeted on hospitality and leisure businesses. ARG monies need to be fully spent by 31 <sup>st</sup> March 2022.	✓
	Payment of Re-start grants.	✓					
	Delivery of Apprenticeship and Training initiatives in partnership with Staffordshire County Council.					✓	Apprenticeship targets and spend achieved already – nil cost training grant funding still available. Council has until March 2022 to spend full amount. Defrayal spend targets projected to be met by 31/3/2022 - project will be successfully delivered on time and within budget



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up.	Promote available support to eligible local residents.				✓	Marketing of initiatives on-going. ERDF Project extension request made by Solihull MBC has been approved - project will continue to operate across District up to 31 <sup>st</sup> March 2023	✓
Expand Federation of Small Business Membership in District to help survival rates of businesses.	Promote initiative and secure new Members take up.		✓			All 27 Memberships now allocated - project completed on time & in budget	★
<b>1.1.3. Support for newly unemployed residents</b>							
Working in partnership with LEAs, DWP, Staffordshire County Council to proactively respond to redundancy announcements	Monitor through Countywide redundancy task group numbers of reported redundancies and HR1 forms from Cannock Chase employers.	✓	✓	✓	✓	Unemployment figures are regularly monitored. Maintaining a watching brief given Covid/Omicron evolving situation - no major impact to date.	✓
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	Post furlough ending consider whether additional provision is needed to help address growing unemployment levels.			✓		Additional short-term DWP facility established in Cannock town centre to support Universal Credit claimants. Not seeing any major detrimental impact to date on unemployment rates.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.4. Increasing skills levels and access to employment opportunities</b>							
Work with Cannock College to deliver skills and apprenticeships opportunities to local residents	Assist with delivery of apprenticeships linked to engineering academy and recruitment of local employers.	✓	✓	✓	✓	Year on Year comparison of enrolment figures carried out - demonstrates good growth in engineering apprenticeship figures and very positive upwards trajectory.	
	Aide the roll out of a new digital skills hub in Cannock and promote the local offer to local employers.	✓	✓	✓	✓	Take up is slower than predicted - College have employed new digital academy lead - broadening out the range of courses provided - may take time to embed and for numbers to grow.	
<b>1.1.5. Ensure sufficient supply of employment land and workspace for small businesses</b>							
Explore feasibility of encouraging more managed workspace in the District	Work with key partners to identify potential locations for future sites.				✓	Levelling Up Fund £20m award will enable development of provision of managed workspace in Cannock Town Centre to be taken forward. Looking at other potential sites and this is being factored into piece of work to develop future pipeline of projects.	


## 1.2 Reshaping our town centres

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.2.1. Identify external funding / investment opportunities</b>							
Identify external funding opportunities	Submit a business case for the Levelling Up Fund for Cannock Town Centre	✓				Funding award announced and full £20m ask has been allocated to the project. Inception meeting scheduled for Jan 2022	✓
	Fully commit and spend the Council's Welcome Back Fund to support re-opening of town centres				✓	All areas advised of cut-off date for approving spend items as 31/12/2021 Any underspend will be re-allocated to ensure full spend target by 31/3/2022 is met.	
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	Develop an investment plan to include pipeline of projects			✓	✓	Project proformas issued to all officers for submission back by 19 <sup>th</sup> November - workshops scheduled in Jan 2022 to collate and prioritise projects into the District Investment Plan.	✓
<b>1.2.2. Regeneration / reshaping of Cannock Town Centre</b>							
Cannock Town Centre Prospectus	Engagement with private sector with the aim of securing investment for identified Cannock Prospectus sites	✓	✓	✓	✓	Ongoing discussions with local developers. Current focus is on Church Street / MSCP site and Avon Road disposal.	✓
Land disposal at Avon Road	Agree Heads of Terms for disposal	✓				Issue with establishing a secondary access – may affect delivery of overall scheme. Discussions ongoing with purchaser as looking to remodel within development proposed on site (with slight	✗


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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						increase in proposed site area) - would protect current access arrangements - awaiting proposal from purchaser, likely to be received Jan 2022. This issue is outside of the Council's control and a solution needs to be found by the prospective purchaser.	
	Planning application to be submitted by purchaser		✓			See above comment.	
Business case for demolition of MSCP and Indoor Market site to Cabinet	Report to Cabinet setting out business case for demolition including options appraisal		✓			<p>Given the announcement of the Levelling Up Funding (LUF) award £20m a detailed Cabinet Report is anticipated to be brought forward in February 2022.</p> <p>Report from demolition consultant outlining the feasibility of demolition was received and completed on time and in budget. This will be included as part of the LUF Cabinet report.</p> <p>Further scenario work has now been commissioned to understand in greater detail what cost, programme and delivery issues there would be taking into account third party land ownership issues.</p>	
Develop a Cannock Masterplan	Procure consultants to undertake masterplan production					There is no funding available at present time to support production	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Prepare specification / undertake procurement			✓		of masterplan – alternative sources of funding need to be identified. Given Levelling Up Fund allocation for Cannock town centre it has been necessary to divert officer resources and capacity to support delivery of this project and as such work on Cannock Masterplan will not be progressed as an immediate priority but will likely be featured in the District Investment Plan as a potential future priority project and a budget allocation will be needed to take forward this work if agreed with members.	
	Award contract				✓		
<b>1.2.3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station</b>							
Identify options for the Rugeley Market Hall and adjoining land	Undertake an options assessment				✓	There are very limited options at this stage aside from continuing to promote vacant stalls to prospective traders.	✓
Identify options for addressing vacant units in Rugeley Town Centres	Undertake a Baseline assessment of vacant units including engagement with private landlords and partners				✓	Vacant units in town centres continue to be monitored, however there is insufficient officer capacity to pro-actively engage with landlords and partners as resources have been diverted to concentrate on delivery of Levelling Up Fund project for Cannock town centre.	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.2.4. Review the Council's car parking strategy</b>							
Undertake parking review across the District	Undertake pilot car parking initiative in Cannock & Rugeley Town Centres	✓	✓	✓		Pilot was completed on time and in budget	
	Report to Cabinet setting out outcome of Pilot and options for future			✓		Cabinet approved an extension to the Pilot to cover Christmas period and this will end 31 <sup>st</sup> January 2022.	
	Review of car parking across District - Procure consultants - Undertake review			✓	✓	Scope for consultants has been developed and cost estimate obtained from potential supplier. However, there is no budgetary provision for this work to be commissioned. Paper to be considered by Leadership Team in early 2022	




### 1.3 Increasing affordable housing

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.3.1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent</b>							
Hawks Green – complete development	Completion of handover of Council Houses			✓		Handover of Council homes commenced in Q1.  Final tranche of handovers slipped to Q4 (February) due to slight delay in completion of groundworks and finishing works.	


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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Completion of Hawks Green Development by 31 March 2022				✓	Scheme in progress and slight slippage in final Council handover is not expected to impact on target deadline to complete whole development by 31 March 2022.	
Aelfgar Development Scheme	Completion of land sale		✓			Land sale completed in Q2.	
	Seek outline planning permission		✓			Outline planning permission issued Q2.	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Revised procurement timetable and start on site date to be agreed.	
	Start on site				✓		
Chadsmoor development	Submission of Cabinet report for scheme approval		✓			Pre-planning consultation completed Q2 and report prepared and considered at August Cabinet briefing. Scheme approval report to be submitted following planning approval.	
	Planning application submission			✓		Planning application submission work is in progress. Delay to submission due to complexity of site constraints.	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.3.2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions</b>							
Emerging Local Plan will update affordable housing contributions with new viability evidence	Viability Study to be available Summer 2021 that will inform affordable housing requirements in Reg 19 Local Plan.			✓		Viability Study has taken longer to complete. In final stages of preparation and expected February 2022.	
Undertake revision of affordable housing policies in line with Local Plan timetable	To be undertaken on receipt of viability study and incorporated into policies in Reg 19 version of Local Plan.			✓		See above.	
<b>1.3.3. Work with partners / Affordable Housing Registered Providers</b>							
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	Arrange first meeting since pandemic, to be held virtually.	✓				An operational meeting has taken place to discuss on-going issues.	




## 1.4 Well designed communities

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.4.1 Adoption of a new Local Plan for the District by the end of 2023</b>							
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	New LDS adopted April 2021 which sets out timetable for Local Plan Review and adoption before end 2023.	✓				<ul style="list-style-type: none"> <li>▪ LDS adopted April 2021.</li> <li>▪ Preferred Option consultation completed April 30<sup>th</sup> 2021</li> </ul>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Regulation 19 Local Plan – Winter 2021/22 Consultation			✓	✓	Local Plan timetable under review. Viability and Open Space evidence has been delayed with impact on timetable going forward.  LDS will need to be revised.	
<b>1.4.2 Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments</b>							
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	Preferred Option introduces Greener Futures Policy. Consultation responses and Viability Study will be considered in potential revisions to the policy.	✓				Further policy refinement to take place once Viability Assessment has been provided and consultations responses have been compiled and considered	★
<b>1.4.3 Support our towns and parishes to plan their neighbourhoods</b>							
Progress current and future Neighbourhood Plans within the district.	Continue to work with Parish Councils and Neighbourhood Planning Groups to progress Neighbourhood Plans.				✓	Limited engagement to date - Norton Canes and Cannock Wood NP's progressing. Further liaison will take place at next stage of the Local Plan.	✓
<b>1.4.4 Ensure our local communities secure benefits from new developments and investment in local infrastructure</b>							
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	Regulation 19 Draft Local Plan scheduled Winter 2021, however timetable is under review.			✓		Local Plan Review prioritises sustainable development and provision of required infrastructure. Delays to evidence and further work required - timetable under review.	▲

## 1.5 Clean and green recovery

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.5.1 Support our clean growth ambition by encouraging green jobs and investment</b>							
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	Investigate potential opportunities to attract new businesses or grow existing businesses to create new jobs				✓	Discussions have taken place with Make it in Stoke and Staffordshire to promote available sites to 'green businesses'. Officers are promoting existing initiatives to support businesses to be improve their carbon efficiency.	✓
<b>1.5.2 Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions</b>							
Work with Engie to progress plans for the site.	Completion of demolition of site	✓	✓			As of December 2021; 85% of the site is cleared. Remediation work is progressing.	✓
	Planning application for Riverside Park and spine road				✓	Planning application for Riverside Park received in July 2021 and currently being processed.	
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings.	Disseminate findings of project and work with Engie to identify implementation options				✓	Senior officers represent the Council on the Zero Carbon Rugeley Advisory Board. The project has received a further 12 months of funding to extend it to March 2023.	✓
<b>1.5.3 Work towards developing zero carbon homes (Passivhaus standard) on Council housing developments</b>							
Aelfgar Development Scheme – undertake a design and build	Outline planning permission granted		✓			Land sale completed in Q2. Outline planning permission granted Q2.	
	Completion of land sale		✓			Completed	





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
procurement based on Passivhaus principles	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Revised procurement timetable and start on site date to be agreed.	
	Start on site				✓		
<b>1.5.4 Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation</b>							
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5 year cyclical programme to establish and monitor 100% of stock	Develop Asset Management system to record and report on asset data	✓				Asset Management system built, go live occurred in August.	
	Completion of procurement exercise and selection of service provider		✓			Procurement team workload and internal resource delaying work. Internal Capacity still an issue. Challenge to recruit to vacant technical posts impacting managers workload, operational work falling on Managers.	
	Completion of Surveys			✓		Delayed due to knock on effect of procurement delay.	
	Annual update of 30yr business plan					Action for next financial year	
Development of strategy to deliver carbon neutral housing stock and development of retro fit work programme	Procurement of Housing Climate Change Action Plan		✓			This work has been added to the wider piece of work to develop a costed action plan for delivering the Council's targets re carbon neutrality. A provider has been appointed	

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Production of the Housing Climate Change Action Plan			✓		Costed Action plan now due in quarter 4 due to delays with the consultants	
	Produce Housing Asset Management Plan				✓	Above delay will likely delay the production of the Asset management Plan to 2022-23	
	Develop work programme to incorporate Climate Change Actions	2022-23					
	Participate in a joint bid to pilot retrofit of properties to gain an understanding of new technologies and measures required for CCDC stock						
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	Completion of procurement exercise and selection of service provider			✓		This element of work is incorporated within the procurement of the stock condition surveys	N/A
	Record EPC's in Asset Management system annually for reporting purposes				✓		

**Priority Delivery Plan for 2021-22  
Priority 2 – Supporting Health & Wellbeing**

**PROJECTS – Summary of Performance**

Delivery of Projects for Q3					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3 months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
<b>7 (16%)</b>	<b>27 (61%)</b>	<b>7 (16%)</b>	<b>2 (5%)</b>	<b>1 (2%)</b>	<b>44</b>

**Summary of Successes as at Quarter 3**




Quarter 3 has seen the completion of the urban forest at Bradbury Lane and announcement of the retention of the six green flags for the district's parks. It also saw the completion ahead of schedule of the new Artificial Turf Pitch (ATP) at Rugeley Leisure Centre. In addition to this, there was also good progress towards the completion of a number of projects contained with the Supporting Health and Wellbeing PDP. That progress includes; IHL projects; focusing initiate around open spaces; working towards the rollout of the Cannock Chase Can App; Commonwealth Games and working collaboratively around the Climate Emergency.

With the additional two properties purchased, under the NSAP scheme, now occupied the Homelessness and Rough Sleeping Pathway Project is currently supporting a total of 8 properties, and home to 10 Rough Sleepers, who are receiving intensive holistic support from the provider, Spring Housing.

**Summary of Slippage as at Quarter 3**

The Rugeley Swimming Pool refurbishment remained behind schedule due to the previously reported additional subsurface works being identified once the pool works had begun. Completion of the additional works and reopening of the pool now being scheduled for early Q4. Fortescue Lane and the CEMA play areas are slightly behind schedule mainly due to national construction material and steel shortages and external contractor capacity; both are due for completion in early Q4. The Open Spaces Strategy remains behind schedule due to the original impact of Covid19 on the external consultant and Council officers and issues with GIS data supplied by the Council. It is now considered it the strategy will be delivered late in Q4.


## 2.1 Providing opportunities for healthy and active lifestyles

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.1.1 Invest in our facilities, parks and play areas</b>							
Develop a new accessible play area in Norton Canes (the Cema)	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Completed.	
	Start works on site		✓			Work started on site Q1	
	Project Manage, snagging, complete works and commission		✓			Slight project overrun due to national materials shortages due for completion in early Q4.	
Undertake park and open space improvements at Fortescue Lane	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Completed	
	Start works on site		✓			Work started on site in late Q2.	
	Project Manage, snagging, complete works and commission		✓			Slight project overrun due to national materials shortages / Covid issue due for completion in early Q4.	
Commence Phase 2 works at the Community Sport and Recreation Hub at The Stadium.	Prepare Architects and QS Specification and contracts for Phase 2 design and costing.		✓			Slight project overrun due to other projects / internal resourcing / completions. Contract documents with legal.	
	Tender, evaluate, appoint consultants to finalise design			✓		Tender and evaluation to be moved into Q4	



Item No. 6.22

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Final design and permission to spend report				✓		
	Submit Planning Application of Final design				✓		
	Carry out Phase 2 works – eco mulch, landscaping, signage and eco trail		✓			Landscaping and signage completed only eco mulch and eco trail outstanding. Due to weather eco mulch contractor now planning to install post March 2022.	
Deliver the third full size Artificial Grass Pitch in the District at Rugeley Leisure Centre	Discharge Pre-commencement planning conditions and start on site	✓				Onsite work started during Q1 and are on schedule for opening during Q3.	★
	Project Manage, snagging, complete works and commission		✓				
	Open Facility			✓		Completed ahead of schedule in quarter two. The pitch reopened on 27th September. Bookings are doing well with over 80% utilisation during the week, slightly lower at the weekend.	
Undertake repairs to the 25m swimming pool and replace the boiler at Rugeley Leisure Centre	Prepare contract documents, warranties and start on site.	✓				Contracts complete Q1 and work successfully started on site during Q1. Warranties finalised.	✘
	Project manage, complete works, commission and re-open		✓			Works completed Q2 and the boilers are replaced. 'Dry side' boilers are fully commissioned and operational.	




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						'Pool side' boilers Commissioning to be undertaken end Jan 2022.	
	Undertake pool tiling and filtration system repairs and improvements.		✓			Tiling works were completed during Q3 including additional pool perimeter tiling that was not originally identified.	
	Completion of all works, including commissioning and re-opening of the pool		✓			Completion of all work and re-opening of the pool has been delayed due to subsurface issues identified during the progress of the work. Completion of the pool works anticipated end Jan 2022 following which the poolside boilers will be commissioned, leading to the pool re-opening during Feb 2022.	
Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities	Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities - based on need and those local communities which are subject to poorer health outcomes, have higher levels of deprivation and higher levels of inactivity.  To be funded from Section 106, CIL funding and general fund budgets in line with the capital programme.			✓		Work has been undertaken on the development of a district wide ward by ward play area matrices, taking into account, items such as population totals, prevalence of young people, deprivation, privation etc.  Work on the above was completed in quarter 3 and will be reported to Cabinet during Q4	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.1.2 Secure external funding to support investment in our leisure and culture facilities</b>							
Work with partners to develop and submit funding bids (e.g. IHL, Sport England, Football Foundation, Football Association, Heritage Lottery etc) using the evidence from the Council's relevant strategy's, action plans and District Needs Analysis.	Implement wayfinding project subject to successful application for Sport England Funding	✓				Application successful, reported to Cabinet 10.06.21	✓
	Receipt on notification of the outcome of applications and report to Cabinet	✓					
	Commence project if the application is successful		✓	✓	✓	On schedule – A partnership has been established to identify way markers and rest stops with QR codes linking to interactive activities sited on various outdoor routes on Cannock Chase. Local schools have now been engaged.	
	Project completion post 2021/22						
<b>2.1.3 Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy</b>							
Work with IHL, partners and stakeholders i.e. Together Active, Sport England NGB's to develop a new Strategy based on the impact of the pandemic, Needs Analysis evidence, data new customer behaviour and trends	Explore opportunities to work with partners to assess the impact of pandemic and develop a strategy i.e. Long Covid Project and Impact of Covid on Gyms and Leisure Centres.			✓	✓	IHL are waiting for the Midland Partnership Foundation Trust (NHS) and Together Active to commence the programme as they wish to assess outcome measures and identify participants.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.1.4 Continue to provide affordable, varied and locally accessible facilities for sport, leisure and culture</b>							
Work to reduce the barriers taking into account the impact of Covid-19, that prevent access to our leisure facilities by reviewing and refreshing the leisure concessions scheme to target those most in need and to ensure the Council achieves the greatest impact.	Work with IHL to review the leisure concessions scheme			✓		Slight project overrun due to ongoing COVID recovery issues work to be commenced in early Q4	
	Complete the review of the scheme				✓		
<b>2.1.5 Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing</b>							
Engage with residents who are less active and deliver targeted health and physical exercise initiatives to help people lose weight, stop smoking, eat healthier and become more active	Roll out of the Cannock Chase Can App across the district. Promote the use of the Cannock Chase Can App with GP's, IHL, Together Active and other partners.		✓	✓	✓	On track – Community engagement and strategic partner phase completed and the official launch scheduled for January / February. Outreach delivery and marketing plans in place and on track.	
						A part time Health Improvement Officer has started to support the delivery and promotion of the Cannock Chase Can programme of works and Health in All Policies. Soft roll out continuing. Final stages of app testing now completed ahead of release via Google Play and Apple Store in Q 4.	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						The Project Team are continuing to upload new content ready for its release in Q 4. Planning in progress for Launch Tour of the District in key locations due to commence Q 4.	
<b>2.1.6 Work with partners to help and support our residents to adopt a healthy and active lifestyle</b>							
Continue to develop the GP Referral and Exercise by Prescription Programme	Long Covid Project Pilot with IHL and Together Active.		✓	✓	✓	On track - IHL GP referral scheme ( <i>Activities for Health and Wellbeing</i> ) are working with Together Active and Midlands Partnership Foundation Trust (MPFT). The pilot project is waiting to commence as MPFT wish to visit outcome measures and identify patients.	✓
Participate in the County Council's Pathfinder Pilot Project to tackle obesity within the district ("Whole System Approach)	Rollout Whole Systems Approach to Healthy Weight with IHL and Together Active.			✓	✓	Project now renamed "Better Health Staffordshire" (BHS). Q 3 officers and members have attended workshops for partners and will ensure local projects are linked into BHS.	✓
<b>2.1.7 Promote the use of green open spaces and our parks for exercise and activity</b>							
Work with IHL to focus initiatives and programmes on using those open spaces, play areas and facilities in local communities with the highest levels of	Reintroduction by IHL of the Couch to 5k Programme.		✓	✓	✓	Reintroduction of Couch to 5k started at the end of Q2 beginning of Q3.  A new Chase Up team has been appointed to develop targeted outdoor social green exercise offers in three priority wards (Hednesford	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
deprivation and with higher risks of inactivity and poor health outcomes.						<p>North / Chads Moor / Springfields estate). Gardening sessions have continually developed on the Stadium community allotments and additional equipment has been purchased through the National Lottery Community Fund.</p> <p>Chase Fit scheme continues to re-establish itself and grow members.</p> <p>New plan of activities to be developed in partnership with British Cycling and Forest England and Hart School academy PE department.</p> <p>Redhill Primary School has re-engaged to develop its discovery garden and outdoor activity offer.</p> <p>Disability cycling sessions have been piloted during Q3 from Chase Leisure Centre. This will be opened up more widely to local residents with additional requirements.</p>	
	Introduce new outdoor exercise programmes					See above	
	Promote Forest Bathing and Bike and Play Trails		✓			See Above	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.1.8 Delivery of a successful Commonwealth Games 2022 Mountain Biking Event and creation of a lasting legacy</b>							
The Council's internal CG2022 Project Team to continue with preparations and involvement with Birmingham 2022 Organising Committee, Forestry England, other key stakeholders, partners, Town and Parish Councils	Report to Cabinet on estimated costs associated with hosting the event in the District	✓	✓	✓	✓	Report to Cabinet Briefing Dec 21 Report to cabinet completed in relation to the allocation of £50k funding	
	Help facilitate the delivery of a successful Commonwealth Games 2022 Mountain Bike event in our District.					Bike and Play track is open although official opening is due Spring 2022	
	Engage with Parish and Town Councils regarding the hosting of Roadshows (pre-Games) and Live Sites (during Games).		✓			Meetings with Parish and Town Councils due to be scheduled in Q2 were held in Q3	
	Maximise the one-off opportunities for showcasing the district before and during the event.			✓	✓	CWG Roadshows to take place during Q4 onwards into 2022/23 with Livesite planning with Parishes and Town Councils ongoing.  IHL has secured local involvement in CWG22 showcase project. 'Tappin In'. This is a 12-week dance participation programme resulting in a regional showcase of local achievements in Birmingham city centre (to take place in June). Sessions will take place with professional artists at Chase Leisure Centre with district wide residents, during Q4.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Liaise with the Commonwealth Games Organising Committee and other key stakeholders in relation to hosting Roadshows, the Queens Batton Relay, Live Sites, Cultural and Arts Programme.					Officers meeting regularly with all CWG Organising Committee subgroups on a regular basis	
	Develop lasting legacy projects for the district and our residents as a result of our investment in the Commonwealth Games 2022 (i.e. Mountain Bike Trail, Bike and Play)					Work on the mountain bike trail was completed in Q2 and opening to the public of the Bike and Play Trail due in Q3. Official opening by Forestry England being planned for Q4.	

## 2.2 Supporting vulnerable people

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.2.1 Supporting vulnerable people</b>							
Poverty Strategy and action plan to be developed	Define poverty and scope for strategy		✓			Work has commenced on defining the strategy and identifying data.	
	Undertake baseline assessment		✓			District Needs Analysis published in November includes key data. Census results due out during 2022 will provide further information.	
	Map out existing interventions			✓		Corporate group reviewing approach during Q4	
	Draft strategy				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Raise awareness of domestic abuse and support services	Chair and co-ordinate the weekly local Multi Agency Risk Assessment Conference (MARAC) to support the safeguarding of high risk Domestic Abuse victims and families	✓	✓	✓	✓	Weekly meeting is chaired by Staffordshire Police and CCDC on alternating weeks. Shift to local MARACs has helped to safeguard the most vulnerable families and individuals.	✓
	Secure funding for CCDC/partnership awareness campaigns linked to DA.	✓				Funding has been secured via the Locality Deal Fund (LDF).	
	Develop & Delivery Dating Abuse Campaign	✓				Campaign developed with New Era, Partnerships Team and Comms. Delivered April 2021.	
	Deliver 'It's Never Ok' campaign	✓			✓	Delayed due to linking in with more appropriate work identified with the Community Safety Campaign calendar (Stalking & Harassment). It was also felt the messages would be lost due to the Euro's DA Campaign running at the same time. Now due to be delivered February 2022.	
	Develop & Deliver New Euro Domestic Abuse Campaign	✓				Funding secured, campaign concept developed and delivered by key stakeholder.  Launched 11th June 2021 District wide and also across South Staffs.	
	Deliver Valentine's Domestic Abuse Campaign				✓	Campaign to be delivered in Feb 2022.	



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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Develop a local awareness campaign around the risks of harm associated with alcohol and substance misuse.	Secure funding	✓				Funding has been secured via the Locality Deal Fund (LDF)	✓
	Deliver educational programme and campaign.		✓			The programme has been successfully delivered to all schools in August 2021. Positive feedback received and online Tik Tok messages well received.	
	Evaluate educational programme and campaign.			✓		Evaluation received by Loudmouth in preparedness for full LDF evaluation due in March.	
Engage with young people at risk of engaging in Anti-Social Behaviour (ASB)	Develop a comprehensive schedule of diversionary activities across the District, reflecting historic seasonal trends in ASB or in response to emerging issues identified through the Community Safety Hub.	✓				Achieving Goals and Dreamz have received Locality Deal Funding and work has been conducted with the partnership team to ensure that all historic peaks in ASB have been mapped and scheduled for activities. A 'float' fund remains in place to ensure that emerging issues can be tackled promptly and as when they arise.	✓
	Delivery diversionary activities in hotspot locations across Cannock Chase	✓	✓	✓	✓	Diversions activities continue to be delivered at hot-spot locations across the district, in response to seasonal fluctuations and emerging issues.	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Explore funding opportunities for the continuation of the ASB Young Peoples Key Worker post June 2021	Review & Refresh ASB Young People's Key Worker job description in partnership with Staffordshire County Council and secure funding	✓				JD has been reviewed and refreshed however this post has now been superseded by the Youth Offending Service  SCC are now picking up support for young people and will consult with Districts / Boroughs re: future posts / initiatives.	N/A
<b>2.2.2 Supporting older residents and those living with disabilities, to live healthier and more independent lives</b>							
Analyse the effectiveness of the new Housing Assistance Policy since its introduction and feed findings into a full review of the policy in 2022-23.	Review the impact of the Housing Assistance Policy			✓		Impact and effectiveness of policy in increasing types of assistance offered has been reviewed and findings will be incorporated into Scrutiny Report	✓
	Report the findings of the review to the Council's Scrutiny Committee				✓		
<b>2.2.3 Supporting older residents and those living with disabilities, to live healthier and more independent lives</b>							
Develop a Private Sector Housing Strategy for adoption	Develop and consult on Private Sector Housing Strategy			✓		Private Sector Housing Strategy out for consultation at the end of Q3.	✓
	Present strategy to Cabinet for adoption				✓		
<b>2.2.4 Working to prevent homelessness</b>							
Review current service provision in particular	Complete a review of homelessness grant funded operations and services		✓			Review completed.	

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
homelessness grant-funded operations and services	Complete financial assessment of grant availability			✓		Homelessness Prevention Grant Proposals approved.	★
Develop proposals to meet changing requirements	Assessment of future service requirements			✓		Service assessment identified need for additional service for private rented sector. Call Before You Serve Service identified as meeting requirements.	✓
	Develop proposals to meet changing requirements				✓	Joint Service with South Staffordshire LA's in development for the Call Before You Serve Service	
Next Steps Accommodation Programme (NSAP) and Rough Sleepers Funding Initiative – extend Homelessness and Rough Sleeping Pathway service provision by 2 additional properties and for additional 2 years	Complete acquisition of additional properties under NSAP	✓				Acquisition of the two additional properties for the Rough Sleeping and Homelessness Pathway Project under NSAP completed	★
	Review extension of Rough Sleeping Pathway service provision		✓			Completed	
	Extend Rough Sleeping Pathway service provision		✓			Extended for further 12 months. Option for further 12 months	
Develop a proposal and funding bid to assist rough sleepers/homeless persons who have medium-high complex needs for any future	Investigate and review RSAP prospectus and identify potential project(s)	✓				Review of RSAP completed. No projects identified as suitable for the funding bid.	✓
	Develop full proposals and submit RSAP funding bid, if applicable, by funding deadlines		✓			No projects identified as suitable for the funding bid.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
potential funding opportunities	Investigate and consider other funding opportunities when available			✓	✓	No Capital funding bids announced. RSI (Rough Sleeping Initiative) Revenue funding bid to be submitted Q4	
<b>2.2.5 Working with the Voluntary Sector</b>							
Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management	Review the annual Service Level Agreements in order to understand and take account of the impact of the pandemic to ensure they: (a) are fit for purpose; (b) better co-ordinated; and (c) have clear objectives and outcomes		✓			Initial meeting held with Citizens Advice.  SLA - Identified that grant allowance is significantly higher than neighbouring authorities.  Citizens Advice is operating hybrid working - impact on clients will be assessed during Qtr 4.	✓
	Performance manage delivery of the SLAs			✓	✓	QTR 3 performance reports received from Citizens Advice - further analysis needed. Meeting set up with Chase Advice - no performance information received to date.	
Work with Support Staffordshire to build on community spirit & volunteering / befriending advocacy in conjunction with Staffordshire County Council	Provide access to the support directory through Council Community Support webpage	✓	✓	✓	✓	Community Support web page refreshed to include signposting to support available.	✓



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Work with SCC and Support Staffordshire to plan the further development of community- based support services as restrictions ease and more options become available.			✓		Further SLA beyond November. Focus on filling identified gaps in provision or support.  Funding has been agreed by Cabinet for work to map current provision and identify where there is the potential for more co-ordination and where there are gaps in current provision. A report is due by May 2022 and the subsequent development work is funded through to March 2023.	
Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers (signposting vulnerable residents to access services)	Plan for access to on-going support for those people who have been contacted regularly by the Covid Community Support Hub when it closes at the end of June. Support Staffordshire to provide details of appropriate organisations.	✓				Details of support organisations provided in a directory by Support Staffordshire.  Contact Centre briefed and provided with necessary signposting information.	✓
	Provide options and referrals to support organisations for those who need on-going support following the closure of the Hub. Ensure that the Contact Centre has access to information to signpost people to support services.			✓		As above	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Take stock of work on identifying vulnerable people known to us through our customer information systems			✓		Vulnerable residents have been identified; types of vulnerability vary from individual to individual. A case by case approach will be adopted.	
	Agree method of signposting of services to vulnerable people				✓		
Engage with partners regarding their recovery plans for their services and our communities	Refer Covid Community Support Hub contacts to suitable support organisations	✓				Covid Community Support Hub call handlers have signposted people to appropriate support organisations	
	Work with SCC and Support Staffordshire to plan the further development of community based support services as restrictions ease and more options become available.		✓			Referred to above	
	Implementation of above plan			✓	✓	Referred to above	




## 2.3 Creating a greener, sustainable community and environment

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.3.1 Develop an Environmental Strategy and action plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030.</b>							
Work with Citizens Assembly to develop and complete costed Climate Change Action Plan and Environmental Strategy	Specify requirements for Citizens Assembly and development of costed Action Plan requirements, tender, evaluate and appoint successful consultants		✓			Consultant commissioned to create the Costed Action Plan  Council has been out to tender for the Citizens Assembly work during Q1. Results evaluated during Q2	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						and possible alternative models reviewed. Cabinet recommendation agreed at Council in December to use stakeholder panels for consultation on climate change issues.	
	Produce costed Action Plan			✓		Costed action plan now due in quarter 4 due to delays with the consultants	
	Produce Environmental Strategy				✓		
Work collaboratively to find solutions to tackling the impact of climate change	Develop and formalise the Council's Climate Emergency Officer Group.	✓	✓	✓	✓	Formal officer working group meeting on a regular basis. Council attending County wide Climate Change workshops hosted by Keele University	✓
	Engage with and work alongside partners and stakeholders (including other Staffordshire Councils, ENGIE, Keele University etc.) to reduce emissions across the District and County.					Partnering work is ongoing. Staffordshire Councils are setting up a Staffordshire Sustainability Board and CCC are jointly involved with the Energy Network project along with Lichfield and Stafford Borough Councils.	
Continue to provide and undertake Carbon Literacy Training	Review the training provision and deliver as required.		✓			Training provision reviewed and modified to include less online self-study and more high-quality audio visual. Training provider to remain as previous. 2 <sup>nd</sup> tranche of training for new members and officers to be	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						undertaken during Q4 due to trainer availability.	
	Rollout 2 <sup>nd</sup> round of training to newly elected members and wider officer group			✓	✓	As per the above. The 2nd round of training is due for completion in Q4 (February 2022).	
<b>2.3.2 Maintain and improve our parks, green spaces and countryside</b>							
Continue to maintain our parks and open spaces to ensure we retain our 6 Green Flag accreditations	Submit Management Plans, prepare and host park inspections/mystery visits	✓				Management plans submitted in Q1 and inspection schedule underway	
	Notification of Green Flag Assessments		✓			Slight delay in receiving the results outside of CCC control due to the external judging organisation, however, results received early in Q3 (released publicly 14.10.21)	
<b>2.3.3 Work and empower local communities to support local projects and sustain local facilities</b>							
Provide support and opportunity to community groups wishing to take on more responsibility for improving and developing open spaces and play areas	Community Litter Picking Support Groups.	✓	✓	✓	✓	Community litter picking continues to be supported by the Councils Cleansing Team.	
	Continue to develop Community Forum for all Parks/Friends groups.			✓	✓	The Community & Education Officer continues to work with various parks and friends of groups	
	Stadium Community Planting Scheme.		✓	✓	✓	Bedding plants have been ordered in Commonwealth Games colours for the new session which are due to arrive and to start being planted towards the end of Q4.	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>2.3.4 Develop our Open Spaces Strategy to support the adoption of the Local Plan</b>							
Finalise and include the Opens Spaces Strategy as part of the adoption of the Local Plan	Complete the Open Spaces Strategy and review by Cabinet		✓			Delay due to internal / external resource issues GIS issues with land registry / ownership mapping. Due for completion in Q4.	
<b>2.3.5 Protect and enhance our high quality and unique natural environment</b>							
Develop and undertake urban tree /woodland planting programmes	New Cemetery planting scheme.	✓	✓			Completed in Q1 prior to the opening of the new cemetery.	
	Locate and plant sites as part of Commonwealth Games Legacy project.			✓	✓	New mini forest on common land in Pye Green planted with just under 4,000 trees and shrubs end of Q3	
<b>2.3.6 Support our residents to reduce residual waste and increasing recycling</b>							
Undertake annual promotional campaigns to continue to raise awareness of the importance of waste reduction and recycling	Develop and action annual contamination campaign	✓	✓			On track. Social media Most Wanted campaign launched in Q2	
	Take part in Keep Britain Tidy's Litter picking campaign/s				✓		
	Develop and distribute annual waste and recycling calendar and booklet		✓	✓	✓	Production of annual waste and recycling collection booklet started in Q2. 2021 Refuse and Recycling calendar has been produced and delivered in November 2021. The calendar provides residents with collections details for the period from November 2021 to March 2022, a new one will be produced for April 2022 - November 2022 providing residents with information	





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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						about the 'dual stream' collection service which is due to start May 2022.	
School Awareness Campaign Waste and Recycling – Stage Production with local schools in the district	Review and refresh stage production (post Covid)			✓		Meetings held with the production company and officers regarding the rescheduling of the production. A new schedule has been produced for September 2022/23 due to school commitments	✓
	Officers re-engage with local primary schools across the district			✓		Due to start in Q3 2022/23 to support awareness campaign starting in Q3	
	Officers visit primary schools to present awareness campaign to children prior to the stage production (scheduled for Q3 2022/23)				✓	Due to start in Q3 2022/23 due to School Commitments	
Develop Waste Management Strategy following the outcome of consultation on the Government's Resources and Waste Strategy	Develop waste strategy in partnership with the County Council and other Staffordshire Councils as part of Joint Waste Management Board			✓	✓	Governments consultation on its Waste and Resources strategy was undertaken during Q2. Ongoing no further updates from central government in Q3	✓
Appoint Waste Disposal Contractor as part of partnership procurement	Evaluate tenders and report to Cabinet on possible options	✓				Tenders evaluated. Report to Cabinet 8 <sup>th</sup> July 21	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
exercise. Contract to start from April 2022.	Action Cabinet's preferred option		✓	✓	✓	Cabinet preferred option to dual stream dry mixed recycling from May 22	
Review waste collection contract	Undertake discussions / negotiations with waste collection contractor regarding the possible formal extension of the waste collection contract	✓	✓			Discussions / negotiations started during Q1 and ongoing throughout Q2	✓
	Report the result of the discussions / negotiations and options to Cabinet for approval			✓		Negotiations were completed in Q3 but due to Cabinet timings the report is now going to the first Cabinet in Q4 (3.02.22)	
<b>2.3.7 Tackle waste crime such as fly-tipping, dog fouling and, littering</b>							
Develop annual programmes for carrying out targeted campaigns to tackle specific types of waste crime.	Develop annual programme	✓				Annual programme now in place	✓
	Implement targeted campaigns in line with programme		✓	✓	✓	Monthly Intervention Days continue and are proving successful	
Promote and raise awareness of the Council's zero-tolerance to all types environmental crime	Develop and implement a communications plan	✓	✓			Comms plan prepared and now being implemented.	✓
	Review effectiveness and reach of communications messaging, review and amend if required				✓		
<b>2.3.8 Meet the demand for burial space in the south of the District</b>							
Complete works and open our new Cannock Chase Cemetery	Open new cemetery to the public for burials and internments		✓			Cemetery completed and opened for burials and internments during Q2	★

**Priority Delivery Plan for 2021-22**  
**Priority 3 – Financially Resilient Council**

**PROJECTS – Summary of Performance**

Delivery of Projects for Q3					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
<b>1</b> <b>(4%)</b>	<b>11</b> <b>(46%)</b>	<b>10</b> <b>(42%)</b>	<b>1</b> <b>(4%)</b>	<b>1</b> <b>(4%)</b>	<b>24</b>

**Summary of Successes as at Quarter 3**

N/A



**Summary of Slippage as at Quarter 3**


Although there has been some slippage on the organisational reshaping work, the project is progressing and the timetable has been revised now we have a clearer understanding of the work to be completed. A steering group is in place with representatives from all key service areas.





The CRM procurement is dependent on many groups within the two councils. Care is being taken to ensure the agreement of all staff. This has taken longer than expected.

### 3.1 To make the best use of limited resources – managing our people, money and assets



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>3.1.1. COVID Recovery / Service Restoration</b>							
Ongoing restoration of services and clearing of backlogs	Planning for clearing of Housing Repairs backlog: <ul style="list-style-type: none"> <li>• Appointment of Void Supervisor</li> <li>• Prioritise backlog jobs</li> </ul>	✓				Void Supervisor appointed and is having the expected impact on the void backlog.	✓
	Food safety inspections - recovery of 2020/21 backlog of approx. 400 interventions across all risk categories	✓				Food Safety team continues to work through backlog of inspections in line with plan agreed with Food Standards Agency.	
	Planning enforcement – deal with backlog of cases	✓				Temporary changes to Planning Enforcement Protocol extended until October 2022. Planning Enforcement Officer continuing to work through backlog of cases.	
Re-introduction of face-to-face customer services, where necessary and by appointment	Appointments will be available where necessary from 12 April in line with the easing of restrictions	✓				Appointments are available for a range of Council services and these can be booked between 9am to 5pm on week days	✓
	Planning for wider opening of reception areas		✓			Reception at the Civic Centre is open 5 days a week, albeit on reduced hours. Longer opening	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						hours are to be introduced in the new year.	
<b>3.1.2. Shared Services</b>							
Explore the business case for the further sharing of services and a Chief Executive with Stafford Borough Council	Establish project team, appointment of independent advisor and review models for sharing services		✓			Sharing of Chief Executive commenced 1 June 2021. Project team has been established	
	Prepare business case and report for Cabinet			✓		The first meeting of the Shared Services Board has taken place and work is underway on preparing the business case. It is anticipated that the report will be discussed with the Shared Services Board in February.	
	Subject to outcome of the business case and Cabinet approval, develop implementation plan				✓		
<b>3.1.3. Review and Reshaping of Operational Delivery Model</b>							
Develop options for reshaping operational delivery re:							
<b>Customers</b> – to include future Reception Services, the Contact Centre and making more services available on-line which will form the basis for a Customer Engagement Strategy	Produce options paper for future of Reception Services		✓			A report on Customer Service has been drafted and is to be considered by Leadership Team in January.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>Employees</b> – to include development of business case for increased use of homeworking and flexible working in the future, the infrastructure needed to support this and the implications for office space	Proposal for interim hybrid working arrangement to be developed and agreed with Cabinet		✓			<p>Work is in progress with broad principles for an interim hybrid model discussed and agreed with Leadership Team.</p> <p>A working group has been set up to establish a framework for hybrid working. The intention is to carry out a trial from April.</p>	
	Interim changes to working arrangements and policies to be reviewed and agreed			✓		Interim changes have been made where necessary. Longer term changes are being considered as part of the development of the hybrid working model.	
	Identify changes that need to be made to improve infrastructure to support remote working		✓			Work on this is being progressed alongside the development of the hybrid working model.	
	Development of longer-term business case for remote working and implications for Civic Offices				✓	A timetable for the work on this has now been developed. Interim model being designed. A report is due to be presented to Leadership in February. The model will be tested from April 2022. A business case is also being developed and this is due to be presented to Cabinet in the next 12 months	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>Members</b> – to include the ongoing use of virtual meetings in the longer term and the implications of this	Produce a paper on hybrid and broadcasting meetings, the technology needed, costs and training implications		✓			Report to Cabinet on digitising meetings in July seeks approval to commission further work on broadcasting of meetings and the implications. Report approved by Council on 8 September 2021. Quotations have been sought but as they have proved to be expensive further work is being done to look at other options and quotations.	
<b>3.1.4. Increase our use of Digital Solutions in Delivering Services</b>							
Establish changes made to working practices brought about by the pandemic and how these can be improved or be extended further	Inform staff of the tools and techniques available to them using our newer systems and software.			✓		The Technology Service is about to send more of their advice newsletters called “Bytesize”	
Development of a digital strategy and action plan	Develop a digital strategy made up of – <ul style="list-style-type: none"> <li>• Digital Infrastructure</li> <li>• Digital Workplace</li> <li>• Digital Engagement</li> </ul>				✓	Drafts of the Digital Infrastructure and Digital Engagement (customer) have been written.  Digital Workplace needs to reflect the work of the Organisational Reshaping Group	
Ongoing development of cyber security arrangements utilising Government funding	Establish and ‘air gap’ backup process.			✓		Technologies to support this are being reviewed.  ‘air gap’ backup service procured. Implementation in progress.	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Procure the necessary hardware and services to support the new backup system.			✓		Hardware not required for this solution.	
Procurement and development of customer portal (replacement of current CRM system) to include e-forms package	Determine requirements/ specification for the Customer Portal/Digital Engagement platform.	✓				A number of systems demos have taken place and a specification has been drafted. Specification work is to be agreed by the Organisational Reshaping Group and Leadership team.	
	Procurement of new system				✓	Some work has been completed to defined and cost the integrating the new system. Procurement process will now commence in Q4. This is dependent on the specification being agreed.	
	Development of project plan for implementation			✓		An outline plan for the phases of implementation has been produced.	
	Implementation and testing				✓		
Procurement of new website including re-design/review of content	Establish requirement for new website and draft specification		✓			A specification has been drafted	
	Commence procurement			✓		This has been delayed slightly but an initial meeting has now been held to plan the procurement process and timetable	
	Award contact and commence implementation				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Campaign to encourage the sign up to e-billing for Council Tax and Business Rates	All bills issued to make taxpayers aware of the e-billing facility. All e-forms to incorporate easy sign-up option.	✓	✓	✓	✓	All envelopes issued by the Revenues Team display a large graphic encouraging paperless billing and showing how to access it.  Council Tax e-forms routinely include a tick-box to request e-bills. More e-forms are being developed.	✓
	Social media campaign to coincide with Chase Matters distribution and in advance of Annual Billing			✓	✓	Chase Matters delivered to 44,000 households, it was also displayed as a free pick up in 13 supermarkets in the District. Social Media campaign also undertaken with another to be done before Annual Billing.	
<b>3.1.5. Organisational Development</b>							
No projects planned for 2021/22							
<b>3.1.6. Asset Management and Maintenance</b>							
Develop a new asset management strategy (aligned to the new corporate priorities)	Develop the strategy			✓		Initial preparatory work has been undertaken. Draft strategy to be presented to Leadership Team Feb 2022 for review and presentation to Cabinet in Q4.	▲
	Present to Cabinet				✓		
Develop a new energy management strategy (aligned to the asset strategy and the costed	Develop the strategy				✓	As above.	✓

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
action plan for climate change)							
Develop a new maintenance strategy and plan	Undertake a review of maintenance priorities for 2021/22 and present to Cabinet		✓			Maintenance Plan approved by Cabinet in August 2021. Once the new asset strategy is agreed, the maintenance plan will be reviewed.	✓
	Develop a 5-year Maintenance strategy (aligned to the new Asset Management strategy and the costed action plan for climate change)				✓		
Identify opportunities to enhance, redevelop and transfer the Council's assets (aligned to the asset management strategy)	Review of individual assets to be included as individual projects (on a rolling programme)	✓	✓	✓	✓	This will be an ongoing process. Current priority is to review bridges, followed by Elmore Park public toilets. This piece of work will be aligned to the proposals set out in the asset strategy	▲
Options for Public Toilets at Elmore Park, Rugeley	Undertake a feasibility study, identifying options			✓		Work on specification being undertaken. Will progress following on after bridge works are underway	✓
	Present outcome of feasibility study to Cabinet setting out options, costs and secure a way forward				✓		
Undertake a review of the bridges and boardwalks across the district	Audit review of bridges & boardwalks	✓				Audit has been completed. Plan to invest in Boardwalks & Bridges approved by Cabinet in August 2021.	★
	Present outcome of review and options for improvement / investment to Cabinet		✓				

### 3.2 Being a financially sustainable Council that lives within its means

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>3.2.1. Prudent Financial Management</b>							
Manage the collection of council tax and business rates collection and ensure outstanding debts are chased in accordance with Council policy	Day to day operation of service in accordance with policy.	✓	✓	✓	✓	Bills for 2021/22 have been issued. Revenues Staff continue to recover unpaid rates and council tax in a sympathetic manner where the default is due to the effects of the pandemic. Resource continues to be balanced between taking recovery action and managing the grants and reliefs designed to assist residents and business affected by covid and trading restrictions.	✓
Identify opportunities to apply for grants and submit applications as appropriate	Ongoing review of new funding sources with applications submitted with a sound business case	✓	✓	✓	✓	Application submitted for Levelling Up funding.	✓
Set a Medium-Term Financial Strategy (MTFS) to fund Council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves. MTFS to be reviewed annually as part of budget setting process	Medium term financial plan set as part of budget process			✓		A medium-term financial plan has been prepared and is to be considered by Cabinet and Council in February 2022	▲
	Review of existing fees/charges			✓		Completed as part of budget process	
	Review of income generation opportunities			✓		To be considered in 22/23	
	Identify potential Invest to save initiatives			✓		To be considered in 22/23	




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Lobby for a fairer distribution of Government funding to sustain essential local services	Response to consultation documents on funding and letters to MP's where appropriate	✓	✓	✓	✓	This is done as and when appropriate	N/A



### 3.3 Consider the impact on the environment in managing our assets and use of resources





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>3.3.1. Environmental Impact</b>							
Undertake an assessment of our current carbon footprint and develop a management plan to inform how our buildings may be most efficiently maintained and reduce our carbon consumption.	Base Information - schedule current energy efficiency levels and energy usage of all corporate buildings		✓	✓	✓	Detail to be developed alongside the development of the new Asset Strategy. AECOM are preparing the baseline data and proposals for the Council's non-residential buildings. Issue Q4	✓
	Develop costed proposals for improving the energy efficiency levels of the buildings (to achieve carbon neutrality)				✓	Proposals will link to the AECOM data and proposals from the asset strategy. Work on this will commence during Q4 and into 2022-23	
Identify opportunities for funding for green initiatives.	Review opportunities and submit funding bids if they support Asset Strategy and/or Corporate Priorities	✓	✓	✓	✓	Monitoring of funding opportunities on-going. This requires the asset strategy in place and sufficient officer capacity to prepare any funding bids	▲

**Priority Delivery Plan for 2021-22**  
**Priority 1 – Supporting Economic Recovery**

**DIRECTION OF TRAVEL INDICATORS**





<b>Improved situation</b>	<b>Situation worsened</b>	<b>No change</b>
		
2	3	1


Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 1.1 - Supporting jobs, enterprise and skills</b>								
Unemployment rate	Q		Aim to keep below WM rate					
• Cannock Chase		5.4%		5%	4.2%	3.6%		
• West Midlands		7.4%		7%	6.1%	5.5%		
Youth unemployment	Q		Aim to reduce gap to reach WM average					
• Cannock Chase		11.2%		10.7%	7.2%	6.0%		
• West Midlands		10.3%		9.6%	7.8%	6.5%		
NVQ 3 attainment rates	A	46.9% Jan 2020- Dec 2020	To increase levels year on year					
NVQ 4 attainment rates	A	28.3% Jan 2020- Dec 2020	To increase levels year on year					

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 1.2 - Reshaping our town centres</b>								
Town Centre vacancy rates: (measured as % of total units)	Q		Keep vacancy rate under 10%					
Cannock		25.8%		26.6%	21.1%	21.1%		
Hednesford		4.3%		4.3%	3.2%	5.4%		
Rugeley		5.6%		5.6%	4.8%	6.3%		
Combined		n/a		13%	10.4%	11.5%		
<b>Objective 1.3 - Increasing affordable housing</b>								
Number of Affordable Housing units delivered per annum	A	60	231					
<b>Objective 1.4 Well-designed communities</b>								
Housing completions	A	New indicator	*					
Employment land developed	A	New indicator	*					
Neighbourhood Plans adopted	A	New indicator	*					



## PERFORMANCE MEASURES

### Summary of Performance as at Q3

			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>




Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 1.1 - Supporting jobs, enterprise and skills</b>								
Number of businesses supported	<b>A</b>	60 for each LEP	n/a					
Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College	<b>A</b>	New indicator for 21-22	*					
<b>Objective 1.2 - Reshaping our town centres</b>								
Number of residential units consented / completed in Town Centre	<b>A</b>	New indicator for 21-22	*					
Commercial and non-retail floorspace consented / completed	<b>A</b>	New indicator for 21-22	*					
<b>Objective 1.3 - Increasing affordable housing</b>								
Number of Council homes delivered	<b>Q</b>	0	22	4	8	4		




Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 1.4 - Well-designed communities</b>								
Amount of CIL funds secured	Q	£461k	N/a	£37k	£90k	£67.8k		n/a
Amount of S106 funds secured	Q	£191k	N/a	£621k	£0	£386,480		n/a
Major Planning Applications determined within time	Q	100%	> 60% within 13 weeks	50%	100% within 13 weeks	100%		
Number of Major Planning Applications	Q	n/a	n/a	2	3	2		n/a
Non-major Planning Applications determined within time	Q	75%	> 70% within 8 weeks	62%	75%	72%		
Number of Non-Major Planning applications	Q	n/a	n/a	98	88	89		n/a
Number of Planning Applications	Q	n/a	n/a	107	114	77		n/a
Number of Enforcement Cases	Q	n/a	n/a	56	52 (new cases)	33		n/a

**Priority Delivery Plan for 2021-22**  
**Priority 2 – Supporting Health & Wellbeing**





**DIRECTION OF TRAVEL INDICATORS**





<b>Improved situation</b>	<b>Situation worsened</b>	<b>No change</b>
		
0	0	1

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 2.1 - Providing opportunities for healthy and active lifestyles (Sports England Indicators)</b>								
Increase in physical activity in adults (%)	<b>A</b>	-1.7%	n/a					
Reduction in inactivity levels (%)	<b>A</b>	-1.9%	n/a					
<b>Objective 2.2 Supporting Vulnerable Residents</b>								
Number of households where homelessness was prevented	<b>Q</b>	355	360	90	89	82		

## PERFORMANCE MEASURES

### Summary of Performance as at Q3

			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 2.1 - Providing opportunities for healthy and active lifestyles</b>								
Number of visits to leisure centres	<b>Q</b>	104,349	430,000	77,984	85,245	97,888		
Number of memberships	<b>Q</b>	4,755	6,000	4,713	4,325	3,723		
Uptake on GP referrals	<b>Q</b>	698 (2019/20) Suspended 2020/21	600	61	157	96		
Number of leisure concessions	<b>A</b>	1,991	1,500	1,989	2,029	1,640		
<b>Objective 2.2 Supporting Vulnerable Residents</b>								
Council Housing Disabled Facilities Work:								
• Number of referrals	<b>Q</b>	114	n/a	39	47	25		<b>N/A</b>
• Number of completions		115	n/a	36	33	46		<b>N/A</b>

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Private Housing Disabled Facilities Grants								
• Number of applications	Q	48	n/a	18	18	9		N/A
• Number of completions		39	n/a	4	14	13		N/A
Rough Sleeping and Homelessness Pathway (Housing First) Project – continued provision to Project provider (5 flats)	Q	4	5	4	5	5		✓
Time taken to process new benefit claims (days)	Q	69.5	20	15.9	13.8	14.9		★
Time taken to process change in circumstances (days)	Q	7.8	10	3.9	2.6	3.6		★
<b>Objective 2.3 - Creating a greener, sustainable community and environment</b>								
Retention of six Green Flag Awards	A	6	6			6		✓
Recycling rate	Q	43.4%	50%	47%	47%	46%		▲
Residual Waste per household (kgs)	Q	526	n/a	125	128	116		n/a
Fly-tipping incidents	Q	565	n/a	114	103	89		n/a
Reduction in number of reports of waste and environmental crimes	Q	712	n/a	83	72	24		n/a





**Comments on Performance Significantly Below Target:**



The number of visits, memberships and uptake on GP referrals are below target due to the impact of the pandemic and national restrictions on the delivery of leisure activities. The reduction in membership is significant over the past twelve months. It is broadly in line with the trends observed across Staffordshire, i.e. 80% of pre-covid levels.




**Priority Delivery Plan for 2021-22  
Priority 3 – Financially Resilient Council**

**PERFORMANCE MEASURES**

**Summary of Performance as at Q3**

			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 3.1 To make the best use of limited resources – managing our people, money and assets</b>								
Total Number of Stage 1 Complaints	<b>Q</b>	29	n/a	9	11	10		<b>N/A</b>
Total Number of Stage 2 Complaints	<b>Q</b>	4	n/a	6	5	3		<b>N/A</b>
% of invoices paid within 30 days	<b>Q</b>			* Data not currently available				<b>N/A</b>
Number of incoming calls received	<b>Q</b>	91,623 (22,905 per qtr)	n/a	22,917	22,718	19,033		
Number of calls answered	<b>Q</b>	83,691 (20,923 per qtr)	n/a	19,568	18,873	16,902		
% of calls answered	<b>Q</b>	91%	94%	85%	83%	89%		
Average Call Wait Time	<b>Q</b>	1.41	2.00	3.06	4.04	2.41		

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Number of on-line forms completed	Q	707 per qtr	700	728	793	669		
Number of Council Tax payers receiving e-bills	Q	Baseline March 2020= 2085	New	5748	5889	6915		N/A
Number of Business Rate payers receiving e-bills	Q	Baseline March 2020= 275	New	1627	1664	1703		N/A
<b>Objective 3.2 Being a financially sustainable Council that lives within its means</b>								
% of council tax collected annually	Q	96%	98%	28%	54.6%	81.1%		
% National non-domestic rates (NNDR) collected	Q	96.3%	98%	26.2%	47.8%	74.1%		
Total income from service fees and charges	Q	New measure		*Data not currently available	*Data not currently available			N/A
Value of successful grant applications secured for the District	Q	New measure		*Data not currently available	*Data not currently available			N/A
Amount of external funding secured to support the delivery of projects and programmes	Q	New measure		*Data not currently available	*Data not currently available			N/A

\*Due to technical issues with the implementation of the new finance system, the financial information is not currently available.

**Comments on Performance Significantly Below Target:**

Although still above target, the average call wait time has improved in Q3. Performance has also improved in terms of the number of calls handled. This improvement is largely due to a change in call handling procedures. It is also in part due to a reduction in the number of calls in Q3 as a result of the closure of the offices during the festive period.

The longer term and ongoing effects of the pandemic on the ability of our residents and businesses to pay their Council Tax or Business Rate bills continues to affect our collection performance. We continue to deal sympathetically with those who are genuinely unable to pay their bills and many of the agreements that we reach will involve payment plans over a long period of time. Inevitably when collection performance dips, as it did in 2020-21, the recovery from that position to our pre-covid position, will happen over a period of years rather than months. Revenues staff continue to absorb the payment of Business Grants and Rate Reliefs into their daily work, and we must balance our efforts between those tasks and taking recovery and enforcement action against defaulters.

In the case of individuals and their Council Tax bills, government prescribed reliefs have ended. We continue to manage residents' difficulties through our own Local Council Tax Reduction Scheme and to negotiate payment arrangements with those who engage.

Similarly, Government Mandatory grants had expired and the full exemption from rates for Retail, Leisure and Hospitality businesses reduced to 66% from July. This had added to the task of collecting rates from affected businesses. Further grants and reliefs have recently been announced by Government for businesses affected by the Omicron Variant and to those who could not have received previous rate reliefs. The Council has the task of managing those schemes during Q4 which will hopefully help businesses to pay their rates bills.

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<b>Report of:</b>	<b>Head of Economic Prosperity</b>
<b>Contact Officer:</b>	<b>Rhiannon Holland</b>
<b>Contact Number:</b>	<b>01543 464526</b>
<b>Portfolio Leader:</b>	<b>Innovation and High Streets</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet 03/03/22</b>

**Cabinet**  
**3 March 2022**  
**Pye Green Community Centre, Bradbury Lane, Cannock**

**1 Purpose of Report**

- 1.1 To seek a Cabinet decision on whether or not the District Council, as landlord of Pye Green Community Centre, should permit the current tenant to either transfer its existing leases to a third-party organisation or to sublet the premises to a third-party organisation.

**2 Recommendation(s)**

- 2.1 That Cabinet resolves whether to:
- (a) approve in principle an assignment of the existing leases of Pye Green Community Centre, by Hednesford Town Council to Trustees of the 1<sup>st</sup> Hednesford Scout Group, subject to the District Council's due diligence finding that the Scout Group would be an acceptable tenant of the Council; or,
  - (b) approve in principle a subletting of the entire Pye Green Community Centre by Hednesford Town Council to Trustees of the 1<sup>st</sup> Hednesford Scout Group (which would retain the Town Council as the District Council's tenant, but would allow the Town Council to draw up their own sub-lease with the Scout Group); or,
  - (c) refuse consent to an assignment or subletting of Pye Green Community Centre to the Trustees of the 1<sup>st</sup> Hednesford Scout Group.
- 2.2 If the proposal set out in 2.1(a) above is approved, to delegate authority to the Head of Economic Prosperity to undertake due diligence in respect of the Scout Group and, if appropriate, to issue landlord's consent for the proposed assignment subject to any conditions of its consent that the District Council considers appropriate.

- 2.3 If the proposal set out in 2.1(b) above is approved, to delegate authority to the Head of Economic Prosperity to issue landlord's consent for the proposed subletting subject to any conditions of its consent that the District Council considers appropriate.

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

#### **Key Issues**

- 3.1 Pye Green Community Centre, Bradbury Lane, Cannock, shown edged in red on the plan at Appendix 1, is owned by Cannock Chase Council and leased to Hednesford Town Council. There are two leases: one granted in 2001 of the main Community Centre and a second granted in 2014 of a strip of land at the front of the Community Centre. The annual rent payable under each lease is a peppercorn and each lease has an unexpired term of 105 years (one hundred and five years). Full responsibility for repairs/maintenance and insurance of the Community Centre rests with the Town Council.
- 3.2 The Town Council's leases of Pye Green Community Centre permit the Town Council to transfer (assign) its leases of the premises to a third party, subject to the Town Council obtaining prior consent from the District Council as landlord of the premises.
- 3.3 However, under the terms of the leases, the District Council can withhold landlord's consent for a lease assignment if the prospective assignee is any organisation other than a charitable trust set up by the Town Council for the sole purpose of continuing the Authorised Use of the premises. The Authorised Use is specified in the lease and is "Community Centre and administrative office for the Tenant."
- 3.4 The Town Council's leases of the Community Centre also contain an absolute prohibition on the Town Council subletting the whole or any part of the premises. As landlord, the District Council can choose to override the prohibition and grant its consent to sublet but it is under no obligation to do so.
- 3.5 At its Council meeting of 7<sup>th</sup> December 2021, the Town Council resolved to pass control of and responsibility for the Community Centre to Trustees of the 1<sup>st</sup> Hednesford Scout Group.
- 3.6 Following its resolution of 7<sup>th</sup> December, the Town Council has applied to the District Council for landlord's consent to either assign its leases of Pye Green Community Centre to Trustees of the 1<sup>st</sup> Hednesford Scout Group or, alternatively, to sublet the entire Community Centre building to Trustees of the 1<sup>st</sup> Hednesford the Scout Group.

#### **Reasons for Recommendations**

- 3.7 The District Council is at liberty to override the restrictions referred to in paragraphs 3.3 and 3.4 above to enable the Town Council to either assign its leases of Pye Green Community Centre to Trustees of the 1<sup>st</sup> Hednesford Scout Group or, alternatively, to sublet the entire Community Centre building to Trustees of the 1<sup>st</sup> Hednesford the Scout Group.

#### 4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Community Wellbeing – Supporting activities of a voluntary/community group

#### 5 Report Detail

- 5.1 The District Council has received a request from Hednesford Town Council for landlord's consent to either assign its leases of Pye Green Community Centre to Trustees of the 1<sup>st</sup> Hednesford Scout Group or alternatively to sublet the entire Community Centre building to Trustees of the 1<sup>st</sup> Hednesford the Scout Group.
- 5.2 The document at Appendix 2 has been submitted by the Town Council in support of its application. The document details the Town Council's reasons for seeking to pass control of and responsibility for the Community Centre to Trustees of the 1<sup>st</sup> Hednesford Scout Group and also the Scout Group's reasons for seeking to take control of and responsibility for the Community Centre.
- 5.3 The Executive Summary within the document indicates the intention of both the Town Council and the 1<sup>st</sup> Hednesford Scout Group that the Community Centre will continue to be made available for use by the general public for classes, activities and private hire (subject to the Scout Group having exclusive use of the hall in the Community Centre on five weekday evenings per week and 14 weekends per year).
- 5.4 The District Council has been provided with the certified accounts of the 1<sup>st</sup> Hednesford Scouts for the last four financial years. The accounts have been reviewed and the information contained therein suggests that, based on the Town Council's reported spend over the previous three years, the Scout Group is currently in a financial position to meet the general operating costs relating to the Community Centre building.
- 5.5 Subject to the District Council's agreement there are two methods by which Trustees of the 1<sup>st</sup> Hednesford the Scout Group could take over responsibility and control from the Town Council:
- 5.6 **(A) Assignment of the existing leases**
- Irrespective of the intentions of the parties set out in paragraph 5.3 above, assignment of the leases would result in the Town Council relinquishing its legal interest in Pye Green Community Centre. Trustees of the 1<sup>st</sup> Hednesford Scout Group will become the direct tenant of the District Council and the Town Council will have no power to control the Scout Group's use or occupation of the building or any arrangements for hire of any part of the Community Centre building by the public.
- 5.7 The Scout Group would be bound by the existing terms of the leases which specifies the Authorised Use of the premises as a "Community Centre and administrative office for the Tenant." Beyond this definition however, the Scout Group alone would be responsible for and in control of activities and hire arrangements at the Community Centre.

5.8 It is the Scout Group's proposal that the leases are assigned to two individuals who will hold the leases as Trustees on behalf of the Scout Group. These two individual Trustees will therefore become the tenants of the Community Centre. If at a future date either of the individuals are replaced by new Trustees then it will be necessary for the leases to be assigned to the new Trustees. The District Council's consent would be required for any future assignment of the leases. Since the leases have an unexpired term of 105 years then it is to be expected that numerous further applications for consent to assign may need to be considered by the District Council.

5.9 The information submitted in support of the Town Council's application does not include a building condition survey report. At present therefore, the District Council has no information about the current condition of the Community Centre building, whether there are any wants of repair and, if so, the estimated costs thereof. As a consequence, although the Scout Group's certified accounts suggest that the Group is able to meet the Community Centre's general operating costs, it is not known whether the 1<sup>st</sup> Hednesford Scout Group is in a position to maintain the building in accordance with the terms of the lease ie. "in good and substantial repair, order and condition". A copy of the Scout Group's certified accounts is at Appendix 3.

**5.10 (B) Grant of a sub-lease by Hednesford Town Council**

The grant of a sub-lease by the Town Council to Trustees of the 1<sup>st</sup> Hednesford Scout Group would retain the Town Council as the District Council's legal tenant of Pye Green Community Centre. The Town Council's existing lease obligations to the District Council would remain, however the Town Council would have the opportunity to pass those obligations onto Trustees of the 1<sup>st</sup> Hednesford Scout Group by way of a sub-lease.

5.11 The District Council would not be a party to a sub-lease between the Town Council and the Scout Group. However, as superior landlord of the Community Centre, the District Council could impose any conditions on its consent to the sub-letting that it considers appropriate. Such conditions might potentially include a restriction on the number of days/hours for the Scout Group to have exclusive use of the hall in the Community Centre. The District Council would also be entitled to approve the form of sub-lease before it is granted.

5.12 As the Town Council's sub-tenant of the Community Centre, Trustees of the 1<sup>st</sup> Hednesford the Scout Group might be made responsible for repairs/maintenance and insurance of the Community Centre. However, should the Scout Group fail to meet any of its obligations in this respect, the responsibility to remedy the breaches will rest with the Town Council under its existing lease from the District Council.

**5.13 (C) Refuse consent**

The District Council has the option to refuse outright the grant of landlord's consent for the Town Council to pass control of and responsibility for the Community Centre to Trustees of the 1<sup>st</sup> Hednesford Scout Group. Under the existing leases, the District Council may refuse consent to a request from the Town Council to assign the leases unless the request is for consent to assign the leases to a charitable trust set up by the Town Council for the sole purpose

of continuing the Authorised Use of the premises. There is no obligation on the District Council at all to consider a request from the Town Council to sub-let the Community Centre.

- 5.14 Concerns have been expressed within the Hednesford community about the Town Council's proposal to pass control of the Community Centre to a third party. Of particular concern is the proposal for the 1<sup>st</sup> Hednesford Scout Group to have exclusive occupation of the Community Centre hall on every weekday evening. In order to accommodate the Scout Group, five existing businesses currently running evening classes at the hall would have to find alternative accommodation. A total number of 180 people attend the classes run by the five affected businesses, though it is not known how many of the attendees are residents of Hednesford.
- 5.15 The Town Council has advised that it has extended an offer to assist the affected businesses in finding alternative venues from which to host their classes. It is not known whether any of the affected hirers have availed themselves of the Town Council's offer of assistance or whether they have secured an alternative venue.
- 5.16 The Town Council has also advised that a further 15 hirers of the Community Centre hall would be unaffected by the proposal, except for on the 14 weekends per year that the Scout Group would require exclusive occupation of the hall. It is not known what arrangements (if any) would be made by the Scout Group to accommodate the affected hirers on such weekends.
- 5.17 There are three offices within the Community Centre that would not be required by the Scout Group. These offices would remain available to the general public for classes, business and private hire during the Community Centre opening hours.
- 5.18 A petition, "Save Pye Green Community Centre", was presented to Council at its meeting of 16 February 2022. The petition has 1,453 signatories in total. The stated aim of the petitioners is to prevent the Town Council from passing control of Pye Green Community Centre to a third party and to keep the Community Centre for the whole community. While the majority of the signatories are based in the District, a proportionately small number of signatures are by people who do not live in the District.

## **6 Implications**

### **6.1 Financial**

In respect of Option A, assignment of the existing lease as referred to in para 5.4 the Council has received Audited Accounts for the last 4 years which shows the Scout Group to be in a healthy financial position which should enable it to take full responsibility for the every-day repairs/maintenance and insurance of the Community Centre.

However, as referred to in para 5.8 the application does not include a building condition survey report. It is therefore unclear if there are any major areas of repair for which the Scout Group would struggle to fund now or in the future years.

Members could consider requesting a survey be carried out before making a decision.

On the basis that the Scout Group meets any costs incurred by the Council in relation to the transfer or subletting then there are no additional financial implications for the Council as a result of this report.

In respect of Option B, there are no Financial Implications to consider as the existing arrangements would apply.

**6.2 Legal**

The legal implications are set out in the report.

**6.3 Human Resources**

None

**6.4 Risk Management**

None

**6.5 Equality & Diversity**

None

**6.6 Climate Change**

None

<b>7 Appendices to the Report</b>
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Appendix 1: Plan – Pye Green Community Centre, Bradbury Lane, Cannock

Appendix 2: Supporting document from Hednesford Town Council -  
**Not for Publication**

Appendix 3: Certified Accounts of 1<sup>st</sup> Hednesford Scout Group -  
**Not for Publication**

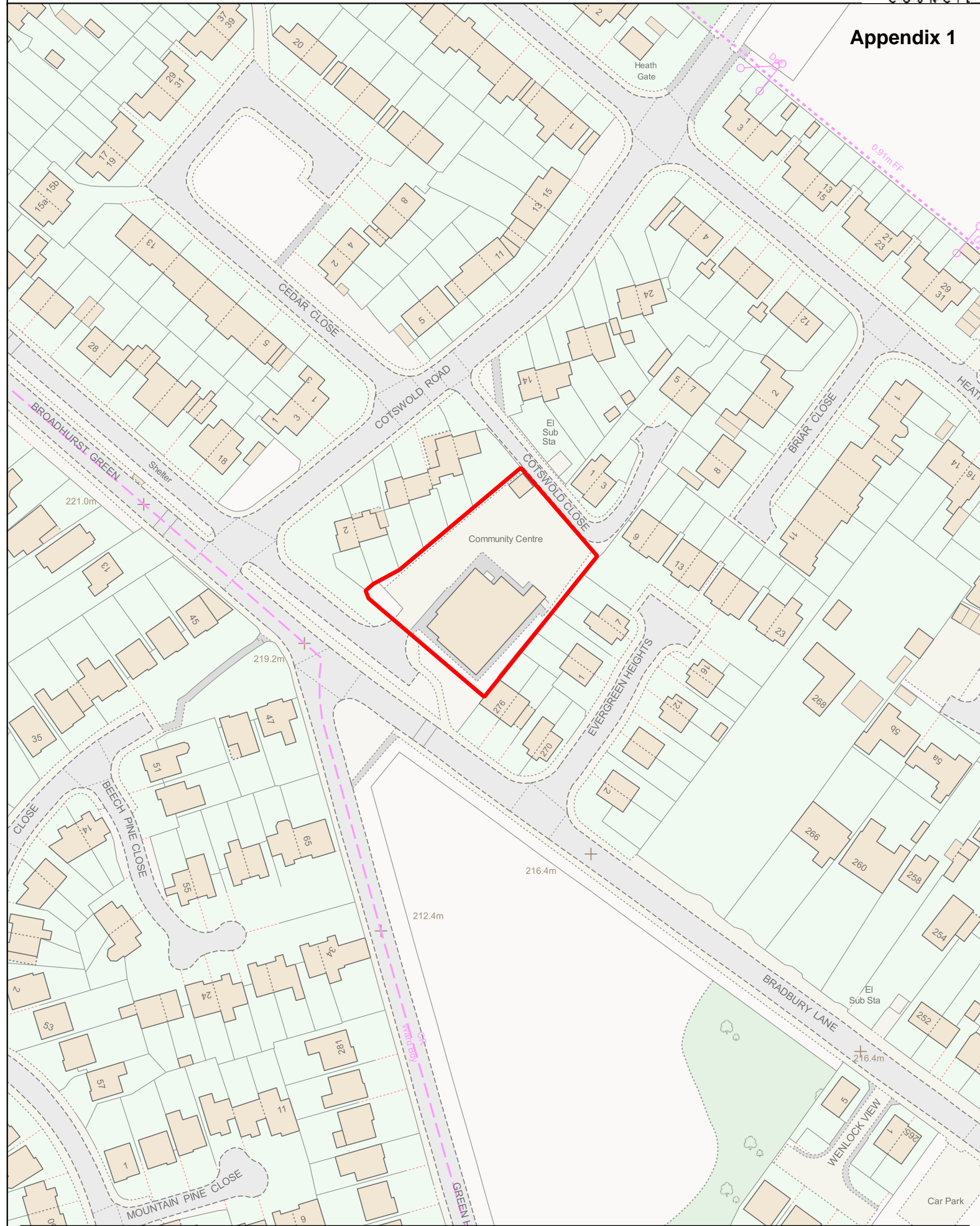
Appendices 2 and 3 are confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council).

**Previous Consideration**

None

**Background Papers**

None



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<b>Report of:</b>	<b>Head of Finance</b>
<b>Contact Officer:</b>	<b>Rob Wolfe</b>
<b>Telephone No:</b>	<b>01543 464 397</b>
<b>Portfolio Leaders:</b>	<b>Leader of the Council / Community Engagement, Health &amp; Wellbeing</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 03/03/22</b>

**Cabinet**  
**3 March 2022**  
**Revenues and Benefits Collection - Quarter 3 2021/22**

**1 Purpose of Report**

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

**2 Reason(s) for Appendices being 'Not for Publication'**

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

### 3 Recommendations

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

### 4 Key Issues and Reasons for Recommendations

- 4.1 Efficient collection of the Council's revenues is of major importance to the funding of Council services and those provided by our preceptors.
- 4.2 Council Tax due for the current year amounts to £57.8M of which some **81.1%** was collected by the end of December.
- 4.3 Business Rates due for the current year amounts to £32.7M of which some **74.1%** was collected by the end of December.
- 4.4 Whilst our collection rates are good, regrettably not all of the monies owed to the Council can be collected and this report contains a recommendation to write off bad debts which cannot be recovered.

### 5 Relationship to Corporate Priorities

- 5.1 Not applicable.

### 6 Report Detail

#### Council Tax

- 6.1 Council Tax is collected on behalf of the District Council, Parish Councils, and our Major Preceptors (Staffordshire County Council and Commissioner for Police, Crime, Fire and Rescue). The effect of the Collection fund arrangements means that Cannock Chase Council retains around 12.4% of the council tax collected.
- 6.2 Council Tax due for the current year amounts to £57.8 and we would anticipate collecting in the region of 97.5% within the year, as was the case in the last financial year. Action continues to collect the remainder, after the end of the financial year, with around 99% being recovered.
- 6.3 In accordance with the Council's approved policies, all reasonable and lawful attempts are made to recover all amounts due. In the first instance this involves the issue of bills, reminders, and final notices, followed by Summonses in the Magistrates Court where the warning notices are not effective. At all stages of this process, debtors are encouraged to engage in voluntary arrangements to repay their arrears, to prevent the need for formal action.

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

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

6.4 The recovery powers available to the Council are considerable but not completely infallible. There are occasions when bills are not paid, and the debts cannot be recovered. Given the specific issues relating to the effect of Covid 19, the Council has not yet used these powers in the current financial year. Council taxpayers have been encouraged to seek the help that is available to them, rather than the more formally worded notices that would ordinarily have been issued. Subject to our monitoring of the pandemic, we will increase our recovery action in the second half of this financial year.

6.4.1 Statutory safeguards such as Debt Relief Orders, Individual's Voluntary Arrangements exist to protect debtors suffering hardship, to attempt to the expensive, stressful, and sometimes ineffective process of personal bankruptcy. Where a debt is included in such an instrument, or when a debtor is bankrupt, our ordinary recovery powers cannot be used.

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

Our trace procedures include;

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

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

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

6.5 Irrecoverable council tax debts in the sum of £52,309.32 are listed in the confidential appendix to this report.

### **Business Rates**

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

- 6.7 Business Rates due for the current year amounts to £32.7M of which some **74.1%** was collected by the end of the December. The effects of Covid 19 have been detrimental to our collection rates.
- 6.8 The recovery powers available to us are again contained in the Council's approved policies and are used in full. Those powers and our procedures are similar to the council tax powers described above, with the exception that deduction from individuals' benefits and earnings are not permissible, even if the debtor is an individual.
- 6.9 Where rates are owed by an individual, similar safeguards exist for the debtors and trace facilities are used by the Council for absconding debtors, as described above.
- 6.10 Additionally, in the case of business rates, as has been reported to Cabinet previously, our collection efforts are sometimes frustrated by weaknesses in legislation. Rates are due from the occupiers rather than the owners of property and where the occupier is a company, we can only recover from that company. Some proprietors will strip a company of its assets or dissolve the company before we have had an opportunity to implement our recovery procedures. A new company is then formed in a similar style, to trade from the same premises.

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

- 6.11 The confidential appendix to this report lists business rate debts of £64,628.44 which cannot be recovered for the reasons stated and for which approval to write off, is requested.

### **Housing Benefit Overpayments**

- 6.12 The Council manages the Housing Benefit scheme on behalf of the Department for Work and Pensions, who fund the cost of benefits paid to claimants.
- 6.13 Recovery of overpaid Housing Benefit continues to progress well, with some £296,501.65 being collected into the Council's General Fund in the first three quarters of the year.
- 6.14 4 irrecoverable Benefit Overpayment debts in the sum of £10,194.28 are included in the **confidential Appendix** to this report.

## **7 Implications**

### **7.1 Financial**

Under the Business Rates Retention Scheme, business rates write offs will no longer be offset against the National Non-Domestic Rating Pool. Write offs will now form part of the costs of collection of business rates. The Business Rates write offs in this report are 5 cases totalling £64,682.43. This represents 0.17% of the outstanding collectable debit as at 1 April 2021.

Council Tax write offs are losses to the Collection Fund and, as such, form part of the cost of collection incurred by this Council. The Council Tax write-offs on this report are 23 cases totalling £52,309.32. This represents 0.10% of the outstanding collectable debit as at the 1 April 2021.

The cost of collecting the debts has been considered as part of the decision to put them forward for write off. If further information does come forward about the whereabouts of any of the individual debtors, the Council will pursue recovery action.

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

## **7.2 Legal**

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

## **7.3 Human Resources**

None.

## **7.4 Risk Management**

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

## **7.5 Equality & Diversity**

None.

## **7.6 Climate Change**

None.

# **8 Appendices to the Report**

Appendix 1: Council Tax write-offs over £1,000.

Appendix 2: Non-Domestic Rates write-offs over £1,000.

Appendix 3: Housing Benefits overpayments write-offs over £1,000.

## **Previous Consideration**

None.

## **Background Papers**

None