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17 January 2025

Dear Councillor,

**Responsible Council Scrutiny Committee (Budget Consultation)**  
**6:00pm, Monday 27 January 2025**  
**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:

Aston, J. (Chair)  
Gaye, D. (Vice-Chair)  
Bullock, L.      Muckley, A.  
Hill, J.O.      Newbury, J.  
Hughes, G.      Sutherland, M.  
Johnson, J.      Thornley, S.  
Mawle, D.

# **Agenda**

## **Part 1**

- 1. Apologies**
- 2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members**
  - (i) To declare any interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.
  - (ii) To receive any Party Whip declarations.
- 3. General Fund Revenue Budget and Capital Programme 2025-2028**

Report of the Deputy Chief Executive-Resources & S151 Officer (Item 3.1 - 3.156).

## General Fund Revenue Budget and Capital Programme 2024-28

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	30 January 2025
<b>Report of:</b>	Deputy Chief Executive-Resources & S151 Officer
<b>Portfolios:</b>	Leader of the Council Resources and Transformation

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### 1 Purpose of Report

- 1.1 To propose to the Council the General Fund Revenue Budget for 2025-26, the updated Capital Programme 2024-25 to 2027-28 and indicative budgets for 2026-27 to 2027-28.

### 2 Recommendations

- 2.1 That the following be recommended to the Council:
- (a) The Budget Requirement for the General Fund Revenue Budget for 2025-26 be set at £15.809 million.
  - (b) The indicative General Fund Revenue Budgets be set at £15.708 million for 2026-27 and £16.286 million for 2027-28.
  - (c) The General Fund working balance be set at a minimum of £1.0 million.
  - (d) The detailed capital programme as set out in **APPENDIX 2 and APPENDIX 3** be approved along with the Community Infrastructure Levy allocations in **APPENDIX 4**.
  - (e) That the Council Tax for 2025-26 be increased by 2.99% to £251.30.
  - (f) The Council's Tax Base be set at 29,999.07 (as determined by the Deputy Chief Executive Resources).
  - (g) Note that the inflation parameter for fees and charges for 2025-26 was generally set at 3%.
  - (h) That the increase in stray dog budget be approved (£16.5k per annum).
  - (i) That the detailed portfolio budgets as set out in **APPENDIX 1** be approved which reflects the closure of the Prince of Wales Theatre and Museum of Cannock Chase from the end of April 2025.

#### Reasons for Recommendations

- 2.2 As part of the council's annual budget setting process, it is required to determine its budget requirement and seek approval from council to approve it. The above recommendations allow the council to set the budget it needs to carry out its functions.

### 3 Key Issues

- 3.1 This report is being delivered in a profoundly uncertain time for local government. Recent central government announcements suggest that their ambition is to change the local government landscape in such a way that only councils with a minimum population of 500,000 exist. The impact of this is discussed in the body of the report.
- 3.2 This report sets out the current position on the General Fund Revenue Budget for 2024-25 and indicative budgets for 2025-26 to 2027-28. It also reflects the position on the provisional Local Government Finance Settlement 2025-26, New Homes Bonus Grant allocation, the position on the Council's Collection Fund, the Council's Tax Base for 2025-26 and the consequential Council Tax for 2025-26.
- 3.3 The budget for 2025-26 is based on the estimated outturn position for 2024-25, which has been updated to reflect known changes and estimates for 2025-26.
- 3.4 Indicative budgets have been set out for 2026-27 and 2027-28 which include the key issues which it is anticipated will have a potential impact on the council's finances. However, it should be noted that there are substantial uncertainties regarding the central Government policy for local government finance. There is a significant anticipated change in the council's financial position in 2026-27 as central government have made clear that the intention is to reset business rates. This will remove all business rates growth that the council currently receives income from. It cannot be assumed that support will be provided to manage this reduction in resources by central government, particularly in light of the poor finance settlement which has been received. This will be discussed further in the body of the report.
- 3.5 The council is still operating with a one-year financial settlement. Central government has suggested that it will move to multi-year settlements, but it is unclear what that will look like, particularly taking into account the ambition to remove county councils and district councils and merge other councils to achieve the minimum population size of 500,000.
- 3.6 A spending review is anticipated in the spring which may also look to make further savings. It is not possible to anticipate what impact this will have on the council at this stage.
- 3.7 After many years of austerity under the previous government, the council has reached a point where it is being forced to make very hard decisions. Primary amongst them is the future of the leisure, cultural and heritage offering in Cannock Chase District. A consultation has been undertaken in the district to determine what is most important to residents so that the council can ensure it provides an offering that it can afford whilst trying to meet the needs of the community.
- 3.8 The Council is currently engaging with a number of parties about the future of the Prince of Wales Theatre and Museum of Cannock Chase, but at present they are budgeted to close from the end of April due to the high levels of subsidy they require from the Council to function. The final decision will not be taken until the February council meeting. The theatre was already planned to temporarily close due to the Levelling Up Fund (LUF) works to demolish the multi storey car park in the town centre and regeneration works around the northern end of the town.

A consultation has been undertaken around the future of the leisure, culture and heritage offer in the District and this is discussed below. The full detail of the consultation is attached as **APPENDIX 10**.

- 3.9 This is a proposal that the council did not want to be forced to consider, however due to reduced funding levels from central government to local government over the period of austerity and the low current settlement it has not been possible for the council to continue to subsidise these facilities as has been done in the past. The council has already made savings from other areas of the council in previous years.

### **Outcome of the Review of Culture & Heritage Services**

- 3.10 A total of 2,138 surveys were completed. In addition, there was an online petition with over 19,000 signatures related to the proposals around the Prince of Wales theatre specifically and 70 pieces of correspondence were received relating to the proposals to close the museum and theatre. The response to the survey amounts to approximately 5% of households in Cannock Chase, however, no adjustment has been made to allow for respondents who live outside the district, which would reduce this figure. As would be expected, people who already use the museum and the theatre were more likely to respond than those who do not use these services.
- 3.11 Comments and themes have been extracted from all responses to the consultation process to feed into the future design of culture and heritage services and to inform the budget for 2025/26 onwards.
- 3.12 It is evident from the consultation responses that there is a great deal of local passion expressed by respondents around arts, culture and heritage and the value they can bring to communities. It is clear that the community value the offer of the Museum and Theatre and would like it to continue.
- 3.13 The survey has identified those aspects of the services that users would like to see maintained in the future and these include:

#### **Heritage**

- large scale community events (e.g. summer fetes), guided walks and trails, health and wellbeing initiatives and workshops in traditional skills.
- People would prefer heritage activities to take place in public venues within Cannock Chase District, closely followed by venues within a mile of their homes. Preferred venues included existing cultural spaces (e.g., libraries) and community facilities (e.g. village halls), with outdoor or town-centre-based activities also being popular. Online activities ranked lower but remained relevant.
- In terms of access to collections, respondents felt priorities should lie with in person viewing, engaging presentations for all ages and storytelling that brings local history to life. While digital and touring exhibitions were deemed less critical, a majority still considered them important.
- Ensuring artefact collections are cared for and stored in a safe environment was a key priority for most people followed by ensuring local heritage is protected. Preserving collections digitally was seen as less of a priority.

## Culture

- Visits to the theatre by respondents were high with 43% visiting two to three times a year and 38.5% visiting more than four times. Respondents primarily attended professional performances, followed by community performances. Comedy shows and events were also popular choices.
- When considering future provision of performing arts in Cannock Chase District, respondents felt that enhancing access to arts for audiences, supporting local artists and performers and attracting visitors to the local area were the most important. People also valued the social and health and wellbeing aspects of performing arts and felt encouraging participation by young people and people with additional needs was important. Providing opportunities for volunteering and skills building were seen as less important. However, 76% of respondents still marked these categories as very important or important.

3.14 Full details of the consultation responses can be found in **APPENDIX 10**.

3.15 The feedback from the consultation survey will be used to inform the future service provision and the re-tendering of the leisure, culture, and heritage service, which will commence in 2025/26.

3.16 Suggestions have been made through the survey as to how the financial viability of both venues could be improved. These include grants, donations/sponsorships, fund raising, introducing/increasing fees & charges. IHL as the current operator have been successful in applying for and winning grants but these are one-off funds that tend to be for capital works to the buildings or for undertaking specific projects; they cannot be used for the running costs of providing the services. Donations, increasing fees & charges etc would take time to generate income and will not be sufficient in the short to medium term to support a reduction in the subsidy for the services and the Council's budget deficit.

3.17 The Council is however in discussions with a small number of parties who have expressed an interest in running the museum and theatre going forwards. These discussions are ongoing, and we will continue to work with them to support the development of firm proposals post the February council meeting and potentially post the proposed April closure.

3.18 Nonetheless, the Council has to set a balanced budget, and it is necessary to make a decision on service provision which takes into account the feedback from the consultation, provides for flexibility with regard to the future re-tendering the service and the continuing discussions with interested parties. With this in mind, it is proposed that:

- i. The Museum of Cannock Chase closes at the end of April 2025 and that the current project to digitise the museum's collection of artefacts is completed.
- ii. The Prince of Wales Theatre closes at the end of April 2025.
- iii. Provision is made in the budget to fund the re-tendering of the contract for Leisure, Culture & Heritage services, with work commencing on this in 2025/26, and monies also be set aside for the decommissioning of the services.

- iv. The findings from the consultation as to future service preferences will be used to inform and shape the specification for re-tendering the contract. This will include options for:
  - o the provision of staging shows at Chase Leisure Centre; and
  - o the provision of a community-based heritage service including community events.

if the future operation of the museum and/or theatre by a 3<sup>rd</sup> party cannot be secured.

- 3.19 The Council continues to engage with those parties interested in running the museum and or theatre; this will include exploring options to utilise LUF funding on refurbishment works to the existing theatre or an alternative provision.
- 3.20 If a viable proposal is received for the ongoing running of the museum and or theatre, then this will be brought back to Cabinet/Council for consideration. As part of this consideration could be given to using some funding to provide transitional support for the proposal.
- 3.21 The Council will work with those groups who currently use the museum and/or theatre to support them in identifying suitable alternative venues. This will include the provision of some consultancy support as appropriate.

## **4 Relationship to Corporate Priorities**

- 4.1 The revenue budget and the capital programme supports the delivery of all of the Council's priorities but primarily relates to the objective "To be a modern, forward thinking and responsible Council."

## **5 Report Detail**

### **Local government landscape**

- 5.1 Central government released a white paper on Monday 16 December 2024 which laid out its ambitions to reshape the local government landscape. In its proposals are the end of the current arrangement of district councils and county councils, the merging of smaller unitary authorities and the creation of a new tier of "strategic authorities" which will sit above the new larger councils and will have a population of at least 1,500,000. The new unitary councils are anticipated to have at least 500,000 people in their area. This will mean councils cover a much larger geographic area than present. The council was not consulted prior to these proposals being announced. There is currently a consultation on the future funding mechanism for local government which reflects the intention to move to a new local government structure but there is not one on the proposed structures themselves.
- 5.2 The paper sets a timeline of April 2027 for the first wave of new councils to "go live" with the remainder in April 2028. This is a very ambitious timescale to work to and if it goes forward as planned is likely to have a significant impact on the council's ability to deliver its services and plans during the same time period.
- 5.3 It is unclear at this stage what costs are likely to occur as a result of these proposals. No figures have been included in the budget to reflect these proposals.

- 5.4 The recent change by central government of the national insurance rates will have a number of impacts on local government. First and most simply, the national insurance costs of the council will increase. Central government have stated that the council will be compensated for the impact of the increase in national insurance on directly employed staff but at this stage it is unclear if 100% of the increase will be covered. Due to the calculation being used, it is more likely that an element of the increased costs will be covered.
- 5.5 Secondly there will be an impact on partners of the council, be that direct suppliers of services, those who use council services or those who work more indirectly with the council. This is likely to cause increased pressures for them and they may in turn look to the council for greater support. In a worst-case scenario organisations may be unable to continue to provide services at the same level or increase council costs if companies we work with seek to increase their charges. This in turn will require the council to evaluate the manner in which it delivers services to ensure best value and support stakeholders where possible.
- 5.6 The final major change in the local government landscape is the reset of business rates. Central government have been clear that they are intending to reset business rates which means that the element of business rates that councils retain will change. In practice, this means that the “growth” element of business rates (the amount greater than the baseline) will be removed. Should no additional grants or compensatory mechanism be provided equal to this amount it will create significant pressures for local councils.

**Provisional local government settlement**

- 5.7 The budget settlement was very challenging for rural and district councils in general and Cannock Chase District Council was no different.
- 5.8 The council saw a slight decrease year on year in its settlement, which was in itself dependent on the council increasing its council tax the maximum amount. This is despite an allocation from the recovery grant of £395k. This is leading to rural areas becoming increasingly dependent on locally raised revenue through council tax and business rates. (the proposed reset in business rates in 2026/27 will make it more challenging for the council to balance its budget in future years, although the proposals suggest the council may not exist in its current form by this point in time).
- 5.9 In particular, the Settlement determines both the core funding to the Council and basis of incentive funding for Business Rates. A Baseline Funding Level was determined at the commencement of the current scheme in 2013-14 with a Tariff paid to central government representing the difference between income collected and the Baseline. The Baseline Funding now represents the sole major form of core funding following the reduction of Revenue Support Grant to a notional figure.
- 5.10 The settlement confirmed the continuation of the Council Tax referendum rules for lower tier councils from last year. It is still possible to increase Council Tax by the higher of 2.99% or £5 (rather than the higher of 1.99% or £5) without holding a referendum.



5.11 The 2025-26 Settlement is broken down as below:

	£m
Revenue Support Grant	0.2
Baseline funding level	3.3
Business rates multiplier compensation	0.7
Council tax	7.6
New Homes Bonus	0.04
Domestic abuse grants	0.03
Funding floor	1.0
Recovery grants	0.4
Total	13.27

5.12 This demonstrates the expectation that council tax will be increased by 2.99% by central government and is a reduction of £460 from last year's settlement.

5.13 It was a single year settlement, but it was announced that multi-year settlements were planned going forwards. It is unclear what time frame this will be.

### **Budget Issues and Adjustments 2025-26**

#### **Inflation**

5.14 The budgets for 2025-26 reflect the nationally agreed £1,290 pay award for 2024-25. A provision of 3% has been included for 2025-26; then 2% for 2026-27 and 2% for 2027-28.

5.15 Individual calculations have been carried out in respect of the budgets most affected by inflation. For October 2024 inflation is running at 3.2% CPIH and 3.4% RPI. For contracts, the estimated inflationary figure we have used is 3% for January 2025. For ongoing budgets, the general inflation assumption is 3%.

#### **Spending changes**

5.16 The detailed budgets have been refreshed to reflect the forecast for 2024-25. Additional provision has been made within Portfolio budgets for inflation and other general items, including for a pay award and increments.

5.17 For all portfolios, the senior management restructure has been reflected. This can be seen in the detailed appendices attached. It must be noted that the figures as presented reflect the nature of the shared service arrangement with Stafford Borough Council and respective hosting of services and so should not be viewed in isolation. Rather they should be taken into account with the detailed Stafford Borough Council appendices, which can be found in the equivalent budget setting report at Stafford Borough Council.

Each council maintains its sovereignty over its respective costs/income. The overall saving for the senior management restructure is circa £176k on an ongoing basis across both councils.

5.18 We have reviewed all major income streams to ensure they are appropriate, and they are reflected in the appendices.

5.19 The major changes on the 2025-26 Portfolio budgets (recurring in future years) are itemised below:

- The increase in national insurance has been reflected in the budgets however no provision has been made for potential compensating income from central government as the detail is not clear as yet as to the amount and how long this will be for. This will be known in the final settlement.

### **Business Rates Income**

5.20 The Council's exposure to volatility in Business Rates is a key risk with a reduction in income from business rates due to the failure or temporary closure of a key industry and successful appeals against Rateable Values and backdated refunds. In order to mitigate this risk as much as possible, provision is made in both the budget and final accounts for a reduction in income due to appeals.

### **2024-25 Forecast Outturn**

5.21 The Budget for 2024-25 is monitored against the profiled budget. The latest portfolio position reflects the inflationary increases in costs and known changes in the forecast and the impact of the savings achieved. The estimated outturn is a £26k deficit against the profiled budget. This can be seen in the below table.

	<b>2024/25 budget</b>	<b>2024/25 forecast</b>	<b>Variance</b>
<b>Portfolio</b>	£	£	£
<b>Community Wellbeing</b>	2,917,700	2,933,540	15,840
<b>Environment &amp; Climate Change</b>	4,698,110	4,249,060	(449,050)
<b>Housing and Corporate Assets</b>	1,282,780	1,313,100	30,320
<b>Leader of the Council</b>	1,372,880	1,335,620	(37,260)
<b>Parks, Culture and Heritage</b>	2,044,930	2,121,350	76,420
<b>Regeneration and High Streets</b>	1,424,030	1,227,560	(196,470)
<b>Resources and Transformation</b>	3,459,890	4,046,250	586,360
<b>Total</b>	<b>17,200,320</b>	<b>17,226,480</b>	<b>26,160</b>

5.22 The overall council position reflects a strong performance on investment income in year. This was driven by higher interest rates. It must be noted that the benefits are effectively windfalls as they cannot be guaranteed on an ongoing basis. Whilst interest rates were forecast to fall as inflation fell, due to changes in macro-economic events and central government policy changes they have not fallen as forecast. At present the council is forecasting a £850k surplus over the budgeted for position for investment income. This results in a favourable overall forecast outturn for 2024/25 of £485k. This can be seen in table 2 below.

### **Business Rates Pooling and Retention**

5.23 There is an assumption that the reset of Business Rates growth achieved to date will occur in 2026-27 with no transitional payments made to the council. It is assumed that the council will remain part of the Staffordshire pooling arrangements in future years.

5.24 An analysis of the revised Retained Business Rates income for the Council is set out in **APPENDIX 5**.

### New Homes Bonus

- 5.25 Allocations for the New Homes Bonus (NHB) scheme for 2025-26 will be £42k. It is assumed that the NHB scheme will contribute nothing to the council's budget post 2025/26. In a consultation published In December 2024, the Ministry of Housing, Communities and Local Government (MHCLG) said it is proposing that 2025-26 will be the last year the NHB is paid "in its current format". MHCLG added: "It is the government's intention that 2025-26 will be the final year of the NHB in its current format and councils should consider this in their financial planning." Therefore, it is prudent to assume no further payments at this time.

### Revenue Budget Summary 2025-26

- 5.26 The Portfolio Budget position set out below reflects the forecast outturn position for 2024-25, the proposed budget for 2025-26, and indicative budgets for 2026-27 and 2027-28. The detailed budgets are included in **APPENDIX 1**.

**Table 2: Revenue Budget Recommended to Council**

	<b>Forecast outturn 2024-25 £000</b>	<b>Budget 2025-26 £000</b>	<b>Indicative Budget 2026-27 £000</b>	<b>Indicative Budget 2027-28 £000</b>
<b>Net Expenditure</b>				
Portfolio budgets	17,226	18,124	17,823	18,309
Investment income and technical financing adjustments	(449)	(1,097)	(939)	(847)
<b>Net spending</b>	<b>16,777</b>	<b>17,027</b>	<b>16,884</b>	<b>17,462</b>
<b>Less: Government Grants</b>				
Business rates grants - S31	(1,450)	(1,176)	(1,176)	(1,176)
New Homes Bonus	(201)	(42)		
<b>Budget Requirement</b>	<b>15,126</b>	<b>15,809</b>	<b>15,708</b>	<b>16,286</b>
<b>Financing</b>				
Business Rates	(6,631)	(6,338)	(4,844)	(5,083)
Council Tax Income	(7,324)	(7,539)	(7,760)	(7,988)
Funding guarantee grant	(1,542)			
Core spending power grant	(21)			
Council tax deficit	38			
Revenue Support Grant	(131)	(172)	(150)	(150)
Funding Floor		(991)		
Recovery Grant		(395)		
<b>Total Financing</b>	<b>(15,611)</b>	<b>(15,435)</b>	<b>(12,754)</b>	<b>(13,221)</b>
<b>Transfer from/(to) Balances</b>	<b>(485)</b>	<b>374</b>	<b>2,954</b>	<b>3,065</b>
Estimate of future years grant		0	(1,000)	(750)
<b>Transfer from/(to) Balances</b>	<b>(485)</b>	<b>374</b>	<b>1,954</b>	<b>2,315</b>

- 5.27 The above budgets are in general based upon the maintenance of existing service provision and delivery of the priorities set out in the Corporate Plan.
- 5.28 The service for the collection and kennelling of stray dogs has seen a significant increase in kennelling costs, coupled with an increase in demand for the service. It is necessary therefore to increase the budget for the service by £16.5k, which is included as a recommendation and reflected in the budgets above.
- 5.29 As indicated above details are only currently available for the 2025-26 financial year. Limited amendments have been made to assumptions in relation to the new funding regime for 2026-27 and onwards. The Business Rates Scheme in particular carries the greatest uncertainty, along with any outcome from other funding reviews. In light of the uncertainty as reflected in various sections of this report, it is difficult to project the true overall position over the medium term.
- 5.30 The major changes in the indicative Budget for 2025-26 when compared to the currently proposed 2025-26 budget are as set out in Table 3.

5.31 **Table 3: Changes in 2025-26 budget assumptions**

<b>Description</b>	<b>Change £000</b>
Portfolio budgets higher than anticipated	921
Investment income	(820)
Treasury management pre-payment	(98)
Interest on balances	(200)
Item 8 credit	130
Budget support reserve	400
NNDR multiplier	(518)
New Homes Bonus	158
Section 31 grants indexation	(500)
Business rates	161
Revenue support grant	-171
Council tax income	61
One off grants removal	940
Funding floor	-991
Recovery grant	-395
<b>Total</b>	<b>(922)</b>

- 5.32 There are numerous changes in the above table, reflecting the challenging landscape the council finds itself in. The primary changes are:
- the new grants paid to the council as a one off, (the funding floor and recovery grant from central government), the removal of the one-off grants estimate.
  - The increase in portfolio budgets driven by the increase in salaries, national insurance.
  - There is increased investment income forecast as interest rates are no longer forecast to fall as quickly as originally anticipated as inflation is proving to be “stickier” than was originally forecast and growth forecasts have been reduced leading to a more fragile economic outlook.

- A new reserve has been created, the budget support reserve, to mitigate potential changes in funding regimes going forwards.
- There has been an increase in business rates income driven by an increase in the estimated multiplier and S31 grants indexation.

5.33 Table 2 identifies a transfer to balances in 2025-26 of £485k. The council has not budgeted for the national insurance support from central government as it is unclear exactly how much this will be at this stage. The difference of opinion across the sector on the amounts that will be received mean it is more prudent to not budget for this at this stage. When it is received this will have a positive impact on the position presented. The council has budgeted for one off grants from central government in its budget setting process in future years This is based on a conservative analysis of previous years one off grant settlements. Moving towards multi-year settlements would have given the council more certainty around budget planning if the reorganisation of local government were not being planned at the same time.

#### **Reserves and Balances**

5.34 Reserves and balances comprise general reserves, the Working Balance, and Earmarked Reserves. They help the Council to cope with unpredictable financial pressures and plan for future spending commitments. They are an essential part of good financial management and assist the Section 151 Officer in providing reassurance to Council on the robustness of the estimates and the adequacy of reserves. (see **APPENDIX 7**)

5.35 The Council holds a number of earmarked reserves for specific purposes. Earmarked reserves are itemised in **APPENDIX 6**.

5.36 The Working Balance - the current policy has for several years been to maintain the level of the General Fund balance at a minimum of £1 million. This is maintained over the planning period.

#### **Capital Programme 2024-25 to 2027-28**

5.37 The Capital Programme is attached as **APPENDIX 2 and Appendix 3**.

5.38 The significant change for the capital programme is the inclusion of the Food Waste budget of £1.035 million in 2025/26, at this time the budget reflects the one-off grant received. Other changes reflect schemes approved during the year; slippage has also been reflected in the schemes being presented for approval as appropriate.

#### **Council Tax Base and Collection Fund**

5.39 The final part of the consideration of the Budget is the Council Tax Base. This is the number of properties in the district expressed in terms of Band D equivalents. (**APPENDIX 8**).

5.40 The Council's Tax Base is now estimated to be 29,999.07 representing a decrease of 0.05% on 2024-25. The decrease reflects the net increase in new properties built, offset by the cost of the Local Council Tax Reduction scheme.

5.41 The Council's Collection Fund has been reviewed as part of the budget process.

### **Council Tax 2025-26**

- 5.42 In determining the level of Council Tax for 2025-26 Cabinet will need to take into account the medium-term financial position and the Council Tax Referendum Thresholds.
- 5.43 The proposed increase of 2.99% is within the guidelines for district councils as contained in Government policy. Each additional 1% increase in Council Tax would generate approximately £80,000 a year.
- 5.44 The proposed level of Cannock's Council Tax for 2025-26 is £251.30 for a Band D property with the overall level of Council Tax subject to final determination by Council in February 2025. The figures set out in this report may require minor amendment if any further information emerges before then.
- 5.45 The total Council Tax for the District will reflect the spending decision made by the County Council, the Office of the Police and Crime Commissioner and the Fire Authority. In addition, in certain areas, parish council precepts are also added to the overall bill.

### **Financial Planning**

- 5.46 The previous Government intended to introduce a new financial regime for local government for several years. This long-delayed change has meant that the council has struggled to plan for the medium term and decision making has been forced to be more focused on the short term than strategic on occasion. The announced change in business rates scheme (removing the growth), the change to potential unitarisation, removal of grants such as the rural services grant and pressure to deliver new government targets are leading to even more uncertain times than has been experienced to date.
- 5.47 After many years of austerity and savings being delivered, the council is having to make decisions around which services/projects it focuses on to ensure successful delivery. This could potentially be increasingly difficult depending on how events around the central government agenda develop over coming months.
- 5.48 The Council's future capital programme will be financed by the generation of capital receipts, revenue contributions to capital outlay (RCCO) and prudential borrowing subject to its financing being prudent, sustainable, and affordable. Although with the advent of higher interest rates, it is becoming harder to justify borrowing to fund capital spending, especially as there is also an opportunity cost to borrowing, of foregoing an investment return.

### **Horizon scanning**

- 5.49 All of the changes in the above report, potential or known, are going to lead to challenges for the council. Recruitment was already very difficult for the council, competing with so many other organisations in both the public and private sector. With the additional uncertainty around the future structure of local government, even less applicants will be interested in moving between councils or joining local government. This is likely to impact service delivery, and the council will have to prioritise which areas it focuses on.

- 5.50 The economy is showing some concerning signs with inflation starting to increase and a lack of growth. With the introduction of the changes in National Insurance next year this is anticipated to have a further detrimental impact on economic growth. Should this occur, council services may well see more demand as it impacts on the general population. It may also lead to further savings being needed in government departments to bridge the gap created by the lack of economic growth and the consequential reduction in forecast tax revenues.
- 5.51 A multi-year settlement has been promised next year which would help the council plan its financial position more effectively but the details around this are unclear at present.
- 5.52 The revenue budgets currently do not include the significant waste changes with the introduction of food waste collection required from April 2026, however, the capital costs have been included. At present there is no estimate of what or if any transitional funding will be received from the government. There is also the introduction of The Extended Producer responsibility scheme which relates to the obligations in relation to the collection of packaging materials as part of Simpler recycling. Provisional allocations have been advised but have not been included in the budget at this time as final allocations will not be confirmed until Autumn 2025. These payments will in part replace recycling credits currently received and at present are broadly expected to have a neutral financial impact.

## **6 Implications**

### **6.1 Financial**

Contained in the report.

### **6.2 Legal**

Nil.

### **6.3 Human Resources**

Nil.

### **6.4 Risk Management**

A risk register is included in **APPENDIX 9**.

Setting the budget is recognised as a significant risk to the council and included in the strategic risk register. The risks noted are both the setting of the budget within the timescales and the risks around setting a balanced budget. These are referenced throughout the report and the mitigations that have been put in place.

### **6.5 Equalities and Diversity**

Nil.

### **6.6 Health**

Nil.

## 6.7 Climate Change

Funding has been allocated to support the climate change agenda at the council. This will be managed by the appropriate service manager with reports being presented to members as appropriate to utilise the funds.

## 7 Appendices

Appendix 1 - Portfolio budgets

Appendix 2 - Capital programme

Appendix 3 - Capital budgets

Appendix 4 - Cil recommendations

Appendix 5 - Business rates

Appendix 6 - Reserves

Appendix 7 - Robustness

Appendix 8 - Band D equivalents

Appendix 9 - Financial risks

Appendix 10 - Review of Culture & Heritage Services - Outcome of Consultation

## 8 Previous Consideration

None.

## 9 Background Papers

Files are available in Financial Services.

<b>Contact Officer:</b>	Chris Forrester
<b>Telephone Number:</b>	01543 464 334
<b>Ward Interest:</b>	Nil
<b>Report Track:</b>	Responsible Council Scrutiny Committee: 27/01/25 Cabinet: 30/01/25
<b>Key Decision:</b>	Yes



Community Wellbeing

## Appendix 1

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 CCTV</b>				
Employee Expenses	178,920	192,170	196,480	200,840
Premises Related Expenditure	12,990	13,500	14,310	15,170
Supplies & Services	73,220	78,240	79,020	80,600
<b>Total Expenditure</b>	<b>265,130</b>	<b>283,910</b>	<b>289,810</b>	<b>296,610</b>
Income	(63,390)	(64,660)	(65,950)	(67,270)
<b>Total Income</b>	<b>(63,390)</b>	<b>(64,660)</b>	<b>(65,950)</b>	<b>(67,270)</b>
<b>CCTV Net Expenditure</b>	<b>201,740</b>	<b>219,250</b>	<b>223,860</b>	<b>229,340</b>
<b>2 Grants &amp; Contributions</b>				
Supplies & Services	114,260	113,470	115,310	117,620
<b>Total Expenditure</b>	<b>114,260</b>	<b>113,470</b>	<b>115,310</b>	<b>117,620</b>
<b>Grants &amp; Contributions Net Expenditure</b>	<b>114,260</b>	<b>113,470</b>	<b>115,310</b>	<b>117,620</b>
<b>3 Housing Services</b>				
Employee Expenses	416,630	658,340	684,250	691,740
Premises Related Expenditure	6,190	6,210	6,350	6,490
Transport Related Expenditure	50	70	70	70
Supplies & Services	435,610	96,930	97,440	98,540
Third Party Payments	320	20,000	20,000	20,000
<b>Total Expenditure</b>	<b>858,800</b>	<b>781,550</b>	<b>808,110</b>	<b>816,840</b>
Income	(550,500)	(427,790)	(447,650)	(449,010)
<b>Total Income</b>	<b>(550,500)</b>	<b>(427,790)</b>	<b>(447,650)</b>	<b>(449,010)</b>
<b>Housing Services Net Expenditure</b>	<b>308,300</b>	<b>353,760</b>	<b>360,460</b>	<b>367,830</b>
<b>4 Leisure Contract Sports and Management</b>				
Premises Related Expenditure	193,860	198,100	202,210	206,410
Supplies & Services	1,902,440	1,695,850	940,760	959,580
<b>Total Expenditure</b>	<b>2,096,300</b>	<b>1,893,950</b>	<b>1,142,970</b>	<b>1,165,990</b>
Income	(191,890)	(195,710)	(199,610)	(203,600)
<b>Total Income</b>	<b>(191,890)</b>	<b>(195,710)</b>	<b>(199,610)</b>	<b>(203,600)</b>
<b>Leisure Contract Sports and Management Net Expenditure</b>	<b>1,904,410</b>	<b>1,698,240</b>	<b>943,360</b>	<b>962,390</b>
<b>5 Partnerships</b>				
Employee Expenses	232,720	245,250	250,530	255,870
Premises Related Expenditure	7,790	14,080	14,360	14,650
Transport Related Expenditure	1,250	1,280	1,290	1,320
Supplies & Services	5,600	7,810	7,890	8,050
<b>Total Expenditure</b>	<b>247,360</b>	<b>268,420</b>	<b>274,070</b>	<b>279,890</b>
<b>Partnerships Net Expenditure</b>	<b>247,360</b>	<b>268,420</b>	<b>274,070</b>	<b>279,890</b>

Community Wellbeing

## Appendix 1

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>6 Stadium</b>				
Premises Related Expenditure	58,060	59,130	59,680	60,440
Supplies & Services	14,970	15,730	15,730	15,730
<b>Total Expenditure</b>	<b>73,030</b>	<b>74,860</b>	<b>75,410</b>	<b>76,170</b>
<b>Stadium Net Expenditure</b>	<b>73,030</b>	<b>74,860</b>	<b>75,410</b>	<b>76,170</b>
<b>7 DFG Delivery</b>				
Employee Expenses	117,440	143,570	147,780	151,780
Transport Related Expenditure	3,600	3,620	3,660	3,730
Supplies & Services	5,520	5,580	5,640	5,750
<b>Total Expenditure</b>	<b>126,560</b>	<b>152,770</b>	<b>157,080</b>	<b>161,260</b>
Income	(126,560)	(152,770)	(157,080)	(161,260)
<b>Total Income</b>	<b>(126,560)</b>	<b>(152,770)</b>	<b>(157,080)</b>	<b>(161,260)</b>
<b>DFG Delivery Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>8 Leisure, Planning and Marketing</b>				
Employee Expenses	80,070	81,110	82,840	84,590
Transport Related Expenditure	1,530	1,550	1,570	1,600
Supplies & Services	17,020	3,110	3,140	3,200
<b>Total Expenditure</b>	<b>98,620</b>	<b>85,770</b>	<b>87,550</b>	<b>89,390</b>
Income	(14,180)	.	.	-
<b>Total Income</b>	<b>(14,180)</b>	.	.	-
<b>Leisure, Planning and Marketing Net Expenditure</b>	<b>84,440</b>	<b>85,770</b>	<b>87,550</b>	<b>89,390</b>
<b>Community Wellbeing Net Expenditure</b>	<b>2,933,540</b>	<b>2,813,770</b>	<b>2,080,020</b>	<b>2,122,630</b>

**Community Wellbeing Portfolio****Variation Statement 2025/2026 to 2027/2028**

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	998	322	1,320	1,021	341	1,362	26	- 3	1,385
<b>Premises Related Costs</b>	294	- 3	291	300	- 3	297	6	-	303
<b>Transport Related Costs</b>	7	-	7	7	- 1	6	-	1	7
<b>Supplies and Services</b>	1,891	126	2,017	1,924	- 659	1,265	25	- 1	1,289
<b>Third Party</b>	-	20	20	-	20	20	-	-	20
<b>Total Expenditure</b>	3,190	465	3,655	3,252	- 302	2,950	57	- 3	3,004
<b>Income</b>	- 560	- 281	- 841	- 569	- 301	- 870	- 11	-	- 881
<b>Net Expenditure</b>	2,630	<b>184</b>	2,814	2,683	<b>- 603</b>	2,080	46	<b>- 3</b>	2,123

**Community Wellbeing Portfolio****Proposed Real Terms / Efficiency Variations****2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		21
Senior management restructure		
Employees	219	
Income	- 217	2
Disabled Facilities grants		
Employees	95	
Income	- 95	-
Utilities		-8
Leisure management contract sports and management		165
minor variations		4
		<b><u>184</u></b>

**2026/27 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		21
Senior management restructure		
Employees	235	
Income	- 233	2
Disabled Facilities grants		
Employees	95	
Income	- 95	-
Utilities		-8
Leisure management contract sports and management		-621
minor variations		3
		<b><u>- 603</u></b>

**2026/27 to 2027/28 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Pay and pension costs		3
minor variations		-6
		<b><u>- 3</u></b>

Environment and Climate Change

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 Waste &amp; Recycling</b>				
Employee Expenses	312,380	332,620	342,340	349,880
Premises Related Expenditure	5,170	3,110	3,140	3,200
Transport Related Expenditure	6,950	7,040	7,150	7,300
Supplies & Services	154,190	172,050	173,520	175,800
Third Party Payments	4,026,110	4,463,160	4,552,300	4,643,250
<b>Total Expenditure</b>	<b>4,504,800</b>	<b>4,977,980</b>	<b>5,078,450</b>	<b>5,179,430</b>
Income	(1,836,050)	(1,630,830)	(1,667,040)	(1,691,690)
<b>Total Income</b>	<b>(1,836,050)</b>	<b>(1,630,830)</b>	<b>(1,667,040)</b>	<b>(1,691,690)</b>
<b>Waste &amp; Recycling Net Expenditure</b>	<b>2,668,750</b>	<b>3,347,150</b>	<b>3,411,410</b>	<b>3,487,740</b>
<b>2 Regulatory Services</b>				
Employee Expenses	375,800	435,380	444,540	453,120
Transport Related Expenditure	8,370	10,830	10,940	11,160
Supplies & Services	29,220	32,800	33,130	33,780
Third Party Payments	42,330	64,890	65,860	67,180
<b>Total Expenditure</b>	<b>455,720</b>	<b>543,900</b>	<b>554,470</b>	<b>565,240</b>
Income	(26,560)	(31,720)	(32,360)	(33,020)
<b>Total Income</b>	<b>(26,560)</b>	<b>(31,720)</b>	<b>(32,360)</b>	<b>(33,020)</b>
<b>Regulatory Services Net Expenditure</b>	<b>429,160</b>	<b>512,180</b>	<b>522,110</b>	<b>532,220</b>
<b>3 Cleansing Services</b>				
Premises Related Expenditure	3,280	6,110	6,170	6,290
Supplies & Services	2,970	3,370	3,370	3,440
Third Party Payments	449,830	466,760	476,580	487,180
<b>Total Expenditure</b>	<b>456,080</b>	<b>476,240</b>	<b>486,120</b>	<b>496,910</b>
<b>Cleansing Services Net Expenditure</b>	<b>456,080</b>	<b>476,240</b>	<b>486,120</b>	<b>496,910</b>
<b>4 Drainage Services</b>				
Premises Related Expenditure	8,880	9,060	9,240	9,430
<b>Total Expenditure</b>	<b>8,880</b>	<b>9,060</b>	<b>9,240</b>	<b>9,430</b>
<b>Drainage Services Net Expenditure</b>	<b>8,880</b>	<b>9,060</b>	<b>9,240</b>	<b>9,430</b>
<b>5 Countryside Management</b>				
Employee Expenses	253,640	274,940	281,020	287,150
Premises Related Expenditure	12,190	12,780	13,340	13,940
Transport Related Expenditure	13,440	13,710	13,990	14,270
Supplies & Services	36,920	30,230	30,540	31,160
<b>Total Expenditure</b>	<b>316,190</b>	<b>331,660</b>	<b>338,890</b>	<b>346,520</b>
Income	(84,610)	(84,670)	(84,730)	(84,820)
<b>Total Income</b>	<b>(84,610)</b>	<b>(84,670)</b>	<b>(84,730)</b>	<b>(84,820)</b>
<b>Countryside Management Net Expenditure</b>	<b>231,580</b>	<b>246,990</b>	<b>254,160</b>	<b>261,700</b>

Environment and Climate Change

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>6 Public Clocks</b>				
Premises Related Expenditure	6,710	7,320	7,550	7,780
<b>Total Expenditure</b>	<b>6,710</b>	<b>7,320</b>	<b>7,550</b>	<b>7,780</b>
<b>Public Clocks Net Expenditure</b>	<b>6,710</b>	<b>7,320</b>	<b>7,550</b>	<b>7,780</b>
<b>7 Off Street Parking</b>				
Premises Related Expenditure	328,790	336,110	344,900	354,110
Transport Related Expenditure	210	210	210	210
Supplies & Services	167,440	137,570	140,220	143,020
Third Party Payments	31,140	32,310	32,990	33,720
<b>Total Expenditure</b>	<b>527,580</b>	<b>506,200</b>	<b>518,320</b>	<b>531,060</b>
Income	(783,660)	(808,770)	(803,980)	(789,590)
<b>Total Income</b>	<b>(783,660)</b>	<b>(808,770)</b>	<b>(803,980)</b>	<b>(789,590)</b>
<b>Off Street Parking Net Expenditure</b>	<b>(256,080)</b>	<b>(302,570)</b>	<b>(285,660)</b>	<b>(258,530)</b>
<b>8 Bus Shelters</b>				
Premises Related Expenditure	38,700	39,690	40,940	42,230
<b>Total Expenditure</b>	<b>38,700</b>	<b>39,690</b>	<b>40,940</b>	<b>42,230</b>
Income	(25,750)	(26,520)	(27,320)	(27,870)
<b>Total Income</b>	<b>(25,750)</b>	<b>(26,520)</b>	<b>(27,320)</b>	<b>(27,870)</b>
<b>Bus Shelters Net Expenditure</b>	<b>12,950</b>	<b>13,170</b>	<b>13,620</b>	<b>14,360</b>
<b>9 Conservation Areas</b>				
Employee Expenses	199,660	202,720	207,060	211,460
Transport Related Expenditure	3,000	3,050	3,080	3,140
Supplies & Services	2,620	2,640	2,660	2,720
<b>Total Expenditure</b>	<b>205,280</b>	<b>208,410</b>	<b>212,800</b>	<b>217,320</b>
<b>Conservation Areas Net Expenditure</b>	<b>205,280</b>	<b>208,410</b>	<b>212,800</b>	<b>217,320</b>
<b>10 Food Safety</b>				
Employee Expenses	339,910	359,250	367,890	376,510
Transport Related Expenditure	8,200	8,280	8,360	8,530
Supplies & Services	52,460	52,770	53,140	53,900
<b>Total Expenditure</b>	<b>400,570</b>	<b>420,300</b>	<b>429,390</b>	<b>438,940</b>
Income	(5,610)	(5,720)	(5,830)	(5,950)
<b>Total Income</b>	<b>(5,610)</b>	<b>(5,720)</b>	<b>(5,830)</b>	<b>(5,950)</b>
<b>Food Safety Net Expenditure</b>	<b>394,960</b>	<b>414,580</b>	<b>423,560</b>	<b>432,990</b>
<b>11 Management &amp; Administration</b>				
Employee Expenses	102,900	106,240	105,890	107,320
Transport Related Expenditure	130	130	130	130
Supplies & Services	530	540	550	560
<b>Total Expenditure</b>	<b>103,560</b>	<b>106,910</b>	<b>106,570</b>	<b>108,010</b>
<b>Management &amp; Administration Net Expenditure</b>	<b>103,560</b>	<b>106,910</b>	<b>106,570</b>	<b>108,010</b>

Environment and Climate Change

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>12 Mortuary</b>				
Employee Expenses	5,320	5,460	5,600	5,740
Premises Related Expenditure	22,220	21,410	22,210	23,010
Supplies & Services	1,390	1,400	1,410	1,440
<b>Total Expenditure</b>	<b>28,930</b>	<b>28,270</b>	<b>29,220</b>	<b>30,190</b>
<b>Mortuary Net Expenditure</b>	<b>28,930</b>	<b>28,270</b>	<b>29,220</b>	<b>30,190</b>
<b>13 Licensing</b>				
Employee Expenses	179,890	202,440	206,830	211,280
Transport Related Expenditure	2,330	2,350	2,370	2,420
Supplies & Services	28,910	29,210	29,500	30,100
<b>Total Expenditure</b>	<b>211,130</b>	<b>234,000</b>	<b>238,700</b>	<b>243,800</b>
Income	(230,420)	(222,220)	(222,300)	(222,250)
<b>Total Income</b>	<b>(230,420)</b>	<b>(222,220)</b>	<b>(222,300)</b>	<b>(222,250)</b>
<b>Licensing Net Expenditure</b>	<b>(19,290)</b>	<b>11,780</b>	<b>16,400</b>	<b>21,550</b>
<b>14 Resilience</b>				
Employee Expenses	14,240	16,830	17,200	17,570
Supplies & Services	59,010	63,830	64,480	65,770
<b>Total Expenditure</b>	<b>73,250</b>	<b>80,660</b>	<b>81,680</b>	<b>83,340</b>
Income	(50,170)	(52,250)	(53,310)	(54,330)
<b>Total Income</b>	<b>(50,170)</b>	<b>(52,250)</b>	<b>(53,310)</b>	<b>(54,330)</b>
<b>Resilience Net Expenditure</b>	<b>23,080</b>	<b>28,410</b>	<b>28,370</b>	<b>29,010</b>
<b>15 Hawks Green Depot</b>				
Employee Expenses	5,400	5,540	5,650	5,760
Premises Related Expenditure	116,910	123,710	127,850	132,140
Supplies & Services	14,680	12,560	12,690	12,940
<b>Total Expenditure</b>	<b>136,990</b>	<b>141,810</b>	<b>146,190</b>	<b>150,840</b>
Income	(182,520)	(186,180)	(189,910)	(193,720)
<b>Total Income</b>	<b>(182,520)</b>	<b>(186,180)</b>	<b>(189,910)</b>	<b>(193,720)</b>
<b>Hawks Green Depot Net Expenditure</b>	<b>(45,530)</b>	<b>(44,370)</b>	<b>(43,720)</b>	<b>(42,880)</b>
<b>Environment and Climate Change Net Expenditure</b>	<b>4,249,020</b>	<b>5,063,530</b>	<b>5,191,750</b>	<b>5,347,800</b>

**Environment & Climate Change Portfolio****Variation Statement 2025/2026 to 2027/2028**

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	1,952	- 10	1,942	1,995	- 11	1,984	35	7	2,026
<b>Premises Related Costs</b>	604	- 45	559	622	- 47	575	17	-	592
<b>Transport Related Costs</b>	46	-	46	46	-	46	1	-	47
<b>Supplies and Services</b>	454	85	539	458	87	545	9	1	555
<b>Third Party Payments</b>	4,814	213	5,027	4,929	199	5,128	102	1	5,231
<b>Total Expenditure</b>	7,870	243	8,113	8,050	228	8,278	164	9	8,451
<b>Income</b>	- 2,929	- 120	- 3,049	- 2,958	- 128	- 3,086	- 19	2	- 3,103
<b>Net Expenditure</b>	4,941	<b>123</b>	5,064	5,092	<b>100</b>	5,192	145	<b>11</b>	5,348



**Environment & Climate Change Portfolio**  
**Proposed Real Terms / Efficiency Variations**

**2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		28
Senior management restructure		20
Reduced utility costs		-30
Reduced rates		-15
Climate change funding		
Employees	-60	
Income	60	0
Chargeable garden waste reflecting subscriptions		
Supplies	55	
Income	-267	-212
Disposal of garden waste transferred back to SCC 1/4/25		
Third Party	-201	
Income	201	
Waste contract		
New contract 1 April 2025	388	
Kerbside gate fees	-7	
Additional recycling credits	-22	359
Additional parking income		-30
Stray dogs		16
Lease income		-51
Reduced licensing income		38
Parking contract		-27
Streetcleansing recharge		16
Grounds recharge		1
minor variations		10
		<b><u>123</u></b>

**2026/27 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		28
Senior management restructure		20
Reduced utility costs		-31
Reduced rates		-15
Climate change funding		
Employees	-60	
Income	60	0
Chargeable garden waste reflecting subscriptions		
Supplies	56	
Income	-284	-228
Disposal of garden waste transferred back to SCC 1/4/25		
Third Party	-205	
Income	205	
Waste contract		
New contract 1 April 2025	380	
Kerbside gate fees	-7	
Additional recycling credits	-22	351
Stray dogs		16
Additional parking income		-30
Lease income		-51
Reduced licensing income		43
Parking contract		-26
Streetcleansing recharge		15
Grounds recharge		1
minor variations		7
		<b><u>100</u></b>

**2026/27 to 2027/28 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Pay and pension changes		7
Streetcleansing recharge		1
Reduced licensing income		4
minor variations		-1
		<b><u>11</u></b>

Housing

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 Caretakers and Cleaners</b>				
Employee Expenses	312,530	367,020	375,200	383,590
Premises Related Expenditure	13,280	13,410	13,540	13,810
Transport Related Expenditure	2,270	2,320	2,370	2,420
Supplies & Services	2,100	2,140	2,160	2,210
<b>Total Expenditure</b>	<b>330,180</b>	<b>384,890</b>	<b>393,270</b>	<b>402,030</b>
<b>Caretakers and Cleaners Net Expenditure</b>	<b>330,180</b>	<b>384,890</b>	<b>393,270</b>	<b>402,030</b>
<b>2 Circular 8/95</b>				
Supplies & Services	35,520	35,520	35,520	35,520
<b>Total Expenditure</b>	<b>35,520</b>	<b>35,520</b>	<b>35,520</b>	<b>35,520</b>
<b>Circular 8/95 Net Expenditure</b>	<b>35,520</b>	<b>35,520</b>	<b>35,520</b>	<b>35,520</b>
<b>3 Civic Ballroom</b>				
Premises Related Expenditure	660	670	680	690
<b>Total Expenditure</b>	<b>660</b>	<b>670</b>	<b>680</b>	<b>690</b>
Income	(6,340)	(6,960)	(6,960)	(6,960)
<b>Total Income</b>	<b>(6,340)</b>	<b>(6,960)</b>	<b>(6,960)</b>	<b>(6,960)</b>
<b>Civic Ballroom Net Expenditure</b>	<b>(5,680)</b>	<b>(6,290)</b>	<b>(6,280)</b>	<b>(6,270)</b>
<b>4 Housing Act Advances</b>				
Supplies & Services	20	20	20	20
<b>Total Expenditure</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Housing Act Advances Net Expenditure</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>5 Miscellaneous Properties</b>				
Premises Related Expenditure	6,650	7,550	7,780	8,010
<b>Total Expenditure</b>	<b>6,650</b>	<b>7,550</b>	<b>7,780</b>	<b>8,010</b>
Income	(15,570)	(15,760)	(15,790)	(15,820)
<b>Total Income</b>	<b>(15,570)</b>	<b>(15,760)</b>	<b>(15,790)</b>	<b>(15,820)</b>
<b>Miscellaneous Properties Net Expenditure</b>	<b>(8,920)</b>	<b>(8,210)</b>	<b>(8,010)</b>	<b>(7,810)</b>
<b>6 Private Sector Housing</b>				
Employee Expenses	275,780	246,600	253,290	258,860
Transport Related Expenditure	5,000	5,100	5,150	5,250
Supplies & Services	2,780	2,820	2,860	2,900
<b>Total Expenditure</b>	<b>283,560</b>	<b>254,520</b>	<b>261,300</b>	<b>267,010</b>
Income	(51,540)	-	-	-
<b>Total Income</b>	<b>(51,540)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Private Sector Housing Net Expenditure</b>	<b>232,020</b>	<b>254,520</b>	<b>261,300</b>	<b>267,010</b>

Housing

## Appendix 1

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>7 Public Buildings</b>				
Employee Expenses	291,660	309,320	315,930	322,640
Premises Related Expenditure	756,930	691,140	713,700	737,120
Transport Related Expenditure	4,400	4,440	4,480	4,570
Supplies & Services	87,270	44,590	45,120	45,980
<b>Total Expenditure</b>	<b>1,140,260</b>	<b>1,049,490</b>	<b>1,079,230</b>	<b>1,110,310</b>
Income	(410,300)	(452,200)	(391,860)	(394,710)
<b>Total Income</b>	<b>(410,300)</b>	<b>(452,200)</b>	<b>(391,860)</b>	<b>(394,710)</b>
<b>Public Buildings Net Expenditure</b>	<b>729,960</b>	<b>597,290</b>	<b>687,370</b>	<b>715,600</b>
<b>Housing Net Expenditure</b>	<b>1,313,100</b>	<b>1,257,740</b>	<b>1,363,190</b>	<b>1,406,100</b>

**Housing Portfolio****Variation Statement 2025/2026 to 2027/2028**

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	960	- 37	923	982	- 38	944	18	3	965
<b>Premises Related Costs</b>	767	- 54	713	793	- 57	736	25	- 1	760
<b>Transport Related Costs</b>	12	- 1	11	12	-	12	-	-	12
<b>Supplies and Services</b>	86	- 1	85	86	-	86	1	-	87
<b>Total Expenditure</b>	1,825	- 93	1,732	1,873	- 95	1,778	44	2	1,824
<b>Income</b>	- 490	16	- 474	- 500	85	- 415	- 5	2	- 418
<b>Net Expenditure</b>	1,335	<b>- 77</b>	1,258	1,373	<b>- 10</b>	1,363	39	<b>4</b>	1,406

**Housing Portfolio****Proposed Real Terms / Efficiency Variations****2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		25
Staffing variations		-13
Senior management restructure		2
Reduced Utilities		-57
Additional property rental income		-32
minor variations		-2
		<b><u>-77</u></b>

**2026/27 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		25
Staffing variations		-13
Senior management restructure		2
Reduced Utilities		-60
Reduced property rental income		37
minor variations		-1
		<b><u>-10</u></b>

**2026/27 to 2027/28 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Increase in pay and pension costs		4
		<b><u>4</u></b>

Leader

## Appendix 1

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 Members</b>				
Employee Expenses	24,490	23,340	25,630	27,920
Transport Related Expenditure	400	420	420	430
Supplies & Services	337,030	378,620	386,080	393,800
<b>Total Expenditure</b>	<b>361,920</b>	<b>402,380</b>	<b>412,130</b>	<b>422,150</b>
<b>Members Net Expenditure</b>	<b>361,920</b>	<b>402,380</b>	<b>412,130</b>	<b>422,150</b>
<b>2 Executive Management &amp; Support</b>				
Employee Expenses	733,740	766,120	785,210	799,590
Transport Related Expenditure		30	30	30
Supplies & Services	81,000	84,630	85,150	86,160
Third Party Payments	158,960	159,370	162,500	165,760
<b>Total Expenditure</b>	<b>973,700</b>	<b>1,010,150</b>	<b>1,032,890</b>	<b>1,051,540</b>
<b>Executive Management &amp; Support Net Expenditure</b>	<b>973,700</b>	<b>1,010,150</b>	<b>1,032,890</b>	<b>1,051,540</b>
<b>Leader Net Expenditure</b>	<b>1,335,620</b>	<b>1,412,530</b>	<b>1,445,020</b>	<b>1,473,690</b>

Leader of the Council PortfolioVariation Statement 2025/2026 to 2027/2028

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	668	122	790	685	126	811	14	3	828
<b>Supplies and Services</b>	459	4	463	468	3	471	9	-	480
<b>Third Party Payments</b>	286	- 127	159	292	- 129	163	3	-	166
<b>Total Expenditure</b>	1,413	- 1	1,412	1,445	-	1,445	26	3	1,474
<b>Income</b>	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	1,413	- 1	1,412	1,445	-	1,445	26	3	1,474



**Leader of the Council Portfolio****Proposed Real Terms / Efficiency Variations****2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Joint leadership team (amendment to lead authority employer)		
Employees	126	
Third Party (payment to Stafford borough council)	<u>-126</u>	0
National Insurance Increase		2
Members allowances		11
minor variations		-14
		<u><u>-1</u></u>

**2026/27 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Joint leadership team (amendment to lead authority employer)		
Employees	129	
Third Party (payment to Stafford borough council)	<u>-129</u>	0
National Insurance Increase		2
Members allowances		11
minor variations		-13
		<u><u>0</u></u>

**2026/27 to 2027/28 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Pay and pension charges		3
		<u><u>3</u></u>

Parks, Culture & Heritage

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 Grounds Maintenance</b>				
Employee Expenses	885,470	945,510	969,910	992,120
Premises Related Expenditure	36,080	43,430	44,420	45,540
Transport Related Expenditure	73,530	74,840	76,290	77,820
Supplies & Services	159,100	155,740	157,350	160,500
<b>Total Expenditure</b>	<b>1,154,180</b>	<b>1,219,520</b>	<b>1,247,970</b>	<b>1,275,980</b>
Income	(1,154,180)	(1,219,520)	(1,247,970)	(1,275,980)
<b>Total Income</b>	<b>(1,154,180)</b>	<b>(1,219,520)</b>	<b>(1,247,970)</b>	<b>(1,275,980)</b>
<b>Grounds Maintenance Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2 Parks &amp; Open Spaces</b>				
Employee Expenses	611,570	688,230	705,230	720,330
Premises Related Expenditure	581,530	636,830	657,650	678,050
Transport Related Expenditure	21,400	21,740	22,080	22,520
Supplies & Services	204,920	156,520	157,980	160,440
Third Party Payments	194,260	201,620	205,880	210,440
<b>Total Expenditure</b>	<b>1,613,680</b>	<b>1,704,940</b>	<b>1,748,820</b>	<b>1,791,780</b>
Income	(121,180)	(130,940)	(132,660)	(134,440)
<b>Total Income</b>	<b>(121,180)</b>	<b>(130,940)</b>	<b>(132,660)</b>	<b>(134,440)</b>
<b>Parks &amp; Open Spaces Net Expenditure</b>	<b>1,492,500</b>	<b>1,574,000</b>	<b>1,616,160</b>	<b>1,657,340</b>
<b>3 Cemeteries</b>				
Employee Expenses	179,360	193,260	197,650	202,090
Premises Related Expenditure	108,740	106,980	110,110	113,190
Transport Related Expenditure	9,190	9,390	9,580	9,780
Supplies & Services	59,580	62,850	63,470	64,230
<b>Total Expenditure</b>	<b>356,870</b>	<b>372,480</b>	<b>380,810</b>	<b>389,290</b>
Income	(189,740)	(215,690)	(219,900)	(224,210)
<b>Total Income</b>	<b>(189,740)</b>	<b>(215,690)</b>	<b>(219,900)</b>	<b>(224,210)</b>
<b>Cemeteries Net Expenditure</b>	<b>167,130</b>	<b>156,790</b>	<b>160,910</b>	<b>165,080</b>
<b>4 Allotments</b>				
Premises Related Expenditure	4,150	4,240	4,340	4,430
<b>Total Expenditure</b>	<b>4,150</b>	<b>4,240</b>	<b>4,340</b>	<b>4,430</b>
Income	(4,640)	(4,640)	(4,640)	(4,640)
<b>Total Income</b>	<b>(4,640)</b>	<b>(4,640)</b>	<b>(4,640)</b>	<b>(4,640)</b>
<b>Allotments Net Expenditure</b>	<b>(490)</b>	<b>(400)</b>	<b>(300)</b>	<b>(210)</b>

Parks, Culture & Heritage

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>5 Street Cleansing</b>				
Employee Expenses	576,090	582,980	596,190	609,620
Premises Related Expenditure	3,080	3,200	3,260	3,330
Transport Related Expenditure	126,270	135,930	137,990	140,740
Supplies & Services	27,700	32,910	33,190	33,740
<b>Total Expenditure</b>	<b>733,140</b>	<b>755,020</b>	<b>770,630</b>	<b>787,430</b>
Income	(733,140)	(755,020)	(770,630)	(787,430)
<b>Total Income</b>	<b>(733,140)</b>	<b>(755,020)</b>	<b>(770,630)</b>	<b>(787,430)</b>
<b>Street Cleansing Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>6 Vehicles</b>				
Employee Expenses	188,280	196,000	200,250	204,560
Premises Related Expenditure	1,100	1,120	1,140	1,160
Transport Related Expenditure	58,220	59,350	60,530	61,730
Supplies & Services	9,580	9,680	9,780	9,970
<b>Total Expenditure</b>	<b>257,180</b>	<b>266,150</b>	<b>271,700</b>	<b>277,420</b>
Income	(276,580)	(279,360)	(284,600)	(289,930)
<b>Total Income</b>	<b>(276,580)</b>	<b>(279,360)</b>	<b>(284,600)</b>	<b>(289,930)</b>
<b>Vehicles Net Expenditure</b>	<b>(19,400)</b>	<b>(13,210)</b>	<b>(12,900)</b>	<b>(12,510)</b>
<b>7 Leisure Contract Heritage and Arts</b>				
Premises Related Expenditure	1,670	1,700	1,730	1,770
Supplies & Services	309,230	108,660	60,250	61,450
<b>Total Expenditure</b>	<b>310,900</b>	<b>110,360</b>	<b>61,980</b>	<b>63,220</b>
Income	(1,630)	(1,660)	(1,690)	(1,720)
<b>Total Income</b>	<b>(1,630)</b>	<b>(1,660)</b>	<b>(1,690)</b>	<b>(1,720)</b>
<b>Leisure Contract Heritage and Arts Net Expenditure</b>	<b>309,270</b>	<b>108,700</b>	<b>60,290</b>	<b>61,500</b>
<b>8 Tourism</b>				
Supplies & Services	5,990	6,050	6,110	6,230
<b>Total Expenditure</b>	<b>5,990</b>	<b>6,050</b>	<b>6,110</b>	<b>6,230</b>
<b>Tourism Net Expenditure</b>	<b>5,990</b>	<b>6,050</b>	<b>6,110</b>	<b>6,230</b>
<b>9 Contract Monitoring</b>				
Employee Expenses	198,210	246,860	252,200	257,590
Premises Related Expenditure	16,350	16,460	16,630	16,960
Transport Related Expenditure	7,620	7,790	7,940	8,100
Supplies & Services	3,790	1,310	1,320	1,340
<b>Total Expenditure</b>	<b>225,970</b>	<b>272,420</b>	<b>278,090</b>	<b>283,990</b>
Income	(59,620)	(60,810)	(62,030)	(63,270)
<b>Total Income</b>	<b>(59,620)</b>	<b>(60,810)</b>	<b>(62,030)</b>	<b>(63,270)</b>
<b>Contract Monitoring Net Expenditure</b>	<b>166,350</b>	<b>211,610</b>	<b>216,060</b>	<b>220,720</b>
<b>Parks, Culture &amp; Heritage Net Expenditure</b>	<b>2,121,350</b>	<b>2,043,540</b>	<b>2,046,330</b>	<b>2,098,150</b>

**Parks, Culture and Heritage Portfolio****Variation Statement 2025/2026 to 2027/2028**

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	2,703	150	2,853	2,765	156	2,921	55	10	2,986
<b>Premises Related Costs</b>	810	4	814	833	6	839	20	6	865
<b>Transport Related Costs</b>	309	-	309	315	-	315	6	-	321
<b>Supplies and Services</b>	734	- 200	534	745	- 256	489	8	1	498
<b>Third Party</b>	195	7	202	200	6	206	4	-	210
<b>Total Expenditure</b>	4,751	- 39	4,712	4,858	- 88	4,770	93	17	4,880
<b>Income</b>	- 2,632	- 36	- 2,668	- 2,687	- 37	- 2,724	- 51	- 7	- 2,782
<b>Net Expenditure</b>	2,119	<b>- 75</b>	2,044	2,171	<b>- 125</b>	2,046	42	<b>10</b>	2,098

**Parks, Culture & Heritage Portfolio****Proposed Real Terms / Efficiency Variations****2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		82
Senior management restructure		12
Reduced utility costs		-29
Additional rates		4
Reduced cemeteries income		24
Leisure management contract arts		-213
Staffing variations		49
Streetcleansing recharge		-16
Grounds recharge		-2
minor variations		14
		<b><u>-75</u></b>

**2026/27 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		82
Senior management restructure		12
Reduced utility costs		-30
Additional rates		4
Reduced cemeteries income		25
Leisure management contract arts		-268
Staffing variations		55
Streetcleansing recharge		-15
Grounds recharge		-2
minor variations		12
		<b><u>-125</u></b>

**2026/27 to 2027/28 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Pay and pension changes		10
Streetcleansing recharge		-1
minor variations		1
		<b><u>10</u></b>

Regeneration and High Streets

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 Building Control</b>				
Employee Expenses	688,980	737,370	755,330	771,490
Transport Related Expenditure	15,280	15,510	15,670	15,980
Supplies & Services	93,140	99,730	102,220	104,180
<b>Total Expenditure</b>	<b>797,400</b>	<b>852,610</b>	<b>873,220</b>	<b>891,650</b>
Income	(570,720)	(628,240)	(638,760)	(648,200)
<b>Total Income</b>	<b>(570,720)</b>	<b>(628,240)</b>	<b>(638,760)</b>	<b>(648,200)</b>
<b>Building Control Net Expenditure</b>	<b>226,680</b>	<b>224,370</b>	<b>234,460</b>	<b>243,450</b>
<b>2 Development Control</b>				
Employee Expenses	412,570	415,520	424,740	434,110
Transport Related Expenditure	6,000	6,060	6,120	6,240
Supplies & Services	109,970	92,070	92,450	93,200
<b>Total Expenditure</b>	<b>528,540</b>	<b>513,650</b>	<b>523,310</b>	<b>533,550</b>
Income	(396,940)	(235,860)	(235,890)	(235,860)
<b>Total Income</b>	<b>(396,940)</b>	<b>(235,860)</b>	<b>(235,890)</b>	<b>(235,860)</b>
<b>Development Control Net Expenditure</b>	<b>131,600</b>	<b>277,790</b>	<b>287,420</b>	<b>297,690</b>
<b>3 Economic Development</b>				
Employee Expenses	187,230	226,160	232,540	238,990
Premises Related Expenditure	6,340	5,000	-	-
Transport Related Expenditure	1,100	1,130	1,140	1,160
Supplies & Services	130,700	11,140	11,220	11,400
<b>Total Expenditure</b>	<b>325,370</b>	<b>243,430</b>	<b>244,900</b>	<b>251,550</b>
Income	(93,430)	-	-	-
<b>Total Income</b>	<b>(93,430)</b>	-	-	-
<b>Economic Development Net Expenditure</b>	<b>231,940</b>	<b>243,430</b>	<b>244,900</b>	<b>251,550</b>
<b>4 Industrial Sites</b>				
Premises Related Expenditure	9,700	18,240	18,660	19,090
Capital Financing Costs	1,610	1,610	1,610	1,610
<b>Total Expenditure</b>	<b>11,310</b>	<b>19,850</b>	<b>20,270</b>	<b>20,700</b>
Income	(123,500)	(130,000)	(130,000)	(130,000)
<b>Total Income</b>	<b>(123,500)</b>	<b>(130,000)</b>	<b>(130,000)</b>	<b>(130,000)</b>
<b>Industrial Sites Net Expenditure</b>	<b>(112,190)</b>	<b>(110,150)</b>	<b>(109,730)</b>	<b>(109,300)</b>
<b>5 Land Charges</b>				
Employee Expenses	42,950	48,220	49,230	50,250
Supplies & Services	36,420	41,190	41,610	42,440
<b>Total Expenditure</b>	<b>79,370</b>	<b>89,410</b>	<b>90,840</b>	<b>92,690</b>
Income	(57,630)	(61,000)	(61,000)	(61,000)
<b>Total Income</b>	<b>(57,630)</b>	<b>(61,000)</b>	<b>(61,000)</b>	<b>(61,000)</b>
<b>Land Charges Net Expenditure</b>	<b>21,740</b>	<b>28,410</b>	<b>29,840</b>	<b>31,690</b>

Regeneration and High Streets

## Appendix 1

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>6 Management &amp; Support</b>				
Employee Expenses	417,320	454,500	466,130	476,080
Transport Related Expenditure	1,610	1,640	1,660	1,690
Supplies & Services	69,240	77,490	78,240	79,770
<b>Total Expenditure</b>	<b>488,170</b>	<b>533,630</b>	<b>546,030</b>	<b>557,540</b>
Income	(59,220)	(46,370)	(46,370)	(46,370)
<b>Total Income</b>	<b>(59,220)</b>	<b>(46,370)</b>	<b>(46,370)</b>	<b>(46,370)</b>
<b>Management &amp; Support Net Expenditure</b>	<b>428,950</b>	<b>487,260</b>	<b>499,660</b>	<b>511,170</b>
<b>7 Town Centre Management</b>				
Premises Related Expenditure	253,580	254,130	254,940	255,900
Supplies & Services	210	210	210	210
<b>Total Expenditure</b>	<b>253,790</b>	<b>254,340</b>	<b>255,150</b>	<b>256,110</b>
Income	(127,440)	(130,760)	(130,780)	(130,800)
<b>Total Income</b>	<b>(127,440)</b>	<b>(130,760)</b>	<b>(130,780)</b>	<b>(130,800)</b>
<b>Town Centre Management Net Expenditure</b>	<b>126,350</b>	<b>123,580</b>	<b>124,370</b>	<b>125,310</b>
<b>8 Markets</b>				
Employee Expenses	21,620	22,210	22,800	23,390
Premises Related Expenditure	156,240	173,750	177,290	184,660
Transport Related Expenditure	1,300	1,320	1,330	1,360
Supplies & Services	28,900	2,680	3,050	3,720
<b>Total Expenditure</b>	<b>208,060</b>	<b>199,960</b>	<b>204,470</b>	<b>213,130</b>
Income	(35,570)	(57,610)	(57,610)	(57,610)
<b>Total Income</b>	<b>(35,570)</b>	<b>(57,610)</b>	<b>(57,610)</b>	<b>(57,610)</b>
<b>Markets Net Expenditure</b>	<b>172,490</b>	<b>142,350</b>	<b>146,860</b>	<b>155,520</b>
<b>Regeneration and High Streets Net Expenditure</b>	<b>1,227,560</b>	<b>1,417,040</b>	<b>1,457,780</b>	<b>1,507,080</b>

**Regeneration and High Streets Portfolio****Variation Statement 2025/2026 to 2027/2028**

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	1,915	- 11	1,904	1,956	- 5	1,951	36	7	1,994
<b>Premises Related Costs</b>	477	- 26	451	487	- 36	451	7	2	460
<b>Transport Related Costs</b>	26	-	26	26	-	26	-	-	26
<b>Supplies and Services</b>	284	40	324	287	42	329	6	-	335
<b>Capital Financing Costs</b>	2	-	2	2	-	2	-	-	2
<b>Total Expenditure</b>	<u>2,704</u>	<u>3</u>	<u>2,707</u>	<u>2,758</u>	<u>1</u>	<u>2,759</u>	<u>49</u>	<u>9</u>	<u>2,817</u>
<b>Income</b>	- 1,256	- 34	- 1,290	- 1,272	- 29	- 1,301	- 12	3	- 1,310
<b>Net Expenditure</b>	<u><u>1,448</u></u>	<u><u>- 31</u></u>	<u><u>1,417</u></u>	<u><u>1,486</u></u>	<u><u>- 28</u></u>	<u><u>1,458</u></u>	<u><u>37</u></u>	<u><u>12</u></u>	<u><u>1,507</u></u>



**Regeneration and High Streets Portfolio****Proposed Real Terms / Efficiency Variations****2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		29
Senior management restructure		60
Reduced utilities		-38
Increased rates		12
Markets		
Employees	-68	
Income	-16	-84
Town centre management rent income		12
Land charges reduced income		18
Shared service income		-39
minor variations		-1
		<b><u>-31</u></b>

**2026/27 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		29
Senior management restructure		60
Reduced utilities		-41
Increased rates		4
Markets		
Employees	-68	
Income	-18	-86
Town centre management rent income		15
Land charges reduced income		20
Shared service income		-41
Industrial sites rents		3
minor variations		9
		<b><u>-28</u></b>

**2026/27 to 2027/28 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Increase in pay and pension costs		7
Reduced building control income		6
Shared service income		-4
minor variations		3
		<b><u>12</u></b>

Resources and Transformation

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>1 Legal Services</b>				
Third Party Payments	299,290	316,290	324,920	332,260
<b>Total Expenditure</b>	<b>299,290</b>	<b>316,290</b>	<b>324,920</b>	<b>332,260</b>
Income	(216,230)	(220,580)	(224,980)	(229,470)
<b>Total Income</b>	<b>(216,230)</b>	<b>(220,580)</b>	<b>(224,980)</b>	<b>(229,470)</b>
<b>Legal Services Net Expenditure</b>	<b>83,060</b>	<b>95,710</b>	<b>99,940</b>	<b>102,790</b>
<b>2 Technology</b>				
Supplies & Services	427,160	188,090	190,190	193,990
Third Party Payments	842,220	874,790	894,090	913,410
<b>Total Expenditure</b>	<b>1,269,380</b>	<b>1,062,880</b>	<b>1,084,280</b>	<b>1,107,400</b>
Income	(480,360)	(256,360)	(261,440)	(266,660)
<b>Total Income</b>	<b>(480,360)</b>	<b>(256,360)</b>	<b>(261,440)</b>	<b>(266,660)</b>
<b>Technology Net Expenditure</b>	<b>789,020</b>	<b>806,520</b>	<b>822,840</b>	<b>840,740</b>
<b>3 Governance</b>				
Employee Expenses	15,260	14,040	14,420	14,800
Transport Related Expenditure		10	10	10
Supplies & Services	30,130	30,440	30,740	31,350
<b>Total Expenditure</b>	<b>45,390</b>	<b>44,490</b>	<b>45,170</b>	<b>46,160</b>
Income	(18,860)	(19,650)	(20,050)	(20,430)
<b>Total Income</b>	<b>(18,860)</b>	<b>(19,650)</b>	<b>(20,050)</b>	<b>(20,430)</b>
<b>Governance Net Expenditure</b>	<b>26,530</b>	<b>24,840</b>	<b>25,120</b>	<b>25,730</b>
<b>4 Human Resources</b>				
Third Party Payments	274,480	291,800	300,160	307,260
<b>Total Expenditure</b>	<b>274,480</b>	<b>291,800</b>	<b>300,160</b>	<b>307,260</b>
Income	(183,580)	(187,250)	(190,990)	(194,800)
<b>Total Income</b>	<b>(183,580)</b>	<b>(187,250)</b>	<b>(190,990)</b>	<b>(194,800)</b>
<b>Human Resources Net Expenditure</b>	<b>90,900</b>	<b>104,550</b>	<b>109,170</b>	<b>112,460</b>
<b>5 Customer Services</b>				
Employee Expenses	319,540	341,590	349,300	356,650
Supplies & Services	95,710	105,650	106,070	108,200
Third Party Payments	7,570	7,570	7,720	7,870
<b>Total Expenditure</b>	<b>422,820</b>	<b>454,810</b>	<b>463,090</b>	<b>472,720</b>
Income	(128,140)	(130,700)	(133,310)	(135,970)
<b>Total Income</b>	<b>(128,140)</b>	<b>(130,700)</b>	<b>(133,310)</b>	<b>(135,970)</b>
<b>Customer Services Net Expenditure</b>	<b>294,680</b>	<b>324,110</b>	<b>329,780</b>	<b>336,750</b>

Resources and Transformation

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>6 Corporate Services</b>				
Employee Expenses	159,540	165,650	167,430	171,090
Supplies & Services	101,410	95,420	96,370	98,310
<b>Total Expenditure</b>	<b>260,950</b>	<b>261,070</b>	<b>263,800</b>	<b>269,400</b>
Income	(39,780)	(42,610)	(43,460)	(44,330)
<b>Total Income</b>	<b>(39,780)</b>	<b>(42,610)</b>	<b>(43,460)</b>	<b>(44,330)</b>
<b>Corporate Services Net Expenditure</b>	<b>221,170</b>	<b>218,460</b>	<b>220,340</b>	<b>225,070</b>
<b>7 Communications</b>				
Employee Expenses	298,750	252,700	258,430	264,250
Transport Related Expenditure	1,990	2,020	2,040	2,090
Supplies & Services	25,240	29,510	29,850	30,450
<b>Total Expenditure</b>	<b>325,980</b>	<b>284,230</b>	<b>290,320</b>	<b>296,790</b>
Income	(26,220)	(26,750)	(27,280)	(27,820)
<b>Total Income</b>	<b>(26,220)</b>	<b>(26,750)</b>	<b>(27,280)</b>	<b>(27,820)</b>
<b>Communications Net Expenditure</b>	<b>299,760</b>	<b>257,480</b>	<b>263,040</b>	<b>268,970</b>
<b>8 Policy &amp; Performance</b>				
Employee Expenses	90,050	96,420	99,520	102,690
Supplies & Services	7,270	7,380	7,450	7,600
<b>Total Expenditure</b>	<b>97,320</b>	<b>103,800</b>	<b>106,970</b>	<b>110,290</b>
<b>Policy &amp; Performance Net Expenditure</b>	<b>97,320</b>	<b>103,800</b>	<b>106,970</b>	<b>110,290</b>
<b>9 Audit</b>				
Employee Expenses	256,600	267,070	272,890	278,820
Transport Related Expenditure	50	60	60	60
Supplies & Services	35,640	36,020	36,370	37,090
<b>Total Expenditure</b>	<b>292,290</b>	<b>303,150</b>	<b>309,320</b>	<b>315,970</b>
Income	(128,270)	(133,170)	(135,860)	(138,470)
<b>Total Income</b>	<b>(128,270)</b>	<b>(133,170)</b>	<b>(135,860)</b>	<b>(138,470)</b>
<b>Audit Net Expenditure</b>	<b>164,020</b>	<b>169,980</b>	<b>173,460</b>	<b>177,500</b>
<b>10 Risk</b>				
Employee Expenses	188,790	197,910	204,400	208,760
Transport Related Expenditure	2,010	2,050	2,070	2,110
Supplies & Services	898,780	960,330	1,004,960	1,052,890
<b>Total Expenditure</b>	<b>1,089,580</b>	<b>1,160,290</b>	<b>1,211,430</b>	<b>1,263,760</b>
Income	(964,570)	(1,000,510)	(1,048,240)	(1,099,250)
<b>Total Income</b>	<b>(964,570)</b>	<b>(1,000,510)</b>	<b>(1,048,240)</b>	<b>(1,099,250)</b>
<b>Risk Net Expenditure</b>	<b>125,010</b>	<b>159,780</b>	<b>163,190</b>	<b>164,510</b>

Resources and Transformation

## Appendix 1

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>11 Customer Serv Mgmt (incl Social Alarms)</b>				
Employee Expenses	104,260	36,360	37,330	38,300
Transport Related Expenditure	970	980	990	1,010
Supplies & Services	10,070	10,160	10,270	10,470
Third Party Payments	14,000	14,420	14,710	15,000
<b>Total Expenditure</b>	<b>129,300</b>	<b>61,920</b>	<b>63,300</b>	<b>64,780</b>
Income	(30,360)	(30,970)	(31,590)	(32,220)
<b>Total Income</b>	<b>(30,360)</b>	<b>(30,970)</b>	<b>(31,590)</b>	<b>(32,220)</b>
<b>Customer Serv Mgmt (incl Social Alarms) Net Expenditure</b>	<b>98,940</b>	<b>30,950</b>	<b>31,710</b>	<b>32,560</b>
<b>12 Taxation</b>				
Employee Expenses	2,987,870	3,180,560	3,262,980	3,345,280
Transport Related Expenditure	10,160	10,400	10,500	10,710
Supplies & Services	517,130	593,350	601,590	613,270
Third Party Payments	15,150	15,600	15,910	16,230
<b>Total Expenditure</b>	<b>3,530,310</b>	<b>3,799,910</b>	<b>3,890,980</b>	<b>3,985,490</b>
Income	(2,376,340)	(2,502,420)	(2,551,700)	(2,602,970)
<b>Total Income</b>	<b>(2,376,340)</b>	<b>(2,502,420)</b>	<b>(2,551,700)</b>	<b>(2,602,970)</b>
<b>Taxation Net Expenditure</b>	<b>1,153,970</b>	<b>1,297,490</b>	<b>1,339,280</b>	<b>1,382,520</b>
<b>13 Finance</b>				
Employee Expenses	1,451,480	1,513,860	1,543,340	1,570,940
Transport Related Expenditure	2,000	2,040	2,060	2,100
Supplies & Services	146,500	148,250	149,890	152,840
<b>Total Expenditure</b>	<b>1,599,980</b>	<b>1,664,150</b>	<b>1,695,290</b>	<b>1,725,880</b>
Income	(1,157,640)	(1,197,750)	(1,220,710)	(1,243,500)
<b>Total Income</b>	<b>(1,157,640)</b>	<b>(1,197,750)</b>	<b>(1,220,710)</b>	<b>(1,243,500)</b>
<b>Finance Net Expenditure</b>	<b>442,340</b>	<b>466,400</b>	<b>474,580</b>	<b>482,380</b>
<b>14 Corporate Management</b>				
Supplies & Services	303,170	310,600	316,520	322,840
<b>Total Expenditure</b>	<b>303,170</b>	<b>310,600</b>	<b>316,520</b>	<b>322,840</b>
Income	(58,670)	(59,670)	(60,700)	(61,750)
<b>Total Income</b>	<b>(58,670)</b>	<b>(59,670)</b>	<b>(60,700)</b>	<b>(61,750)</b>
<b>Corporate Management Net Expenditure</b>	<b>244,500</b>	<b>250,930</b>	<b>255,820</b>	<b>261,090</b>
<b>15 Non Distributed Costs</b>				
Employee Expenses	310,150	326,550	333,080	339,740
<b>Total Expenditure</b>	<b>310,150</b>	<b>326,550</b>	<b>333,080</b>	<b>339,740</b>
Income	(43,300)	(44,170)	(45,050)	(45,950)
<b>Total Income</b>	<b>(43,300)</b>	<b>(44,170)</b>	<b>(45,050)</b>	<b>(45,950)</b>
<b>Non Distributed Costs Net Expenditure</b>	<b>266,850</b>	<b>282,380</b>	<b>288,030</b>	<b>293,790</b>

Resources and Transformation

	Outturn 2024-2025 £	Budget 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £
<b>16 Excluded Items</b>				
Employee Expenses	15,240	51,750	52,790	53,850
Supplies & Services	(75,000)	(100,000)	(200,000)	(200,000)
<b>Total Expenditure</b>	<b>(59,760)</b>	<b>(48,250)</b>	<b>(147,210)</b>	<b>(146,150)</b>
Income	(948,680)	(967,660)	(987,010)	(1,006,750)
<b>Total Income</b>	<b>(948,680)</b>	<b>(967,660)</b>	<b>(987,010)</b>	<b>(1,006,750)</b>
<b>Excluded Items Net Expenditure</b>	<b>(1,008,440)</b>	<b>(1,015,910)</b>	<b>(1,134,220)</b>	<b>(1,152,900)</b>
<b>17 Democratic Services</b>				
Employee Expenses	165,910	201,190	207,030	213,020
Transport Related Expenditure	1,400	1,420	1,430	1,460
Supplies & Services	1,090	1,110	1,120	1,140
<b>Total Expenditure</b>	<b>168,400</b>	<b>203,720</b>	<b>209,580</b>	<b>215,620</b>
<b>Democratic Services Net Expenditure</b>	<b>168,400</b>	<b>203,720</b>	<b>209,580</b>	<b>215,620</b>
<b>18 Elections</b>				
Employee Expenses	255,270	156,480	219,530	224,200
Premises Related Expenditure	5,120		4,590	4,680
Transport Related Expenditure	250	150	250	250
Supplies & Services	112,350	56,410	107,000	108,860
<b>Total Expenditure</b>	<b>372,990</b>	<b>213,040</b>	<b>331,370</b>	<b>337,990</b>
Income	(1,260)	(1,290)	(1,320)	(1,350)
<b>Total Income</b>	<b>(1,260)</b>	<b>(1,290)</b>	<b>(1,320)</b>	<b>(1,350)</b>
<b>Elections Net Expenditure</b>	<b>371,730</b>	<b>211,750</b>	<b>330,050</b>	<b>336,640</b>
<b>19 Benefit Payments</b>				
Transfer Payments	15,881,350	16,203,420	16,531,930	16,867,010
<b>Total Expenditure</b>	<b>15,881,350</b>	<b>16,203,420</b>	<b>16,531,930</b>	<b>16,867,010</b>
Income	(15,764,860)	(16,080,160)	(16,401,760)	(16,729,800)
<b>Total Income</b>	<b>(15,764,860)</b>	<b>(16,080,160)</b>	<b>(16,401,760)</b>	<b>(16,729,800)</b>
<b>Benefit Payments Net Expenditure</b>	<b>116,490</b>	<b>123,260</b>	<b>130,170</b>	<b>137,210</b>
<b>Resources and Transformation Net Expenditure</b>	<b>4,046,250</b>	<b>4,116,200</b>	<b>4,238,850</b>	<b>4,353,720</b>

**Resources and Transformation Portfolio****Variation Statement 2025/2026 to 2027/2028**

	2025/2026 Indicative	Real Terms / Efficiency Variations	2025/2026 Budget	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	Inflation	Real Terms / Efficiency Variations	2027/2028 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Employee Costs</b>	6,729	73	6,802	6,940	82	7,022	130	30	7,182
<b>Premises Related Costs</b>	-	-		5	-	5	-	-	5
<b>Transport Related Costs</b>	19	-	19	19	-	19	-	1	20
<b>Supplies and Services</b>	1,963	510	2,473	2,042	446	2,488	52	29	2,569
<b>Third Party Payments</b>	1,496	25	1,521	1,525	33	1,558	31	3	1,592
<b>Transfer Payments</b>	12,286	3,917	16,203	11,261	5,271	16,532	-	335	16,867
<b>Total Expenditure</b>	22,493	4,525	27,018	21,792	5,832	27,624	213	398	28,235
<b>Income</b>	- 19,178	- 3,724	- 22,902	- 18,280	- 5,105	- 23,385	- 132	- 364	- 23,881
<b>Net Expenditure</b>	3,315	<b>801</b>	4,116	3,512	<b>727</b>	4,239	81	<b>34</b>	4,354

**Resources and Transformation Portfolio****Proposed Real Terms / Efficiency Variations****2025/26 Change**

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		119
Senior management restructure (net of saving)		-29
Housing benefits review of spend		
Expenditure	1,872	
Income	<u>- 1,518</u>	354
Rent rebates - review of spend		
Expenditure	2,045	
Income	<u>- 2,045</u>	-
Shared services		
Expenditure	27	
Income	<u>-26</u>	1
Budget balances		
Energy removed central provision	50	
Leisure contract	-279	
Shared service saving delay	<u>400</u>	171
Insurance premiums		
Expenditure	251	
Income	<u>-169</u>	82
Bank charges		8
Taxation grant no longer receivable		110
minor variations		-15
		<u><u>801</u></u>

2026/27 Change

	£'000	£'000
<b><u>Real Term Variations</u></b>		
National Insurance increase		119
Senior management restructure (net of saving)		-29
Housing benefits review of spend		
Expenditure	2,599	
Income	- 2,238	361
Rent rebates - review of spend		
Expenditure	2,672	
Income	- 2,672	-
Shared services		
Expenditure	34	
Income	-29	5
Budget balances		
Energy removed central provision	50	
Leisure contract	-279	
Shared service saving	300	71
Insurance premiums		
Expenditure	289	
Income	-200	89
Bank charges		10
Taxation grant no longer receivable		110
minor variations		-9
		<b><u>727</u></b>

2026/27 to 2027/28 Change

	£'000	£'000
<b><u>Real Term Variations</u></b>		
Pay and pension charges		17
Housing benefits review of spend		
Expenditure	176	
Income	-169	7
Rent rebates - review of spend		
Expenditure	159	
Income	-159	-
Shared services		
Expenditure	3	
Income	-6	-3
Insurance premiums		
Expenditure	29	
Income	-25	4
minor variations		9
		<b><u>34</u></b>



## Capital Programme 2024-25 to 2027-28

	Total Programme	General Fund	Section 106
	Revised		
	£000	£000	£000
<b>RESOURCES &amp; TRANSFORMATION</b>			
Revenues and Benefits Computer Systems	208	208	-
<b>Total Resources &amp; Transformation</b>	<b>208</b>	<b>208</b>	<b>-</b>
<b>ENVIRONMENT &amp; CLIMATE CHANGE</b>			
Wheelie Bin Replacement	334	334	-
Food Waste	1,035	1,035	-
<b>Total Environment &amp; Climate Change</b>	<b>1,369</b>	<b>1,369</b>	<b>-</b>
<b>COMMUNITY WELLBEING</b>			
Disabled Facilities Grants	5,604	5,604	-
CCTV	67	67	-
CCTV Safer Streets 5	60	60	-
Streetlighting Safer Streets 5	35	35	-
RLC Solar Panels	238	238	-
<b>Total Community Wellbeing</b>	<b>6,004</b>	<b>6,004</b>	<b>-</b>
<b>HOUSING</b>			
Home Security Grants	24	24	-
<b>Total Housing</b>	<b>24</b>	<b>24</b>	<b>-</b>
<b>PARKS, CULTURE &amp; HERITAGE</b>			
Additional Cemetery Provision	18	18	-
Hednesford Park Improvements (part s106 funding)	174	155	19
Stadium Development (Phase 2)	208	-	208
Relocation Arthur Street Play Area (s106)	3	-	3
Laburnum Avenue MUGA Phase 1	345	-	345
Heath Hayes Park/Pitch Refurbishment	615	-	615
Penny Cress Green Play Area	10	2	8
Cannock East (CIL)	122	-	122
Commonwealth Games Legacy	3	3	-
Play Areas Developments & Refurbishments	94	94	-
Infrastructure Fencing Parks and Open Spaces	11	11	-
Replacement Vehicles Parks and Open Spaces	104	104	-
Elmore Park Toilets	6	6	-
Cannock Park Path Works	25	-	25
Stile Cop Cemetery Modular build	129	129	-
Ravenhill Tennis Courts	16	-	16
Heath Hayes Park Tennis Courts	4	4	-
Cannock Park Streetlighting Safer Streets 5	160	160	-
Cannock Park Phase 1	465	15	450
Flaxey Road Play Area	142	-	142
<b>Total Parks, Culture &amp; Heritage</b>	<b>2,654</b>	<b>701</b>	<b>1,953</b>

## Capital Programme 2024-25 to 2027-28

	Total Programme Revised £000	General Fund £000	Section 106 £000
<b>REGENERATION &amp; HIGH STREETS</b>			
Levelling Up Fund Phase 1	16,281	16,281	-
Levelling Up Fund Phase 2	8,750	8,750	-
UK Shared Prosperity Fund	400	400	-
Lets Grow Grants	28	28	-
Anglesey Bridge & Rawnsley Woods Bridge	106	26	80
Chadsmoor Infant & Nurs Modular build (CIL)	127	-	127
Chadsmoor High Street CIL	23	-	23
West Chadsmoor Family Centre resurfacing works CIL	6	-	6
West Chadsmoor High Street CIL	6	-	6
Five Ways Primary Modular build (CIL)	160	-	160
Etching Hill CE Primary Modular build (CIL)	393	-	393
John Bamford Primary Modular build (CIL)	173	-	173
Rugeley Train Station Access (CIL)	162	-	162
<b>Total Regeneration &amp; High Streets</b>	<b>26,615</b>	<b>25,485</b>	<b>1,130</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>36,874</b>	<b>33,791</b>	<b>3,083</b>

## General Fund and Section 106 Capital Budgets 2024-25 to 2027-28

	2024/25 Revised	2025/26	2026/27	2027/28	Approved
	£000	£000	£000	£000	£000
<b>RESOURCES &amp; TRANSFORMATION</b>					
Revenues and Benefits Computer Systems	208	-	-	-	-
<b>Total Resources &amp; Transformation</b>	<b>208</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENVIRONMENT &amp; CLIMATE CHANGE</b>					
Wheelie Bin Replacement	84	90	80	80	-
Food Waste	-	1,035	-	-	-
<b>Total Environment &amp; Climate Change</b>	<b>84</b>	<b>1,125</b>	<b>80</b>	<b>80</b>	<b>-</b>
<b>COMMUNITY WELLBEING</b>					
Disabled Facilities Grants	2,166	1,146	1,146	1,146	-
CCTV	67	-	-	-	-
CCTV Safer Streets 5	60	-	-	-	-
Streetlighting Safer Streets 5	35	-	-	-	-
RLC Solar Panels	238	-	-	-	-
<b>Total Community Wellbeing</b>	<b>2,566</b>	<b>1,146</b>	<b>1,146</b>	<b>1,146</b>	<b>-</b>
<b>HOUSING</b>					
Home Security Grants	12	12	-	-	-
<b>Total Housing</b>	<b>12</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PARKS, CULTURE &amp; HERITAGE</b>					
Additional Cemetery Provision	18	-	-	-	-
Hednesford Park Improvements (part s106 funding)	-	-	-	-	174
Stadium Development (Phase 2)	208	-	-	-	-
Relocation Arthur Street Play Area (s106)	-	-	-	-	3
Laburnum Avenue MUGA Phase 1	345	-	-	-	-
Heath Hayes Park/Pitch Refurbishment	-	-	-	-	615
Penny Cross Green Play Area	10	-	-	-	-
Cannock East (CIL)	-	-	-	-	122
Commonwealth Games Legacy	3	-	-	-	-
Play Areas Developments & Refurbishments	44	50	-	-	-
Infrastructure Fencing Parks and Open Spaces	11	-	-	-	-
Replacement Vehicles Parks and Open Spaces	104	-	-	-	-
Elmore Park Toilets	6	-	-	-	-
Cannock Park Path Works	25	-	-	-	-
Stile Cop Cemetery Modular build	129	-	-	-	-
Ravenhill Tennis Courts	16	-	-	-	-
Heath Hayes Park Tennis Courts	4	-	-	-	-
Cannock Park Streetlighting Safer Streets 5	160	-	-	-	-
Cannock Park Phase 1	465	-	-	-	-
Flaxey Road Play Area	142	-	-	-	-
<b>Total Parks, Culture &amp; Heritage</b>	<b>1,690</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>914</b>
<b>REGENERATION &amp; HIGH STREETS</b>					
Levelling Up Fund Phase 1	1,720	7,946	-	-	6,615
Levelling Up Fund Phase 2	3,020	5,730	-	-	-
UK Shared Prosperity Fund	400	-	-	-	-
Lets Grow Grants	13	15	-	-	-
Anglesey Bridge & Rawnsley Woods Bridge	106	-	-	-	-
Chadsmoor Infant & Nurs Modular build (CIL)	-	-	-	-	127
Chadsmoor High Street CIL	23	-	-	-	-
West Chadsmoor Family Centre resurfacing works CIL	6	-	-	-	-
West Chadsmoor High Street CIL	6	-	-	-	-
Five Ways Primary Modular build (CIL)	-	-	-	-	160
Etching Hill CE Primary Modular build (CIL)	-	-	-	-	393
John Bamford Primary Modular build (CIL)	-	-	-	-	173
Rugeley Train Station Access (CIL)	-	-	-	-	162
<b>Total Regeneration &amp; High Streets</b>	<b>5,294</b>	<b>13,691</b>	<b>-</b>	<b>-</b>	<b>7,630</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>9,854</b>	<b>16,024</b>	<b>1,226</b>	<b>1,226</b>	<b>8,544</b>

# Community Infrastructure Levy (CIL) Allocations Process and Recommendations



**2024/25**

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## **1. Introduction**

- 1.1 The Council approved the Community Infrastructure Levy (CIL) Charging Schedule and Regulation 123 List (now CIL Infrastructure List – see Cabinet Report 17/10/19) of infrastructure projects eligible to receive funding at its meeting on 15/04/15.
- 1.2 CIL is intended to provide a funding stream for infrastructure needed to support the policies and proposals in the adopted Local Plan. It will partly replace funding previously obtained via Planning Obligations (Section 106 agreements and Unilateral Undertakings). CIL and Section 106 agreements can be used to fund the same piece of infrastructure, following amendments made to the CIL Regulations in September 2019.
- 1.3 The total amount of CIL receipts retained and available for expenditure at the end of 2022/23 were £703,450.05
- 1.4 The protocol for the allocation of CIL funds, approved by Cabinet (23/07/15), sets out the system which the allocations process must follow. Table 1 shows the approved processes and approximate timescales.

**Table 1**

<b>Date</b>	<b>Action</b>
By 30 <sup>th</sup> June	Invite bids from stakeholders for inclusion in the three-year CIL Infrastructure Capital Programme
By 1 <sup>st</sup> September	Deadline for bids for projects submitted
September	Initial assessment of submissions by officers and Cabinet Member
By 30 <sup>th</sup> September	Consultation event to share and review aspirations/priorities with stakeholders who have submitted bids.
By 31 <sup>st</sup> October	Prepare draft programme of projects
By 30 <sup>th</sup> November	Feedback to stakeholders
By 31 <sup>st</sup> December	Prepare recommendations
February	Report to Cabinet/Council

## **2. Invitations to Bid**

- 2.1 'Invitation to Bid' letters were emailed to stakeholders who had projects identified in the CIL Infrastructure List (formerly Regulation 123 List) outlining an 8-week consultation period with the deadline for submissions being 26 August 2024. Stakeholders were also invited to make comments on the Council's existing CIL Infrastructure List for any minor amendments i.e., project costs, any alternative funding identified. No new projects were to be included as part of this year's update. Accompanying the letter was an 'Expression of Interest' form on which the bids were to be submitted. This letter was emailed to the following stakeholders:
- Staffordshire County Council (Planning, Education & Transport)
  - Cannock Chase District Council (Parks & Open Spaces)
  - West Midlands Trains
  - Environment Agency
  - Cannock Chase District Council Waste and Engineering Services

- 2.2 A 'Community Infrastructure Levy (CIL) Allocations Process Guidance Document' was emailed to stakeholders which is based on the protocol set out in Cabinet Report 23/07/2015 and updated 26 March 2020. This update provided clarification on retrospective bids and reflected legislative changes.

### **3. Bids Received**

#### 3.1

<b>Applicant:</b>	Parks & Open Spaces - Cannock Chase DC
<b>Summary:</b>	<p><b>Heath Hayes Park</b></p> <p>Redevelopment of Heath Hayes Park in connection with the Friends of Heath Hayes Park, Ward Members, Partner organisation and community groups.</p> <p>To make the park more accessible to all users by including the following items:</p> <ul style="list-style-type: none"> <li>• New play areas for all ages (toddlers/children/teens and youth) fully inclusive and accessible.</li> <li>• Car park for in excess of 50 cars (coach drop off points, EV charging and disability bays)</li> <li>• Sports pitch for an array of different sports including football, basketball, hockey, tennis and other sports)</li> <li>• Wheeled sports plaza and learning to ride area to be designed into the whole scheme</li> <li>• Community gardens, gardens of reflectivity and improved memorial spaces</li> <li>• Potential community building with changing rooms, café and changing place toilets.</li> <li>• Circular walks, wide access roads and temporary parking for users of the sports pitches.</li> <li>• Stopping points, benches, bins, street furniture and notice boards.</li> <li>• Community engagement, public arts and various public consultations.</li> </ul>
<b>CIL funds requested:</b>	£500,000
<b>Delivery by:</b>	Up to 5 years
<b>Third parties:</b>	Forest of Mercia, Football Foundation, Friends of Cannock Park
<b>Declaration of interest:</b>	None

#### 3.2

<b>Applicant:</b>	Staffordshire County Council, Information and Infrastructure Team
<b>Summary:</b>	<p><b>Improvement to Bus Information Infrastructure and Real Time Passenger Information (RTPI) for Hednesford, Rugeley, Brereton and Norton Canes</b></p> <p>Our aim with this project, in line with Staffordshire County Council's long-term Bus Service Improvement Plan (BSIP) vision, is to ensure</p>

	<p>the travelling public within the project area remain connected and kept up to date with accurate bus service information by utilising new and existing technology to help them make informed travel choices.</p> <p>The project will ensure all information and infrastructure assets linked to sustainable travel are accessible, safe and maintained to a very high standard ensuring passenger safety when accessing employment, education and health which benefits economic growth within the project area and value for money.</p> <p><a href="https://www.staffordshire.gov.uk/Transport/Buses/Staffordshire-bus-service-improvement-plan.aspx">https://www.staffordshire.gov.uk/Transport/Buses/Staffordshire-bus-service-improvement-plan.aspx</a></p>
<b>CIL funds requested:</b>	£475,750
<b>Delivery by:</b>	Immediately
<b>Third parties:</b>	None
<b>Declaration of interest:</b>	None

#### **4. Assessment of Bids**

- 4.1 The approved protocol sets out that a group of both officers and members will assess bids received and conclude whether they recommend that CIL funds are allocated to the project or not based on the following criteria:
- The connection to relevant Local Plan (Part 1) policies will be considered together with an overall assessment of the economic, social, and environmental benefits of the project.
  - The amount of CIL requested and its relationship to other sources of funding will be considered, including potential leverage of match funding and use of Section 106 funds.
  - Evidence of deliverability and arrangements for ongoing maintenance/management
  - Priority will be given to Capital schemes, although revenue funding via maintenance of associated assets will also be eligible.
- 4.2 The membership of the CIL Joint Member/Officer Working Group consisted of the following:
- Head of Economic Development and Planning – Chair
  - S151 Officer and Deputy Chief Executive (Resources)
  - Cabinet Member – Regeneration and High Streets Portfolio Leader
  - Planning Services Manager and/or Planning Policy Manager
- 4.3 Initial assessments of the bids received were carried out on 11 October 2024. This was an opportunity for the group to highlight any questions they may have for stakeholders or matters they think require further clarification.
- 4.4 The issues raised for further clarification for each bid were emailed to the relevant stakeholder to give them the opportunity to provide additional information to inform the final assessment of bids.



- 4.5 Responses from stakeholders were presented to the CIL Joint Member/Officer Working Group at the final assessment of bids arranged on 14 November 2024, along with any further evidence/information stakeholders had provided.

## **5. Recommendations**

- 5.1 The outcome and recommendations to Council are set in Table 4. The total amount of CIL monies recommended to be allocated to each project is outlined in Table 3 below:

**Table 3**

Heath Hayes Park	£500,000
<b>TOTAL</b>	<b>£500,000</b>

**Table 4**

<b>Bid</b>	<b>Recommendation</b>	<b>Conditions</b>	<b>Reasons for Recommendations</b>
Redevelopment of Heath Hayes Park	Up to £500,000 of CIL funds are allocated to this project.	<ul style="list-style-type: none"> <li>- There will be no additional revenue costs implications on Cannock Chase District Council as a result of this project.</li> <li>- The project shall be completed within three years from the date a recommendation was made to approve funding for the project.</li> </ul>	<ul style="list-style-type: none"> <li>- Strong links to Local Plan Policies demonstrated.</li> <li>- Within the Forest of Mercia boundary.</li> <li>- Moderate economic, social and environmental benefits demonstrated - use of local contractors and suppliers will be encouraged to provide costs for carrying out the works, employing local labour, reinvesting into the local economy and continuing with inward investment.</li> <li>- The refurbishment of the play area will be carried out following a full and detailed public consultation. Local residents would get an input into the scheme at the early stages making them feel part of the process and empowered, encouraging social cohesion and decision making at a local level.</li> <li>- By retaining play provision for the children of the district and quality outdoor spaces, the Council is providing opportunities for residents and members of the public to lead healthy and active lifestyles in an enjoyable manner. Councils have a major role in the provision of good quality parks, play areas and public open spaces, that are both sustainable and meet the needs of the community.</li> <li>- Provides 50% leverage of match funding - Forest of Mercia, Football Foundation, Friends of Cannock Park.</li> <li>- Subject to planning consent and Cabinet approval.</li> </ul>
Improvement to Bus Information Infrastructure & Real Time Passenger Information for Hednesford, Rugeley, Brereton & Norton Canes	CIL funds are not allocated to this project at this time.	N/A	<ul style="list-style-type: none"> <li>- The bid lacked detail on constraints, risks and links to the Local Plan.</li> </ul>

- 5.2. Letters were emailed on 8 January 2025, informing bidders of the outcome of their application. Successful applicants were informed that this was only support in principle and would be subject to Council approval and the conditions outlined in Table 3.
- 5.3. Payment of funding will be in arrears therefore evidence of the projects delivery will need to be provided before funds are released.

#### 6. Non-parished Neighbourhood Funds

- 6.1 In parished areas, 15% of CIL funds (25% when a neighbourhood plan has been made) are transferred to Parish Councils in respect of that area. In areas that are unparished, it was agreed by Council (see Cabinet report 23/7/15) that these funds would be retained by Cannock Chase District Council and spent in consultation with ward members.
- 6.2 CIL neighbourhood funds can be spent on projects on the CIL Infrastructure List, projects in which bids have been received or local projects that fall within the following definition:  
  
‘The Local Council have a duty to spend CIL income on providing, improving, replacing, operating or maintaining infrastructure that supports the development of the Local Council area or anything else concerned with addressing the demands that development places on the area.’
- 6.3 All Members for the relevant Ward must agree on the spend of the CIL funding from their area. A project proposal must then be submitted by the relevant infrastructure provider and approved for spend by Cabinet.

## Business Rates Retention – Retained Income

		2025/26	2026/27	2027/28
		Estimate	Estimate	Estimate
		£	£	£
		50% Scheme	Full reset	Full Reset
<b><u>A.Business Rates Collection Fund</u></b>				
<b>Gross Rates</b>		<b>49,871,350</b>	<b>50,868,777</b>	<b>51,886,153</b>
Less	<b><u>Reliefs, Exemptions and Provisions</u></b>			
	Mandatory relief	(6,199,433)	(6,323,420)	(6,449,890)
	Discretionary relief Council funded	(14,695)	(14,990)	(15,290)
	Discretionary relief Government funded	(1,873,870)	(1,911,350)	(1,949,580)
	Exemptions	(1,036,365)	(1,057,090)	(1,078,230)
	Cost Of Collection	(137,755)	(138,628)	(139,321)
	Losses on collection	(1,651,111)	(1,684,130)	(1,717,810)
<b>Non Domestic Rating Income</b>		<b>38,958,120</b>	<b>39,739,170</b>	<b>40,536,032</b>
Less	<u>amount due to</u>			
	Government	(19,479,060)	(19,869,580)	(20,268,020)
	County	(3,506,230)	(3,576,530)	(3,648,240)
	Fire	(389,580)	(397,390)	(405,360)
<b>Net Business attributable to CCDC</b>		<b>15,583,250</b>	<b>15,895,670</b>	<b>16,214,412</b>
<b><u>General Fund determination of retained Business Rates</u></b>				
Net Business Rates attributable to CCDC		15,583,250	15,895,670	16,214,412
Less	Tariff	(10,392,050)	(10,599,891)	(10,811,889)
	Reset	-	(1,903,399)	(1,941,467)
Core Funding		(3,325,865)	(3,392,380)	(3,460,230)
<b>Growth</b>		<b>1,865,335</b>	<b>(0)</b>	<b>826</b>
Plus	Small Business Rates relief & other Government reliefs	2,033,577	2,074,248	2,115,733
<b>Amount subject to Pool Levy</b>		<b>3,898,911</b>	<b>2,074,248</b>	<b>2,116,559</b>
	Pool Levy	(1,949,460)	(1,037,120)	(1,058,280)
<b>Business Rates Growth</b>		<b>1,949,451</b>	<b>1,037,128</b>	<b>1,058,279</b>
<b>Business Rates Pool Distribution</b>		<b>779,780</b>	<b>414,850</b>	<b>423,310</b>
<b>Retained Business Rates</b>				
	Baseline Core Funding	3,325,865	3,392,380	3,460,230
	Growth	1,949,460	1,037,128	1,058,279
	Business Rates Pool Distribution	779,780	414,850	423,310
	Business Rates Pool Agreement	282,900	-	141,450
		<b>6,338,005</b>	<b>4,844,358</b>	<b>5,083,269</b>

## Other General Fund Earmarked Reserves

	31/03/2025	31/03/2026	31/03/2027	31/03/2028
<b>Revenue</b>	£'000	£'000	£'000	£'000
Building Maintenance Reserve	803	803	803	803
Bond	343	343	343	343
Budget Support	1,551	1,951	2,351	1,583
Contingency	1,554	1,554	626	373
Corporate	521	264	105	105
Partner	84	84	84	84
Ring fenced	141	141	141	141
Service Grant	42	42	42	42
Rollovers	152	152	152	152
Shared Services	463	463	463	463
Other	5,939	5,925	5,912	4,975
Donations	6	6	6	6
Grants	1,971	1,928	1,883	1,747
Trading	379	379	379	341
Section 106	1,846	1,829	1,812	1,659
<b>Sub Total</b>	<b>15,795</b>	<b>15,864</b>	<b>15,102</b>	<b>12,817</b>
<b>Capital</b>				
Capital	640	640	640	589
CIL	2,169	2,169	2,169	532
RCCO	715	715	715	715
Earmarked	1,181	1,196	1,212	1,227
<b>Sub Total</b>	<b>4,705</b>	<b>4,720</b>	<b>4,736</b>	<b>3,063</b>
<b>Grand Total</b>	<b>20,500</b>	<b>20,584</b>	<b>19,838</b>	<b>15,880</b>

## **Report of the Chief Finance Officer on the Robustness of the Budget Estimates and the Adequacy of the Council's Reserves**

### **Introduction**

Section 25 of the Local Government Act 2003 places a duty on the Chief Financial Officer (or Section 151 Officer, the Head of Finance) to make a report to the Council on the robustness of budget estimates and the adequacy of the Council's reserves. The Council must have regard to this report when making its decisions about budgets and council tax for the forthcoming year. This is because the Council is setting the council tax before the commencement of the year and cannot increase it during the year. An understanding of the risks of increased expenditure during the year in terms of likelihood and impact is therefore important.

### **Robustness of Budget Estimates**

The Council's budget estimates for 2025-26, including the forecast outturn for 2024-25, have been prepared by appropriately qualified and experienced staff in consultation with service managers. Budgets have been discussed and fully managed by the Leadership Team.

The budget for 2025-26 has been constructed based upon the maintenance of existing level of service, adjusted for known changes in 2025-26. It is considered to accurately reflect likely expenditure in 2025-26, being based on historic information, experience of expenditure in previous years and latest projections where appropriate.

The indicative budgets for 2026-27 and 2026-28 are similarly based upon the best information available at this moment in time.

The full risk assessment of the Council's Budget 2025-26 has been carried out and is included in APPENDIX 9.

Allowance has also been made for staff incremental progression. Sufficient provision has been built in for current employer pension contributions, in line with the 2023 actuarial valuation. Different vacancy rates have been assumed for Council services based on past experience.

Inflation on contractor costs has been allowed based on the projected retail/ consumer prices index increases and on energy budgets based on anticipated tariff increases as well as specific reviews of particularly high value contracts such as the Inspiring Healthy Lifestyles contract. Any differential inflationary uplift as required by contracts has been reflected. No other inflation has been provided for other expenditure budgets.

Some fees and charges will increase from April 2025. Given the demand-led nature of some of the more significant income budgets, such as for parking, development control and land charges, prudent but realistic assumptions have been made about estimated income. Major sources of income will continue to be closely monitored throughout the year with a view to protecting overall income to the Council as far as possible.

Investment income of £1.9m has been included within 2025-26 budgets. This has been based on current projections of bank interest rate. Prudent assumptions about cash flow have been made and the advice of the Council's treasury management consultants has been taken into account in determining the average rate of return.

No specific contingency budget is provided in 2025-26 as it is considered that the Council's overall revenue balances are sufficient to act as an overall contingency (see below). However, robust budget monitoring arrangements, including Business Rates monitoring, are in place and will continue throughout the year. In addition to budget monitoring by officers, there is an ambition to restart quarterly reporting to Cabinet members and Scrutiny Committees via "Performance Reports".

Significant expenditure and income budgets will be monitored closely during the year. Any projected variances will be addressed in a timely manner.

The Council has a Risk Management Strategy and has identified its key strategic risks. Significant financial risks will be managed appropriately. In addition, some financial risks will be mitigated by the Council's insurance arrangements.

**I can therefore confirm that the budget estimates as presented are robust.**

Adequacy of the Council's Reserves

The Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance on local authority reserves and balances. It sets out three main purposes for which reserves are held: -

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- A contingency to cushion the impact of unexpected events or emergencies.
- A means of building up funds to meet known or predicted liabilities, known as earmarked reserves.

The Council is projected to hold total General Fund revenue reserves of £15.795 million as at 31 March 2025 and £15.864 million at 31 March 2026 (excluding working balance). It must also be noted that they can only be spent once, so were they to be used to manage the budget deficit in the medium term it would leave the council in an unsustainable position. It would limit investment in council services and projects and increase the risk profile of approved projects as there would be less contingency available.

The Council also has a planned four-year capital programme which is financially sustainable based on current capital resources and a prudent assessment of future capital resources. The financial strategy includes the use of unallocated reserves and a Revenue Contribution to Capital Outlay to supplement capital resources and mitigate any borrowing requirement; nevertheless, Prudential Borrowing to finance the Council's capital programme will be used where there is a robust business case.

The successful Levelling Up Fund bid is currently included in the approved capital programme. There are significant challenges around its delivery which are being monitored and reported on by officers. As the scheme progresses the programme will be updated, subject to approval by members. The quantum of the Levelling Up bid, its financial risks, coupled with the ongoing additional costs of (in particular) inflation represent burdens on the Financial Plan.

When combined with the uncertainty of a fundamental Government review of local government finance, the medium term outlook is very challenging. There is no scope over the Financial Plan period for further discretionary projects or expenditure that could have a negative effect on reserves.

The Council has set a policy of a minimum level of general reserves of £1 million. The Budget for 2025-26 has been constructed on the basis that there will be a level of general reserves in excess of £1 million.

I can therefore confirm that the Council's reserves are adequate.

**Chris Forrester, Deputy Chief Executive and S151 Officer**



## Council Tax Base 2025-26

<b>Parish</b>	<b>Band D Equivalents</b>
Brereton and Ravenhill	1,959.85
Bridgtown	626.88
Brindley Heath	242.04
Cannock Wood	397.26
Heath Hayes and Wimblebury	3,989.80
Hednesford	5,957.75
Norton Canes	2,665.43
Rugeley	5,274.52
Unparished	8,883.84
MOD	1.7
<b>Total</b>	<b>29,999.07</b>

### Working Balance - Financial Risks facing the Authority

Risk	Level of risk	Explanation of risk / justification for cover
Inflation	Medium	Inflation has been included in the Financial Plan in accordance with Government policy.
Investment interest	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held. Prudent assumptions have been made.
National insurance increase	Medium	The increase in national insurance is anticipated to have major implications for businesses and charities in the area. This might increase pressure on council services and may increase pressures in council contract expenses going forwards.
<b>Major income sources:</b>		
• Planning fees	Medium	Dependent on economic conditions.
• Land charges fees	Low	Dependent on the housing market / basis of determining recoverable expenses/ proposed transfer to Land Registry.
• Car parking	Medium	Certain amount of volatility based on demand.
• Environmental services	Low	Licensing income dependent on renewals.
• Bereavement services	Medium	Some risk as it is a major source of income. For example, should new entrants cause a reduction in income this would be a challenge to the service.
<b>Spending pressures:</b>		
• Waste and recycling targets	Medium	There is significant uncertainty with regards to waste and recycling moving forwards. The introduction of food waste collection has a significant potential impact on council budgets which is unclear at present.
• Leisure management	High	Difficulties for the service provider due to increased national insurance costs and changes in business model. Energy costs remain high and there are new entrants to the market. Future leisure contract procurement will coincide with local government reorganisation causing uncertainty in the market.
• Levelling Up	High	The Levelling Up programme is a major investment programme over a number of years with substantial Council contributions. It includes obligations to Government, requires engagement of partners and carries high expectations locally. It therefore represents a major financial risk.

Risk	Level of risk	Explanation of risk / justification for cover
<b>Funding Sources:</b>		
<ul style="list-style-type: none"> <li>New Homes Bonus</li> </ul>	High	The scheme is likely to come to an end, but it is unclear how these monies will be allocated to councils going forwards, if at all.
<ul style="list-style-type: none"> <li>Business Rates Scheme and Resets</li> </ul>	High	A reset of growth achieved under the current system is going to take place in the middle of the current medium term financial plan. How the reset is implemented could have material implications. A reserve has been created to mitigate the risk.
<ul style="list-style-type: none"> <li>Volatility in Business Rates</li> </ul>	High	The Council will be exposed to volatility or reduction in its business rates due to the failure or temporary closure of a key businesses and successful backdated appeals against Rateable Values. Greater control of Business Rates gives councils greater freedoms and removes dependency on central funding, but it passes on a greater risk to core funding if Business Rates income falls.
<ul style="list-style-type: none"> <li>Funding settlements from central government</li> </ul>	High	With central government only awarding one year settlements it makes ongoing funding uncertain for the council. Reserves have been created where appropriate and possible to mitigate potential reductions in central government funding. There are proposals to move to multi year settlements but it is unclear what this will look like in practice as yet.
<ul style="list-style-type: none"> <li><b>Local Government Reorganisation:</b></li> </ul>		
<ul style="list-style-type: none"> <li>Recruitment</li> </ul>	High	The plans by central government to effectively end the current local government structures and replace them with new much larger councils will have major impacts on the sector. The council was already experiencing difficulties with recruitment and retention but this move will create even more difficulty in the sector as people are less likely to be willing to join organisations which are planned to be wound up. This is in turn likely to result in higher use of consultants to fill vacancies and increase costs. It may also harm the retention of staff as they look to move to roles with greater long term certainty in other organisations or sectors.
<ul style="list-style-type: none"> <li>Enacting the changes</li> </ul>	High	The move to new local government structures will require large amounts of investment, both staffing time and financial investment. This is currently not budgeted for due to lack of detail on the proposals beyond a targeted end result. (much larger and fewer councils and the creation of new strategic authorities overlying them with Mayors)

# Review of Culture & Heritage Services - Outcome of Consultation

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## Executive summary

- The consultation survey launched on Friday 29 November 2024 and closed on 2 January 2025. 2,138 responses were received. 1,986 surveys were completed online, and 152 paper copies were received. 1 online survey was spoilt. We collated 974 open text responses from question 27 of the survey which sought respondents' thoughts and suggestions about future services.

In addition, one petition with 19,984 signatures was formally lodged and 123 letters and emails were received relating to the proposals, including 35 from West Hill Primary and 53 from Poppyfields Academy schools, plus 43 posters. Comments and themes were extracted from all responses to feed into the consultation.

- Most consultation respondents were theatre audience members or museum visitors who usually attend with their partners, friends and children.
- The questions asked initially sought profiling information on the respondents' home location, their current use of the Prince of Wales Theatre and Museum of Cannock Chase and whether they were from an established organisation or group of users. Views on the importance of varying aspects of provision of arts, cultural and heritage services were sought, and a range of questions sought aspirations for alternative experiences and locations.
- It is clear from the feedback collected within the consultation, that there is a great deal of local passion around arts, culture and heritage and the value they can bring to communities. There was also a strong desire to see the existing services of the Prince of Wales Theatre and the Museum of Cannock Chase protected.
- **Visits** to the Prince of Wales Theatre by respondents were high with 43% visiting two to three times a year and 38.5% visiting more than four times. Respondents primarily attended **professional performances**, followed by **community performances**. Respondents primarily attended **professional performances**, followed by **community performances**. **Comedy shows** and **events** were also popular choices. For non-attendees, the primary barriers were **disinterest in available shows** and **cost**.
- **Repeat visits** to the Museum of Cannock Chase were common with 41.7% of people visiting two to three times a year and 24.6% of people visiting more than four times. Visitors mostly **explored exhibitions** and/or **attended events**. Key barriers to non-attendance were **lack of awareness** and **disinterest**. People also suggested that having **visited before** or being **too busy** were reasons for not visiting.

## Background

Like many councils across the country, Cannock Chase District Council is facing rising costs and growing demand for services. To address this, the council needs to review current services and make some difficult decisions.

## Appendix 10

The Council has worked with Inspiring Healthy Lifestyles (IHL) since 2012 to deliver these services. To help understand the best way forward for the future an independent review of leisure, heritage and culture services was commissioned and the condition of the buildings managed by IHL were surveyed.

Based on this work, the Council is proposing the closure of the Museum of Cannock Chase and the Prince of Wales Theatre by the end of April 2025 to ensure a sustainable future for other leisure and wellbeing services in the district.

## Methodology

A five-week consultation was launched on 27 November 2024 and ran until 2 January 2025.

Residents, employees, community groups and users of the Prince of Wales Theatre and the Museum of Cannock Chase, along with other interested parties, were invited to provide views on the proposals.

Feedback was captured via a consultation questionnaire (Annexe C) which was available from the Cannock Chase District Council website (linked directly from the homepage) and could be completed online, or by download for at home printing. The consultation questionnaire was accompanied by a separate equalities monitoring form (Annexe D). Paper copies of the consultation were also distributed to local venues including the theatre, the museum and libraries. Printed copies were available by post or for collection from the Cannock Chase District Council civic offices.

Awareness about the consultation was raised via several communication channels: Two press releases were issued, a third sector email bulletin was distributed, a number of posters and fliers were displayed in key locations across the district and there were several social media posts across regularly used channels.

Facilitated drop-in sessions were held at six public locations to support people filling out surveys online or on paper. An adapted version of the drop-in sessions was offered to groups representing adults with additional needs.

Organisations such as Arts Council England, the Museums Association and the National Lottery Heritage Fund were approached and offered individual meetings around the consultation. Officers and members also made themselves available to facilitate requests for meetings with other organisations and individuals.

While completion of the survey was considered the key vehicle for gaining insight and opinion, it was recognised that it would be likely that letters and emails would be received around the proposals. It was agreed the content of these should be considered in line with the main survey responses.

Two separate petitions were launched within the community [Petition · Save The Museum of Cannock Chase - protect our mining heritage - United Kingdom · Change.org](#) and [Petition · Save The Prince of Wales Theatre, Cannock - Cannock, United Kingdom · Change.org](#). While these petitions did not originally form part of the consultation the council felt it is important to include broad findings from each

## Appendix 10

petition. Numbers of respondents to each petition were noted following the main consultation closing date and comments were reviewed to capture broad themes.

A consultation methodology document was produced to identify how responses would be handled. Logs of all correspondence and meetings were also maintained.

## Consultation Response

### Survey

The survey launched on Friday 29 November 2024 and closed on 2 January 2025. 2,138 responses were received. 1,986 surveys were completed online, and 152 paper copies were received. 1 online survey was spoilt.

Over half (1,431) of the total amount of completed surveys were received in the first week of the consultation.

47 people attended the supported drop-in sessions for assistance completing the survey.

Most respondents (89.2%) were individual members of the public. Community groups represented made up (8.2%) of the response. Reasons for selecting the “Other” option (2.7%) were most frequently teacher, performer and parent/grandparent of user.

Option	Number	Percentage
A representative or member of a community group	174	8.2%
Member of the public	189	89.2%
A partner organization working with Cannock Chase District Council or Inspiring Healthy Lifestyles	4	0.2%
An elected member/MP	6	0.3%
A volunteer at Inspiring Healthy Lifestyles	22	1%
An employee of Inspiring Healthy Lifestyles	15	0.7%
Museum of Cannock Chase/Prince of Wales visitor	553	26.1%
Other	58	2.7%

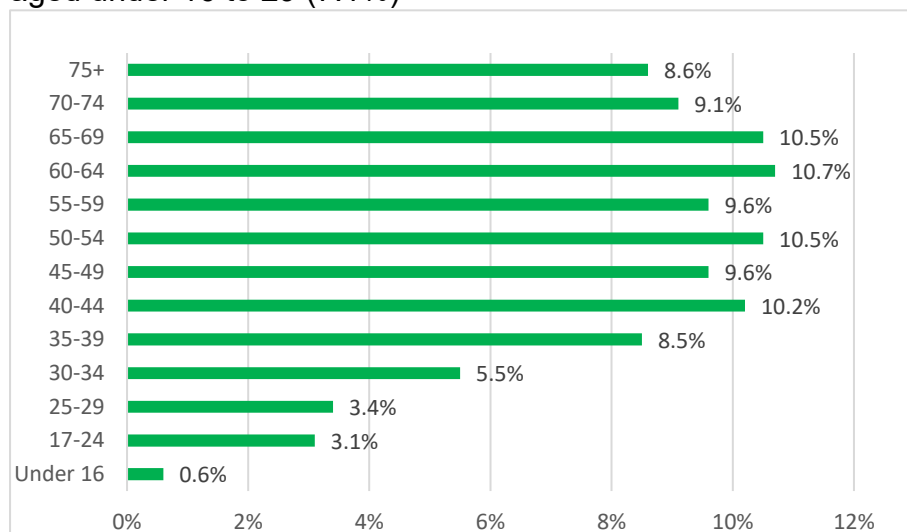
Responses were received from local people and those from further afield; the highest number came from the Cannock Chase area with 64.3% having either a WS11 (717 respondents) or WS12 postcode (610 respondents). 6.9% of responses were received from the Brereton/Rugeley area (135 respondents). Whilst recognising that WS12 includes Cannock, Hednesford, Wimblebury as well as Huntington (which is an area of South Staffordshire District), the overall response rate represents a low proportion of the 43,457 households within the Cannock Chase District Council area.

Of the remaining 28.8%; responses were received from surrounding areas including Burntwood, the Walsall area, Stafford and Birmingham, Wolverhampton and Lichfield. 11.6% of these responses came from postcodes covering the Walsall area (Walsall, Great Wyrley, Cheslyn Hay, Brownhills and Aldridge).

## Appendix 10

Responses were also received from places away from the area including Nuneaton, Pontypridd, York and Texas, USA.

Most respondents were aged between 40 and 74 (70.2%). Fewest respondents were aged under 16 to 29 (7.1%)



### Petitions

There were 19,984 signatures added to the Save the Prince of Wales Theatre petition. The petition was presented to the council on 2<sup>nd</sup> January 2025.

The Save the Museum of Cannock Chase petition was not formally presented to Council for consideration in this review.

### Meetings

Meetings were held with several organisations including Arts Council England, the Museums Association, the National Lottery Heritage Fund and Staffordshire Museums and Archives Service. Discussions involved concerns over service closures and ability to deliver current grants and projects along with offers of support/signposting to resources and cultural funding in the local area. As a result, the museum was added to the Museums at Risk Register and formal letters in response to the consultation were received from three organisations. Further meetings were agreed to be held in early 2025.

Meetings were also held with several individuals and groups interested in developing a plan for heritage and performing arts in the district. Discussion with some of these parties is ongoing.

### Letters

There were 123 letters received via email, by hand or by post. Of these, 35 letters from pupils of West Hill Primary School, and 53 letters from Poppyfields Academy, plus 43 posters were submitted expressing the views of children and young people at these schools. Letters included formal written correspondence from representatives of local organisations such as community groups and parishes, and of national organisations such as the Museums Association and National Lottery



Heritage Fund. Letters and emails include those received from residents and informal groups of residents.

### Equalities Survey

An equalities questionnaire ran alongside the consultation. This was completed by 1,641 people.

71.1% of respondents were female. Most people considered their ethnic group to be white with most people describing themselves as White English or White British. There were a small number of people from other background and ethnicities (under 2%).

Respondents were relatively evenly spread across age groups over 30 years old, with lower percentages of people responding if they were children or young adults.

While most respondents identified with the same sex they were registered with at birth. 10 people said they did not and 22 said they preferred not to say.

Almost a quarter (24.6%) of people considered themselves to have a disability or health condition. Just under half of respondents (40.8%) had caring responsibilities, primarily for children under 18 (21.2%) followed by people who were primary carers for older people (7.1%)

Most people said they were heterosexual (86.9%).

Just over half of people (56.4%) described themselves as Christian with just over a third of people (36.4%) stating they had no religion or belief. Under 1% of respondents selected other religions and 6.4% stated they preferred not to say what their religion or belief is.

Full findings of the Equalities impact survey can be found at Annexe B.

### Consultation Analysis

The consultation generated a significant response. It is clear from both the engagement numbers and from the feedback collected within the consultation, that there is a great deal of local passion around arts, culture and heritage and the value they can bring to communities. There was also a strong desire to see the existing services of the Prince of Wales Theatre and the Museum of Cannock Chase protected.

### Analysis of response: Arts and Culture Offer

Most consultation respondents were **audience members** and usually attended with partners, friends and children. Only a small percentage visited alone indicating that **shared experiences** are likely to be important. **Visits** to the theatre by respondents were high with 43% visiting two to three times a year and 38.5% visiting more than four times. Respondents primarily attended **professional performances**, followed

by **community performances**. **Comedy shows** and **events** were also popular choices. For non-attendees, the primary barriers were **disinterest in available shows** and **cost**.

When considering future provision of performing arts in Cannock Chase District, respondents felt that **enhancing access** to arts for audiences, **supporting local artists** and performers and **attracting visitors** to the local area were the most important. People also valued the **social and health and wellbeing** aspects of performing arts and felt **encouraging participation** by young people and people with additional needs was important. Providing opportunities for **volunteering** and **skills building** were seen as less important. However, 76% of respondents still marked these categories as very important or important.

### Analysis of response: Heritage offer

Many respondents had visited the Museum of Cannock Chase usually with family, friends or relatives - again seemingly highlighting the importance of **shared experience**. **Repeat visits** were common with 41.7% of people visiting two to three times a year and 24.6% of people visiting more than four times. Visitors mostly **explored exhibitions** and/or **attended events**. Key barriers to non-attendance were **lack of awareness** and **disinterest**. People also suggested that having **visited before** or being **too busy** were reasons for not visiting.

When considering future provision for heritage in Cannock Chase, respondents stressed the importance of **attracting visitors** to the area, providing **accessible experiences** and **supporting local artists**.

Looking at future provision, respondents expressed a keen interest in seeing **large scale community events** (e.g. summer fetes), **guided walks** and trails, **health and wellbeing** initiatives (e.g. for young carers) and **workshops** in traditional skills.

People would prefer heritage activities to take place in **public venues** within Cannock Chase District, closely followed by venues within **a mile** of their homes. Preferred venues included **existing cultural spaces** (e.g., libraries) and **community facilities** (e.g., village halls), with **outdoor** or **town-centre-based** activities also being popular. **Online activities** ranked lower but remained relevant. When selecting 'other', 231 respondents preferred the existing museum and 109 preferred the existing theatre.

In terms of access to collections, respondents felt priorities should lie with **in person viewing**, **engaging presentations for all ages** and **storytelling** that brings **local history** to life. While **digital** and **touring exhibitions** were deemed less critical, a majority still considered them important. Ensuring artefact collections are cared for and stored in a **safe environment** was a key priority for most people followed by ensuring **local heritage is protected**. Preserving collections **digitally** was seen as less of a priority.

## Arts, Culture and Heritage: Key themes

The final open question of the survey allowed participants to express their thoughts around future delivery of services. Respondents used this section to suggest ideas and as a space to raise concerns.

Responses could be broadly categorised into seven key themes:

- **Community** - importance of venues and activities to the community
- **Arts, Culture, Heritage** - preservation of arts, heritage and culture locally
- **Financial Viability** - Income generating ideas
- **Access, Location, Venue** - Ideas for how access can be improved and concerns around losing accessible venues
- **Economic Impact** - Importance of venues and activities in supporting tourism, local businesses and creative skills
- **Plea Comments** - Requests to maintain current provision
- **Consultation** - Concerns around how the consultation was being conducted.

### 1. Community

People emphasised the importance of the venues in promoting social bonds, personal wellbeing and as places that combat social isolation. Confidence and skills building for young people was a common theme along with highlighting volunteering and community building activities.

When asked about future provision of heritage services in Cannock Chase, 65.6% of respondents indicated that **'social aspects'** and 67.1% indicated that **'health and wellbeing'** aspects were "very important" to them for future heritage provision in the local community. Considering the importance of aspects of future provision of cultural services, multiple respondents who selected 'other' went on to reference **mental wellbeing, community impact**, impacts on **young people** (experience of performing and viewing) and impact on **social engagement/isolation** were very important.

**"The museum and theatre are places where people find comfort and freedom, and they have become a home to people within the community."**

**"Theatre gave me so many life skills and continues to help with my mental health. It is an anchor for many vulnerable people in the community."**

**"Performing arts enable young children to enjoy storytelling and grow in confidence. My daughter loved performing on stage after weeks of hard work."**

**"The venues offer volunteering opportunities that allow people to gain skills, build confidence, and give back to their community."**

**"Some people have gone on to volunteering and employment as a direct result of what creative arts can give people—a sense of purpose within their community."**

**"It's a part of the routine. Seasons group together. Teamwork. I would miss it."**

## 2. Arts, Culture, Heritage

It was felt both venues serve an important purpose in showcasing local history - most particularly mining heritage - and as a platform for performing arts. Respondents felt both venues helped promote a keen sense of local identity. Exhibits like the interactive mining gallery allow visitors to experience aspects of life as miners did, fostering a deep connection to the area's industrial past. Some individuals credited the theatre with inspiring their careers in the performing arts, describing it as a foundational space for confidence-building and creative exploration.

Some questions asked people to consider future cultural provision in Cannock Chase. In these sections "providing access to enjoy arts and culture as an audience member" was "very important" to 97.1% of respondents, as opposed to 0.2% who felt this was "not important at all". Similarly, "supporting local artists and performers" was "very important" and "important" to 97.4% of respondents to these questions. "Providing access to enjoy heritage as a visitor" was "very important" or "important" to 96.9% of people identifying what aspects of heritage were valued by them.

**"The little museum embraces our history and gives children the opportunity of clocking on and going down a mine, listening to the sound of the lift as it makes its descent, experience the darkness of being underground. We should be celebrating the lives of those who went before us."**

**"The theatre is a source of escapism for young and old alike, whether you are performing or watching a show. It's an opportunity to watch live theatre rather than sitting at a computer, PlayStation, or TV."**

**"The Prince of Wales Theatre holds fond memories for me. I spent my entire childhood there attending drama classes and participating in local theatre workshops. It was the beginning of my career."**

**"I would like to see a leisure complex included in the levelling up. It could include a theatre, rehearsal space, gym and wellbeing facilities, community café, and meeting rooms."**

**"Develop a cultural area around the theatre with quality restaurants and spaces for a nice evening out."**

## 3. Financial Viability

Many people offered ideas on how a cultural offer could be made more sustainable in Cannock Chase. Ideas primarily focused around securing alternative funding sources via donations, sponsorships, grants, crowd funding and enhanced commercial and visitor offers to increase income generation. Suggestions were also

made around repurposing other venues such as leisure centres and reviewing equipment and infrastructure. Some people suggested that the venues could be operated on a charity or not for profit basis indicating that there is some local confusion on how the sites are currently operated. A number of people raised concerns around the Levelling Up funding.

**"Crowdfunding: GoFundMe, sponsorships, private donations, naming rights, etc."**

**"Create themed birthday parties, escape rooms, and 'Night at the Museum' events."**

**"Get local traders and businesses involved with refurbishment efforts."**

**"Increase facility hire fees to reflect current market value."**

**"Migrate the theatre staging and lights to Chase Leisure."**

**"Turn the sports hall into a theatre space."**

**"The watering down of the heart of Cannock redevelopment is very worrying, and the latest plans bear no resemblance to the original exciting project that would have enhanced the town centre."**

**"With the Levelling Up budget, I think the Prince of Wales could be adequately refurbished. This facility, along with the museum, are great assets to Cannock Chase and in keeping local heritage/history alive."**

**"Conducting public surveys for input on funding allocation and project priorities."**

**"Introduce a café again or rent it out to an independent."**

**"The museum could be integrated into the town center library or Hednesford library."**

**"Would IHL give up these venues from their contract and allow the council to bring these back in-house?"**

#### 4. Access, Location, Venue

Respondents expressed the importance of easily accessible venues particularly for those using public transport. Concern that venues meet the needs of those with disabilities and older people was a strong theme. People also expressed the need for activities to be both affordable and attractive to a broad range of age groups. A high proportion of survey responses indicated a strong desire to see participation by a range of groups - eg young people or people with additional needs - encouraged. 80.9% of people felt this was very important and 14.4% felt it was important. Some people also raised the need for a venue to feel "safe".

**"Sufficient parking for blue badge holders. Sufficient space for entrance and mingling areas."**

**"Not everyone has a car and public transport in the evenings is non-existent."**

**"Accessible for those without means to travel."**

**"Pit pony rides for disabled children to experience hands-on history."**

**"Maintenance improvements to each of the buildings, a new look with better accessibility and facilities."**

**"The venues provide a safe space for the elderly and disabled people to enjoy a night out."**

**"Having supported people to larger town/city theatres, this is most definitely not the case, and the individuals are much less confident and require higher levels of support."**

**"It's a support service and <<name redacted>> knows he can be safe when he goes there."**

## 5. Economic Impact

Respondents felt the value of venues as drivers of local economy (restaurants, shops, hotels) and gateways to tourism was important. Fears were shared that Cannock may become a ghost town and suggestions made around new partnerships and marketing strategies. People stressed that cultural services enabled skills development and employment opportunities.

When asked about future provision of cultural or heritage services in Cannock Chase, in both areas of provision 82% of respondents to questions 10 and 16 (see Annexe C for the consultation questionnaire) indicated that it was "very important" to them to "attract visitors and promote the local area".

**"The theatre attracts people from outside the area, bringing customers to our businesses in the area, including the so-called designer outlet. Why take things away that attract people?"**

**"We usually go for a meal before a show and maybe a drink after. Closing the theatre will have a negative impact on other businesses in the town."**

**"Investment in the centre as per the original plans – to include a second performance space, café, and cultural area – would generate money for the council by bringing people into the area and increasing footfall to secondary businesses."**

**"Cultural venues act as economic magnets, drawing tourists and investors. Complementing local businesses, increased footfall around cultural hubs supports retail, hospitality, and other local enterprises."**

**“There is scope to create a thriving community hub. With good planning and implementation, people from other areas would be attracted to the town centre – take in a show, have a nice meal, stay for the evening or weekend, and visit Cannock Chase.”**

**“Hosting more community-driven events, workshops, and performances could boost footfall and revenue while engaging residents of all ages.”**

## 6. Plea Comments

A number of people used the free text section of the survey to appeal for continuation of services as they are. Some respondents shared evocative personal stories and highlighted their sentimental connections with the venues.

**“I spent hours of my childhood exploring this museum. I have memories of my grandad taking us, crawling through the miners’ tunnel, doing the quiz to win a small prize at the end. This is a place I come to remember my grandad, who was a proud miner and has even featured in some of the exhibitions.”**

**“The museum is where my family came to remember my grandfather, who was a proud miner.”**

**“The Prince of Wales is like a second home for us.”**

**“The arts last year brought in £3.3 billion to the UK with an increase of 3%—these facilities helped shape this.”**

**“To close the museum would mean losing a social hub, losing heritage, and memories for hundreds, if not thousands, of local people. Our heritage as a proud coal mining community needs to be protected.”**

## 7. Consultation

The free text question was also used to query the consultation process. Common themes included concerns that the process felt rushed and poorly timed. People were concerned future building maintenance costs may have been inflated and some felt the survey questions were not fair and balanced.

**“The consultation period extends over the Christmas and New Year period and not the ideal time to make the most of the consultation period.”**

**“The costs on the building reports seem grossly inflated. For example, the theatre needs £600,000 for its air handling system over the next 10 years, yet a similar system at my work cost £100,000.”**

**“The consultation seems to focus far more on alternatives to the current museum and theatre rather than exploring ways to maintain them.”**



**"The council has failed to look at all alternative options to the theatre and museum closures or given enough time or commitment to do so."**

**"This was a loaded and driven questionnaire clearly designed to push an agenda."**

### Group responses

Among groups that responded to the consultation, most used the Prince of Wales Theatre (162 groups). 29 groups used the Museum of Cannock Chase. 73 groups used both venues. Although 13.1% reported funding streams linked to the venues, details were scarce, indicating a possible gap in formalised funding.

### Conclusion and next steps

As identified at the outset, Cannock Chase District Council needs to review current services and make some difficult decisions to address a significant budget shortfall. The consultation responses showed a strong desire to see the existing services of the Prince of Wales Theatre and the Museum of Cannock Chase protected. With rising costs and growing demand for services widely, proposals for future arts, culture and heritage services need to be sustainable without compromise to other leisure and wellbeing services in the district.

The consultation received sizable engagement across communities, groups and organisations. The quantitative and qualitative information collected provides a valuable resource when planning cultural and heritage service provision within the district. Given the richness of responses, the consultation analysis can also inform and support future work, for example in relation to wellbeing, community, access to services, or economic development.

### Equalities Survey

Entries from the equalities survey will be added to the Equalities Impact Assessment for each site. These documents will accompany any future papers relating to the proposals.



Annexes

Annex A: Consultation questionnaire quantitative results

Annex B: Equalities Impact Survey results

Annex C: Consultation questionnaire

Annex D: Equalities monitoring form

### Culture and Heritage Consultation Results

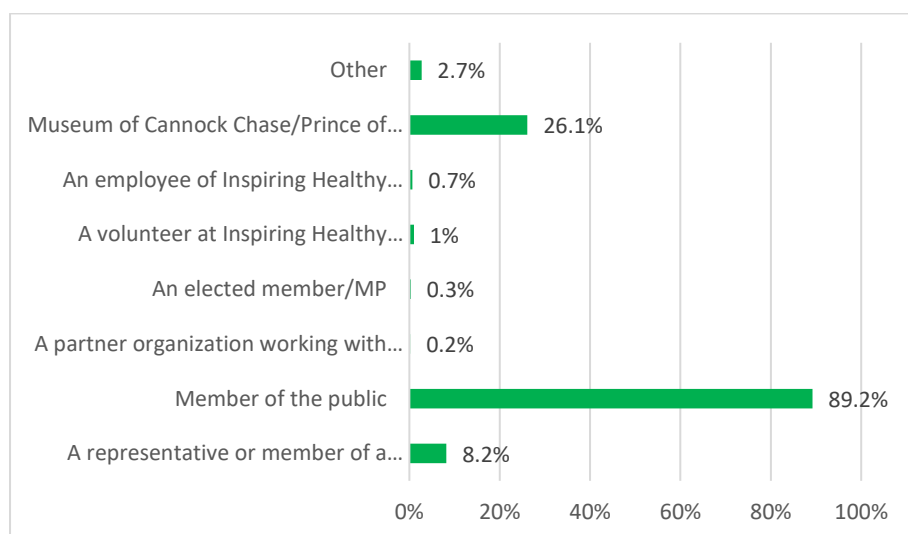
The survey launched on Friday 29 November 2024 and closed on 2 January 2025. 2,138 responses were received. 1,986 surveys were completed online and 152 paper copies were received. 1 online survey was spoilt.

Over half (1,431) of the total amount of completed surveys were received in the first week of the consultation.

#### Q1) Are you responding to this as: (please tick all that apply)

2119 responses were received to this question

Option	Number	Percentage
A representative or member of a community group	174	8.2%
Member of the public	189	89.2%
A partner organization working with Cannock Chase District Council or Inspiring Healthy Lifestyles	4	0.2%
An elected member/MP	6	0.3%
A volunteer at Inspiring Healthy Lifestyles	22	1%
An employee of Inspiring Healthy Lifestyles	15	0.7%
Museum of Cannock Chase/Prince of Wales visitor	553	26.1%
Other	58	2.7%



#### Please explain other:

Teacher	6
Performer at theatre	5
Former MOCCC employee	4
Tax payer	4

User of both	3
Visitor to both	3
Theatre professional	3
Resident	3
Parent/grandparent of user	5
Voter	2
Theatre user	2
Director children's theatre school	2
Museum user	2
Stage school teacher	1
Member of drama society/group	2
Rugeley Town Cllr	1
Primary headteacher	1
Potential SCC candidate	1
Former volunteer at Museum	1
Youth theatre member	1
POW employee	1
Due to start at Museum (job)	1
Disgusted citizen	1
Former employee	1
Chair of Backstreet Theatre	1
Ex resident	1
Labour member	1
Governor - MPU - NHS	1
Representative of Equity Union	1
Preservationist	1
Chair of Arts Council	1
Touring theatre show company owner	1
Arts and heritage charity	1
Local theatre group	1
Technician with touring show	1
Assistant headteacher	1
Project leader	1
Private tutor/music director	1
Not resident	1
Employee of CCDC	1
School office manager	1
Had an organization that worked with IHL	1
Parent of employees	1
Parish Council	1
Retired teacher	1

**Q2) If you are a representative or member of a group or organisation please give their name here:** 209 responses

Cannock Wood and Gentleshaw Music Society	17
Brownhills Musical Theatre Society	15
Cannock Chase Drama School	10
Aldridge Musical Comedy Society	9
Backstreet Theatre	8
Chase Harmony	7
Tower Players	6

M3 (including 2 parents of students)	6
Seasons	5
Ambient Night Productions	5
Splitmask	4
Walsall Operatic Society	3
None	3
Cannock Chase Mining Historical Society	2
Chase Choral Society	2
Class One Dance Academy	2
Museum Craft Group	2
IHL	2
Reform UK	2
Green Party	2
AMCS	2
N/A	2
Quimby School of Dance	1
Cannock Academy of Dance	1
Cannocks Gotta Dance and Sing	1
Dance2gether	1
Stephenta School of Dance	1
One Accord Choir	1
Cannock Chase U3A Theatre Group	1
Burntwood and District U3A	1
CHAPS	1
Chasewater Friends	1
Burntwood Chase Heritage Group	1
West Chadsmoor Family Centre	1
Cannock Chase Arts Council	1
Cannock Chase Conservative Association	1
Heath Hayes Art Society	1
Cannock Chase Shed	1
Cannock Chase Drama Society	1
Hednesford Afternoon Townswomens	1
Through the Stage Door	1
Songbirds In Harmony	1
Primary School	1
Mammoth Creative Works	1
A member of the musical theatre community in Cannock chase	1
Lea Hall Brass Band	1
LA Studios	1
Rtc	1
Cannock Chase High School	1
Poppyfield academy	1
Henderson Big Band	1
Ballance and Lowbridge LLP	1
Murder By Appointment	1
Big3productions	1
The Friends of Hednesford Park	1
WOS Operatic Society	1
BCSSS OUR PENSION OUR MONEY	1

RicNic	1
agaes	1
South Staffordshire College Community Learning	1
St Joseph's Catholic Primary School	1
Lichfield Players, Lichfield Cathedral guide.	1
Cannock Wood Parish Council	1
South Staffs Couriers Ltd	1
Birmingham Stage & lots local schools	1
32 Manor Avenue	1
Chubbs	1
UNISON	1
Wood T&D Ltd	1
Rugeley Town Council	1
Lea Hall Welfare Trustee,	1
Lea Hall & Brereton Collieries Society	1
Equity	1
Palacios Preservation Asociation (Palacios, Texas), Preservation Texas, Texas History Association, involved with others . . .	1
Brindley Honda Cannock - Honda - Sales;Service & Repair - Cannock - WS11 0JP	1
Frankie The Concert Ltd	1
Association of Friends of Cannock Chase	1
The Fedora Group	1
Rotary Club of Cannock	1
FRIENDS OF LITTLETON COLLIERY	1
Greenway	1
Soroptimist International Stafford	1
UK Pink Floyd Experience	1
Clydehouse PMC Ltd	1
Thespian Arts Theatre C.I.C	1
Spotlight youth production	1
English	1
Governor of a local High School	1
Al Furqan Primary School	1
Bushbury Hill Primary school	1
Cannock Chase District Council	1
Elite Academy of Performing Arts	1
WALSALL HEALTHCARE NHS TRUST	1
THOMAS RUSSELL JUNIOR SCHOOL	1
Volunteering Officer - Support Staffordshire / New Start 4 U Project	1
Pye Green Community Walking Group	1
Rotary Club of Rugeley	1
Ballance and Lowbridge LLP	1
Members of Staffordshire Youth Union and UK Youth Parliament	1
Hayes Meadow Primary School	1
St Lukes Primary School,	1

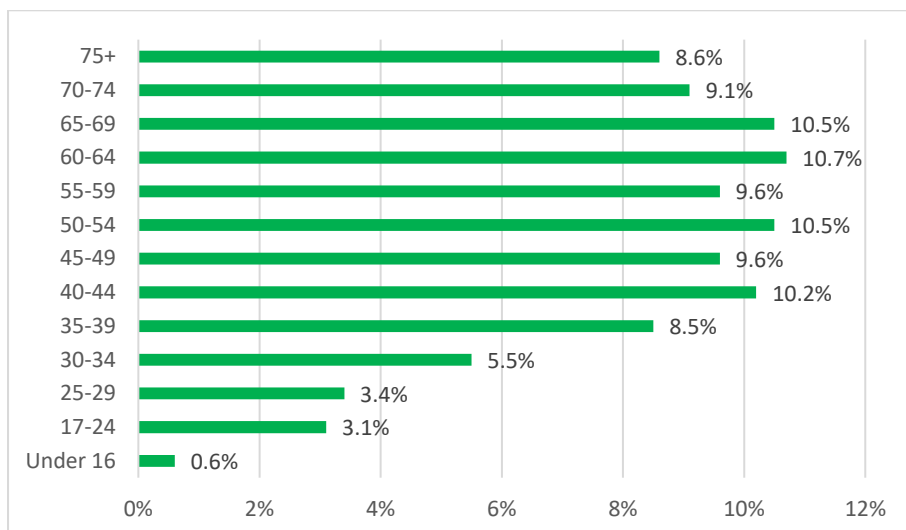
National Lottery Heritage Fund	1
Member of Cannock Leisure Centre	1
UNISON	1
Environmental Health	1
The Hub, Pye Green	1
Unite Performing Arts	1
Woolley	1
CAldmore Primary Academy	1
St Margaret Mary School	1
Joining Hands	1
Cannock Chase CAMRA (Campaign for Real Ale)	1
ALL SAINTS CE FIRST SCHOOL	1
Norton Canes Historical Society	1
Woodhouse Primary Academy	1
Sutton and Wilkinson Architects	1
Fellowship for Parish Evangelism	1
Heath Hayes Art for All, Heath Hayes Library	1
Hednesford Town FC	1
Walsall Council	1
Rotary club	1
Social Group (Member)	1
Bmtc	1
Shareshill wi	1
Cheslyn Hay Parish Council	1
Janet Jones	1
2nd Rugeley Scout Group, Cannock Girlguiding,	1
Local Rock Band	1
Short Heath Junior School.	1
I also am director of Beyond the Barricade	1
Interclean Estate Management Services Ltd 01543 573030	1
Woods Bank Academy - Primary school Teacher	1
St John Ambulance	1
Shareshill WI	1
Staffordshire Archaeological and Historical Society	1

**Q3) What is your age?**

2072 responses were received to this question

Age	Number	Percentage
Under 16	12	0.6%
17-24	64	3.1%
25-29	71	3.4%
30-34	114	5.5%
35-39	176	8.5%
40-44	212	10.2%
45-49	198	9.6%

50-54	217	10.5%
55-59	200	9.6%
60-64	222	10.7%
65-69	218	10.5%
70-74	189	9.1%
75+	179	8.6%



**Q4) What is your postcode?**

WS11	716
WS12	593
WS6	151
WS15	135
WS7	73
ST19	34
ST17	29
WS3	27
WS8	20
WS13	16
WS9	16
WV10	16
WV11	15
WS4	14
ST16	10
WV12	8
WS14	6
WS10	6
B43	6
DE13	5
WS5	4
ST18	4
WV8	4
WS1	3
ST6	3
B44	3
ST2	2
ST14	2

WV13	2
WV4	2
WV5	2
B32	2
B63	2
B74	2
B77	2
B78	2
TF2	2
TF3	2
TF10	2
DY13	2
WS	1
ST3	1
ST5	1
ST9	1
ST10	1
ST15	1
ST28	1
WV14	1
WV37	1
WV6	1
WV7	1
WV9	1
B23	1
B27	1
B28	1
B31	1
B46	1
B5	1
B60	1
B71	1
B76	1
B90	1
BN2	1
CV5	1
CV8	1
CV10	1
DE14	1
DE15	1
DE65	1
TF4	1
TF5	1
DY7	1
NN11	1
NN12	1
LL36	1
YL41	1
YO23	1
CW5	1
WA13	1
CR4	1
WR2	1

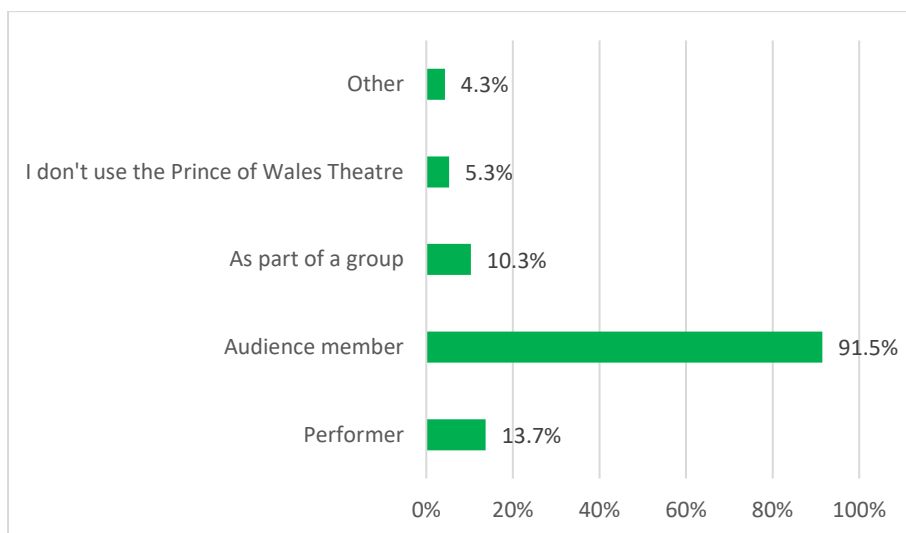


IG10	1
SY2	1
NR16	1
SS9	1
CF37	1
CO15	1
MK5	1
SE6	1
CT12	1
NR23	1
SN25	1
PE13	1
NP11	1
M15	1
Austin, Texas	1
Email left instead	1
Number left	1

**Q5) Do you use the Prince of Wales as a (please tick all that apply)**

2119 responses were received to this question

Option	Number	Percentage
Performer	290	13.7%
Audience member	1940	91.5%
As part of a group	219	10.3%
I don't use the Prince of Wales Theatre	112	5.3%
Other	91	4.3%



**Please explain other:**

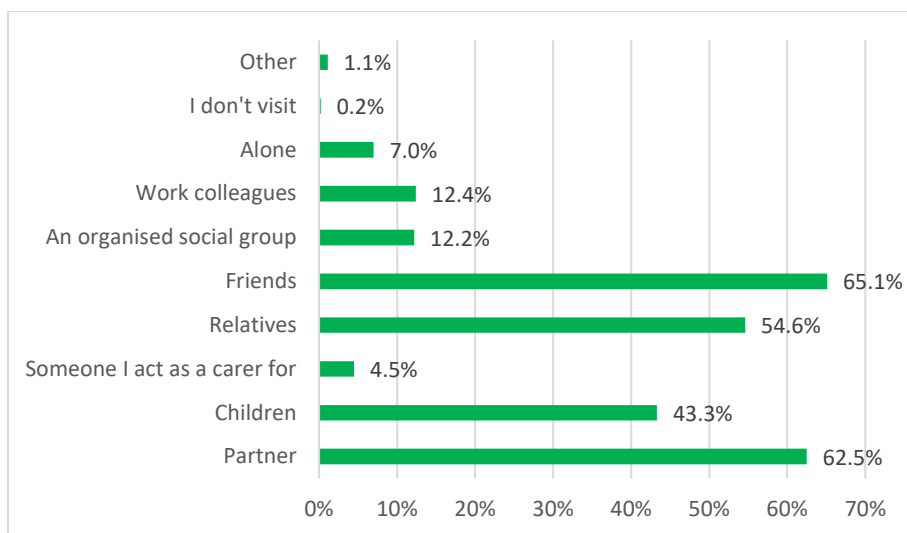
Family member performs there	33
Work here/have worked	9
Former group/performer	8
Volunteer	6
Attended beer festival	6

Backstage	5
School visit	5
Performer	4
Work experience/placement opportunities	3
Audience member	3
Former user	3
User	2
Volunteer to groups	2
Educator	2
As a group	2
Plan to attend in future	2
Scouts	2
Child attends class/workshop	2
Fellow theatre manager - collaboration	1
Dance teacher	1
Former member of CC Arts Council	1
Former board member - POW Youth Theatre	1
Attend event	1
Member of CC Arts Council	1
To support groups with physical and mental disabilities	1
To meet with cast	1
Son is regular user	1
Digital output provider	1
Print distribution	1
Musician and musical director	1
Friends who are performers	1
Help with summer schools	1
Want to use it in the future	1
If had access to car I would use it	1
Director	1
First aid cover	1
Project partner	1

**Q6) If you visit the Prince of Wales Theatre who do you usually go with? (please tick all that apply)**

2008 responses were received to this question

Option	Number	Percentage
Partner	1256	62.5%
Children	870	43.3%
Someone I act as a carer for	91	4.5%
Relatives	1097	54.6%
Friends	307	65.1%
An organised social group	245	12.2%
Work colleagues	249	12.4%
Alone	140	7%
I don't visit	4	0.2%
Other	22	1.1%



**Please explain other:**

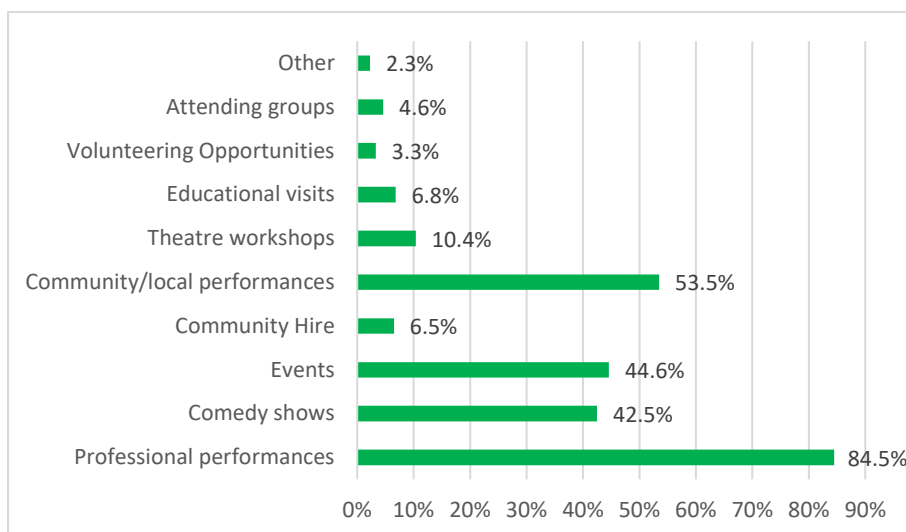
School	7
Family/partner	6
Grandchildren	5
Friends	3
Family are part of a group/classes	3
Use it a lot	3
Parent of performer	2
Haven't visited yet	2
Daughter	2
Theatre Company	2
Stage crew	1
First aid volunteer	1
Staff	1
Son is the visitor	1
Alone	1
Scout group	1
Still come, even after losing family members I came with	1
With BTEC students	1
No longer use due to health	1
Will go with child	1
Haven't been recently	1
Work	1
Seasons Theatre Company	1
Useful for people with mobility issues	1

**Q7) What do you use the Prince of Wales Theatre for? (please tick all that apply)**

2000 responses were received to this question

Option	Number	Percentage
Professional performances	1691	84.5%
Comedy shows	850	42.5%
Events	893	44.6%
Community Hire	131	6.5%

Community/local performances	1071	53.5%
Theatre workshops	208	10.4%
Educational visits	136	6.8%
Volunteering Opportunities	66	3.3%
Attending groups	92	4.6%
Other	46	2.3%



**Please explain other:**

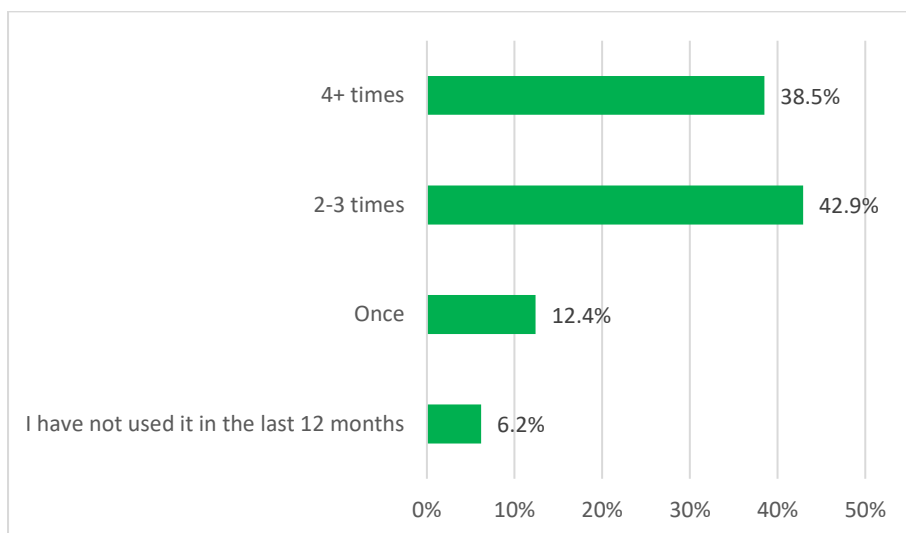
Childrens performance	9
Watch shows (panto 2)	8
Attend beer festival	6
As a performer	5
Festivals/events	4
Shows	4
Work here	2
Charity performances	2
Work experience	2
The above	2
Community events	1
Sharing resources and professional development	1
Workshops	1
Exhibitions	1
Competitions	1
Chaperoned at sons show	1
Storage and collection of equipment for arts council	1
Tech	1
Anything I fancy	1
What I intend to use it for	1
Promote theatre shows	1
Arts council	1
Buy tickets for family	1
Different events	1
First aid cover	1
As a social interaction	1

Volunteer	1
With dance school	1
With school	1
Grandchildren	1
Arts and culture	1
Pleasure	1

**Q8) How often have you used the Prince of Wales Theatre in the last 12 months?**

2015 responses were received to this question

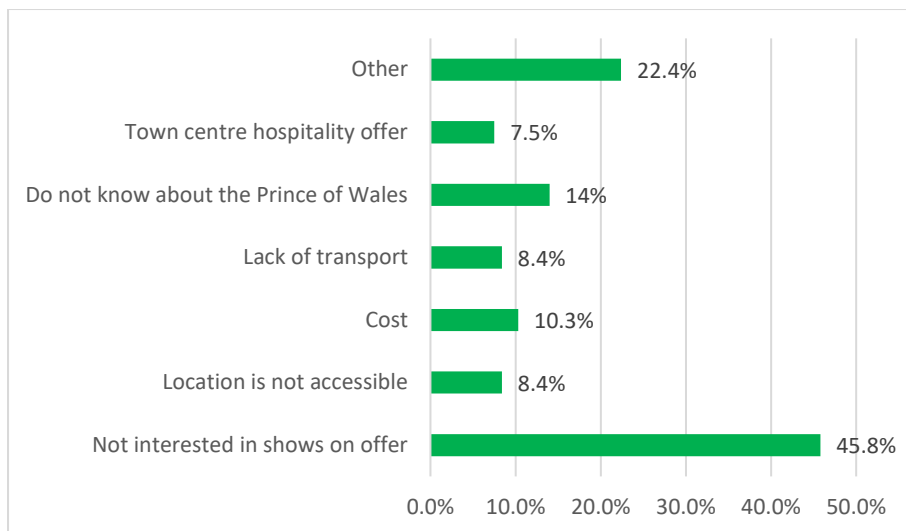
Option	Number	Percentage
I have not used it in the last 12 months	124	6.2%
Once	250	12.4%
2-3 times	864	42.9%
4+ times	777	38.5%



**Q9) If you do not visit the Prince of Wales Theatre, why not?**

107 responses were received to this question

Option	Number	Percentage
Not interested in shows on offer	49	45.8%
Location is not accessible	9	8.4%
Cost	11	10.3%
Lack of transport	9	8.4%
Do not know about the Prince of Wales	15	14%
Town centre hospitality offer	8	7.5%
Other	24	22.4%



**Please explain other:**

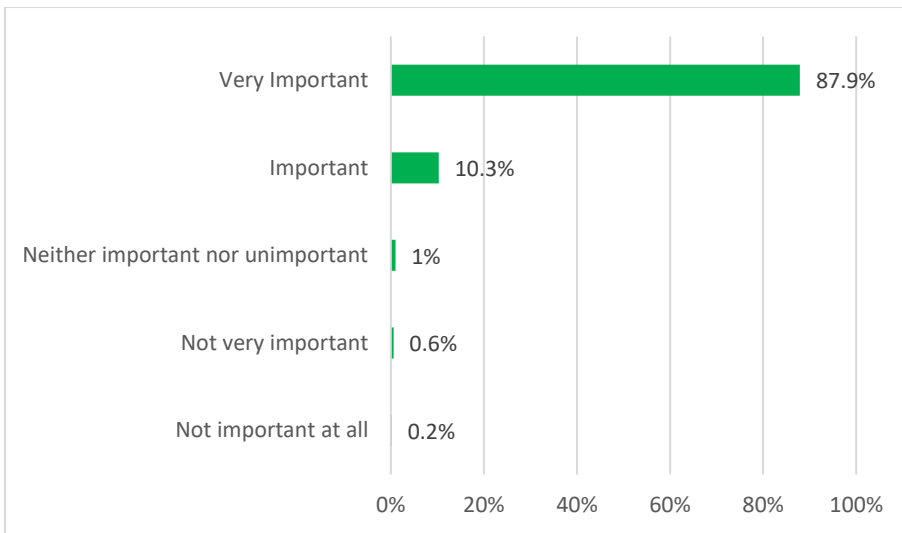
Too busy	5
Don't live in area	4
Never know what's on/advertising	4
Health	3
Not interested	3
New to area	2
Difficult for wheelchair	1
Live too far away	1
Don't think to look whats on	1
Cost	1
Needs new carpark	1
Didn't know about it	1
Cannock is rundown	1
Age	1
Like to travel to other theatres as well	1

**Q10) Considering future provision of cultural services in Cannock Chase, how important are the following to you?**

**Providing access to enjoy arts and culture as an audience member**

2,100 responses were received to this question

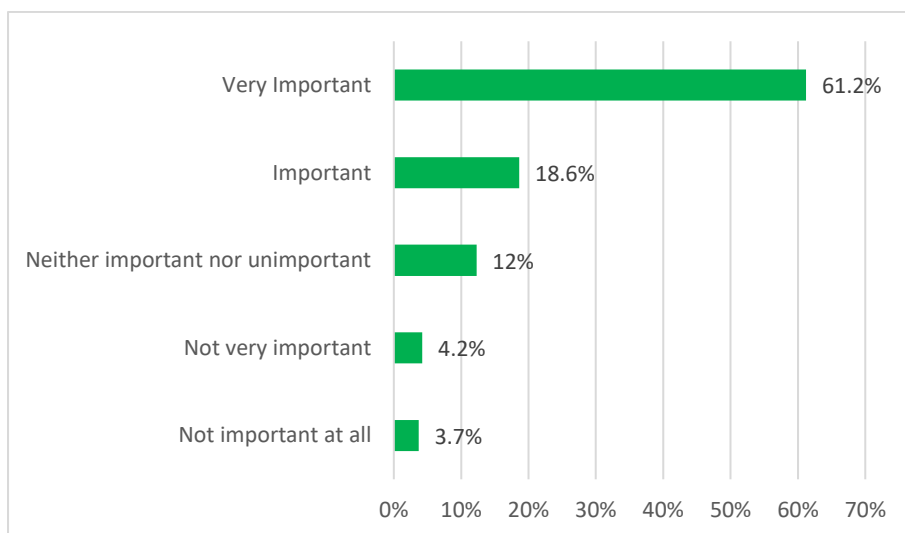
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Providing access to enjoy arts and culture as an audience member	1846	87.9%	217	10.3%	20	1%	13	0.6%	4	0.2%



**Providing access to participate in arts and culture as a performer or creative contributor**

1,937 responses were received to this question

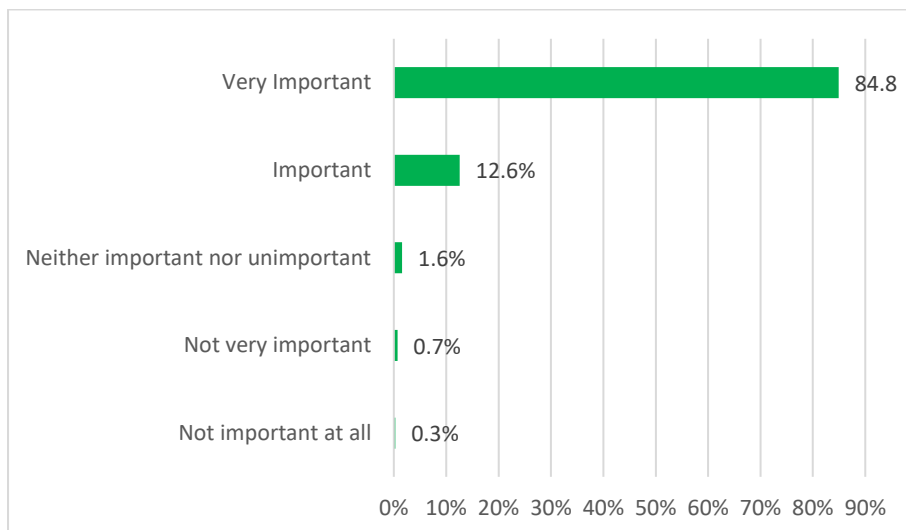
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Providing access to participate in arts and culture as a performer or creative contributor	1186	61.2%	360	18.6%	238	12.3%	81	4.2%	72	3.7%



### Supporting local artists and performers

2,084 responses were received to this question

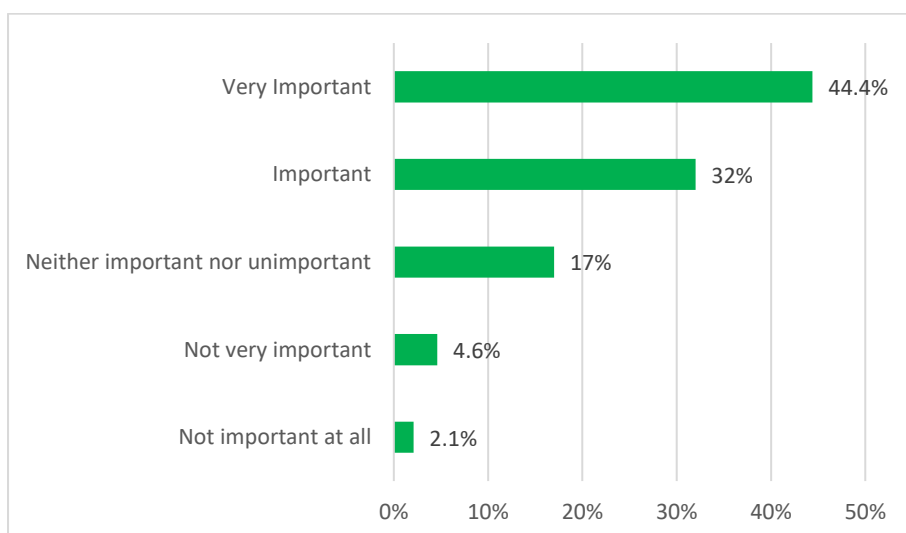
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Supporting local artists and performers	1768	84.8%	262	12.6%	34	1.6%	14	0.7%	6	0.3%



### Opportunities for volunteering

1,923 responses were received to this question

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Opportunities for volunteering	854	44.4%	615	32%	326	17%	88	4.6%	40	2.1%

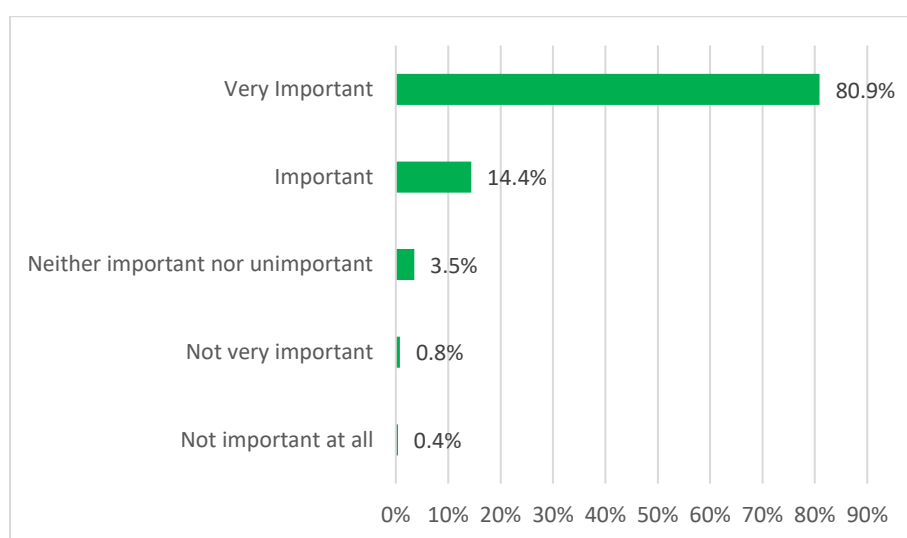




### Encouraging participation in performing arts by a range of groups e.g. young people/people with additional needs

2,013 responses were received to this question

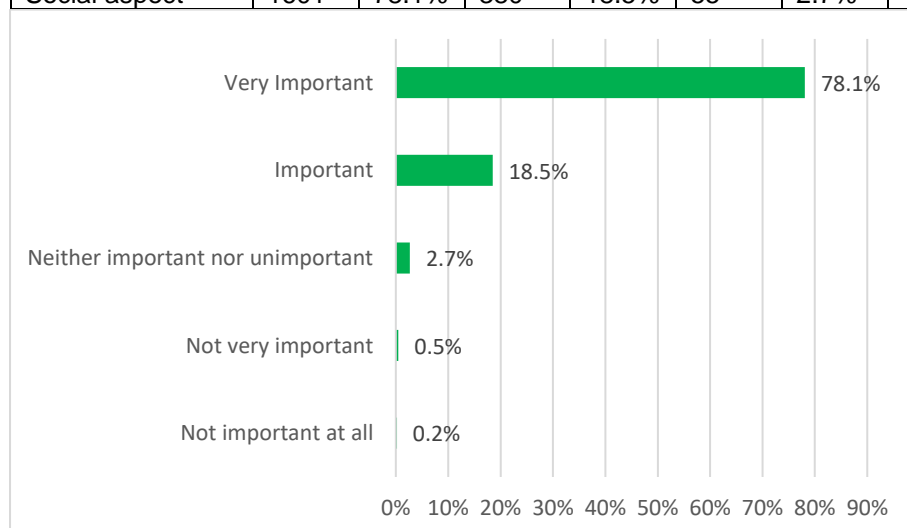
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Encouraging participation in performing arts by a range of groups e.g. young people/people with additional needs	1628	80.9%	289	14.4%	71	3.5%	16	0.8%	9	0.4%



### Social aspect

2,051 responses were received to this question

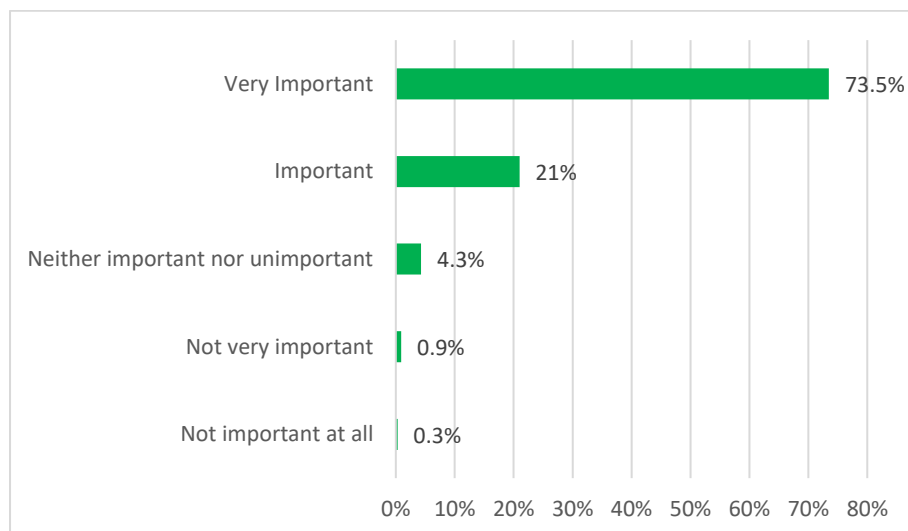
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Social aspect	1601	78.1%	380	18.5%	55	2.7%	11	0.5%	4	0.2%



## Health and wellbeing

1,937 responses were received to this question

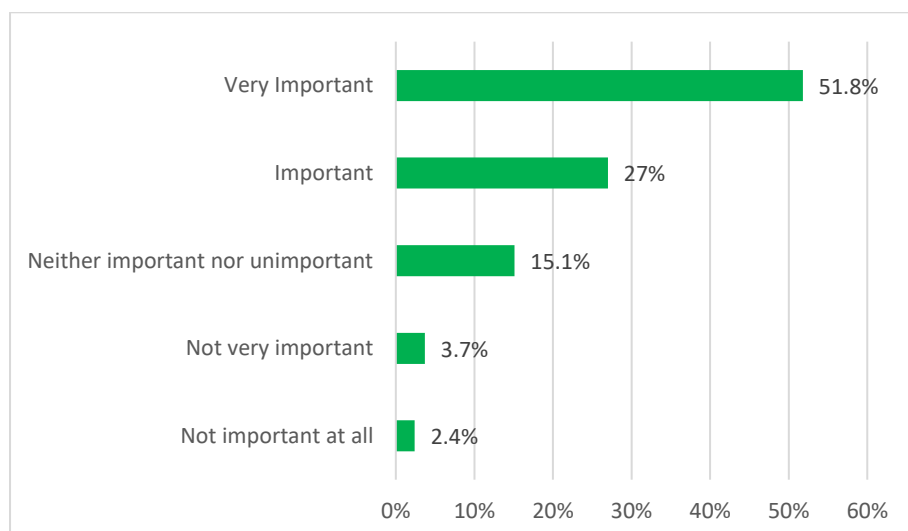
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Health and wellbeing	1460	73.5%	418	21%	86	4.3%	17	0.9%	6	0.3%



## Learning new skills and opening career opportunities

1,928 responses were received to this question

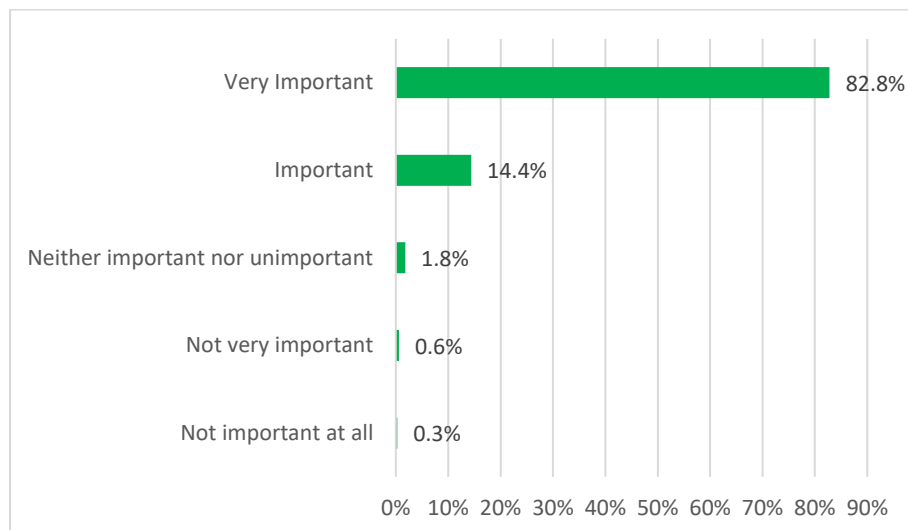
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Learning new skills and opening career opportunities	998	51.8%	520	27%	292	15.1%	72	3.7%	46	2.4%



### Attracting visitors and promoting the local area

2,053 responses were received to this question

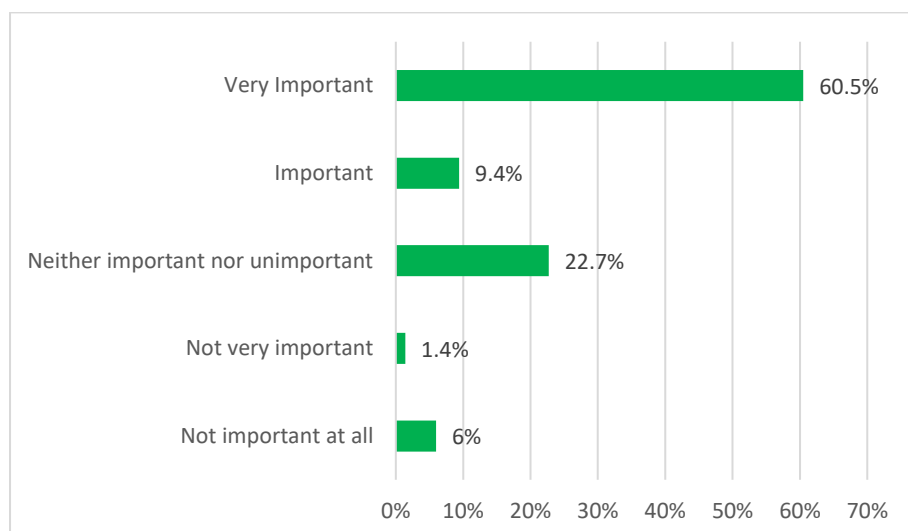
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Attracting visitors and promoting the local area	1700	82.8%	296	14.4%	38	1.8%	12	0.6%	7	0.3%



### Other

352 responses were received to this question

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Other	213	60.5%	33	9.4%	80	22.7%	5	1.4%	21	6%



Whilst a lot of respondents ticked other, plenty did not provide an explanation. Below are those that did.

**Please explain other:**

	Very Important	Important	Neither important or unimportant	Not important at all	Didn't answer importance questions but other
Importance to town	13	1			2
Important to the surrounding area	5				
Impact on trade/businesses	15				2
Mental wellbeing	12				2
Physical wellbeing	2				
It provides opportunities for people with additional needs to be part of a community	1				
Community impact	20	3			
Confidence that performing brings	1				1
It's a safe and welcoming place	4				
Access to experience arts locally	16				1
Impacts on young people (experience of performance and viewing)	20	1			2
Affordable experiences	9		1		1
Culture experience	10				1
Future-proofing heritage, culture and wellbeing	1				
POW is a focal point	1				
Impact on social engagement/isolation	10				4
Attract people to Cannock	1				
Opportunities for the future	2	1			
It is a LGTBQ+ safe space	1				
Training and learning	1				
A stage for performers	1				
Access for all	1				

Multi-use theatre/community hub	1	1			1
Better publicity	1				
Local heritage	7	1			
A place for people with disabilities	2				
Education for schools	2				
A theatre/perform in a real theatre	8				
Cannock scores low on poor health, poor life expectancy and low academic success	1				
School use	2				
Great venue	1				
Saving museum	1				
Tourism	3				1
It's a facility for the elderly	3				
It's a facility for vulnerable people	1				
We moved here thinking there was a theatre	1				
A focal point for groups	1				
Anything else not listed	1				
This is a breach of LUF	1				
Somewhere to feel safe	1				
Central location	1				
Tiered seating	1				
Sense of pride in the district	1				
A cultural hub	1				
An alternative if it raises money for town	1				
Provides permanent employment opportunities	1				
Concern over the Council statement about the future of culture and heritage services	1				
Cost of public transport to go out of the district	1				

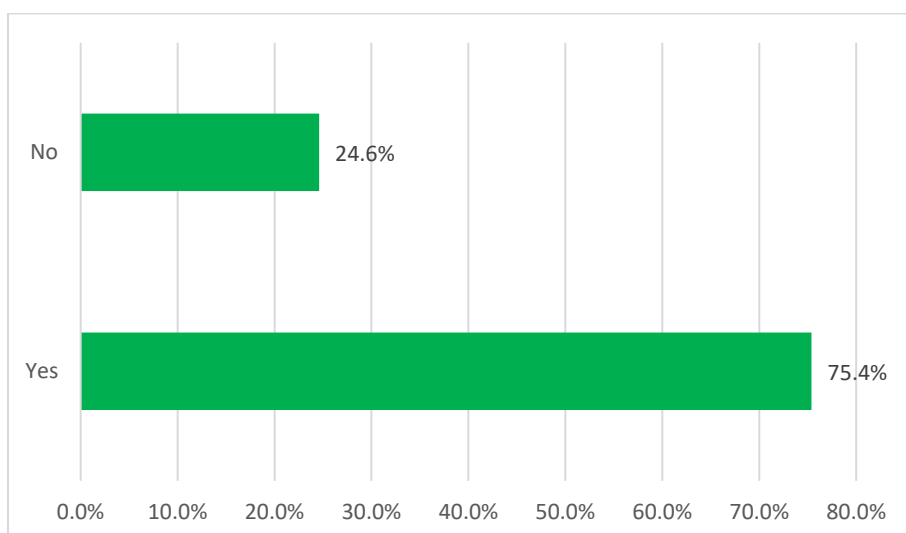
A place to gather and socialise		2			
Keeping talent in the area		1			1
Brings joy		1			
Essential cultural building		2			
Allow family to enjoy		1			
Experience atmosphere of theatre		1			
Not aligned with my interests		1			
Volunteers make difference in other areas			1		
Prince of Wales gives identity to Cannock			1		
Would love to visit area				1	
LUF question					1
Theatre and arts are important					1
Favourite theatre					1
Should be an asset					3
Important to all generations					1

## Heritage

### 11) Do you use the Museum of Cannock Chase?

2110 responses were received to this question

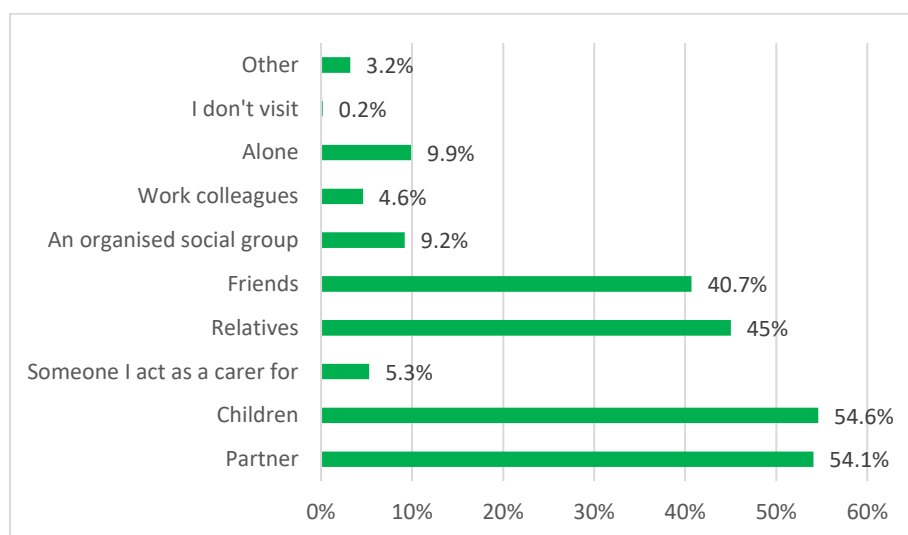
Option	Number	Percentage
Yes	1591	75.4%
No	519	24.6%



**12) If you visit the Museum of Cannock Chase who do you usually go with? Please tick all that apply**

1598 responses were received to this question

Option	Number	Percentage
Partner	1865	54.1%
Children	1873	54.6%
Someone I act as a carer for	85	5.3%
Relatives	1719	45%
Friends	1650	40.7%
An organised social group	147	9.2%
Work colleagues	74	4.6%
Alone	159	9.9%
I don't visit	3	0.2%
Other	51	3.2%



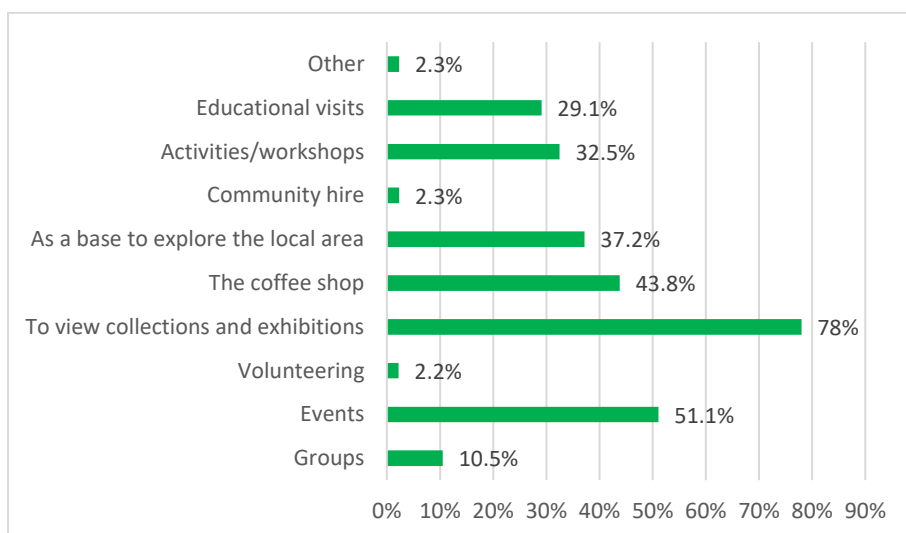
**Please explain other**

Educational visits	43
Grandchildren	7
Hosted/participated in events	2
Performing	2
Family	1
Care home residents	1
Scouts	1
Childminder group	1
Educational	1
Pupils I work with	1
On projects	1
Due to work there	1
When out for the day	1
Husband goes regularly	1
Events	1
With dog	1
Just started going	1
Family	1
Friends	1

**13) What do you use the Museum of Cannock Chase for? (please tick all that apply)**

1598 responses were received to this question

Option	Number	Percentage
Groups	167	10.5%
Events	816	51.1%
Volunteering	35	2.2%
To view collections and exhibitions	1246	78%
The coffee shop	700	43.8%
As a base to explore the local area	595	37.2%
Community hire	37	2.3%
Activities/workshops	530	32.5%
Educational visits	465	29.1%
Other	36	2.3%



**Please explain other**

To learn our heritage	9
See family history	4
Buy local gifts	3
Show our history to people	3
Resources of mining heritage	2
Networking	2
Christmas events	2
Staying in touch with former colleagues	1
Share resources	1
Cross promotion	1
With swing band for 1940s day	1
Trader at fairs	1
Soon to be working there	1
Arts and crafts (children)	1
WW2 reenactment	1
Socially	1
Speakers came to an organization	1
Tourism	1

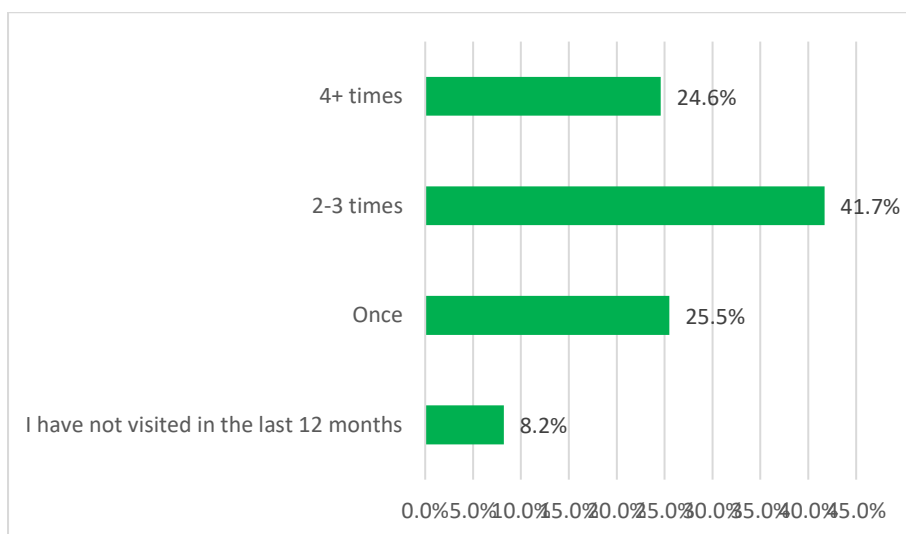


Bring children	1
Café	1
Enjoy myself	1
Contributed to an art exhibition	1
Walking nearby	1
Local history talks	1
Depositing local artefacts	1
Not been for a while	1
Holiday activities	1
Cannock Chase shed	1
Educational site	1
Regularly visit as family next door	1

**14) How often have you visited in the last 12 months?**

1603 responses were received to this question

Option	Number	Percentage
I have not visited in the last 12 months	131	8.2%
Once	409	25.5%
2-3 times	669	41.7%
4+ times	394	24.6%

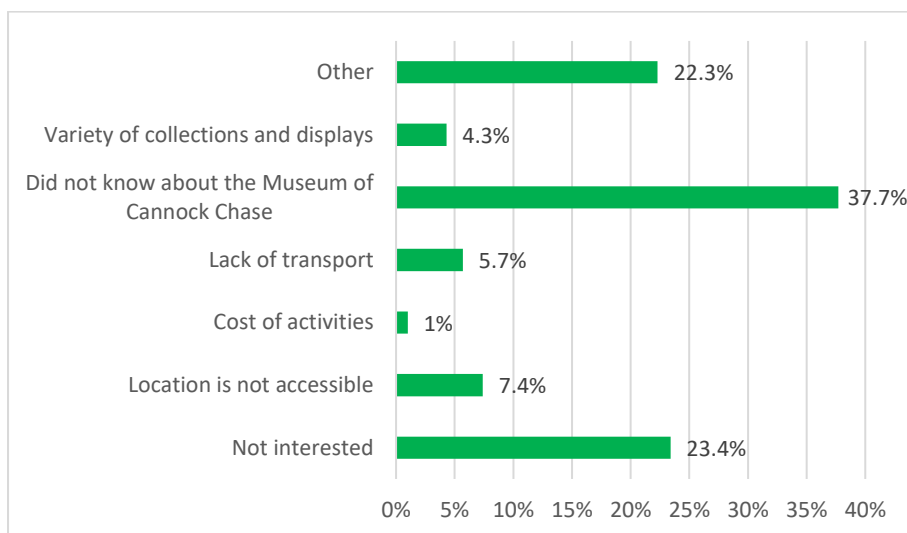


**15) If you do not visit, why not? (please tick all that apply)**

488 responses were received to this question

Option	Number	Percentage
Not interested	114	23.4%
Location is not accessible	36	7.4%
Cost of activities	5	1%
Lack of transport	28	5.7%
Did not know about the Museum of Cannock Chase	184	37.7%
Variety of collections and displays	21	4.3%

Other	109	22.3%
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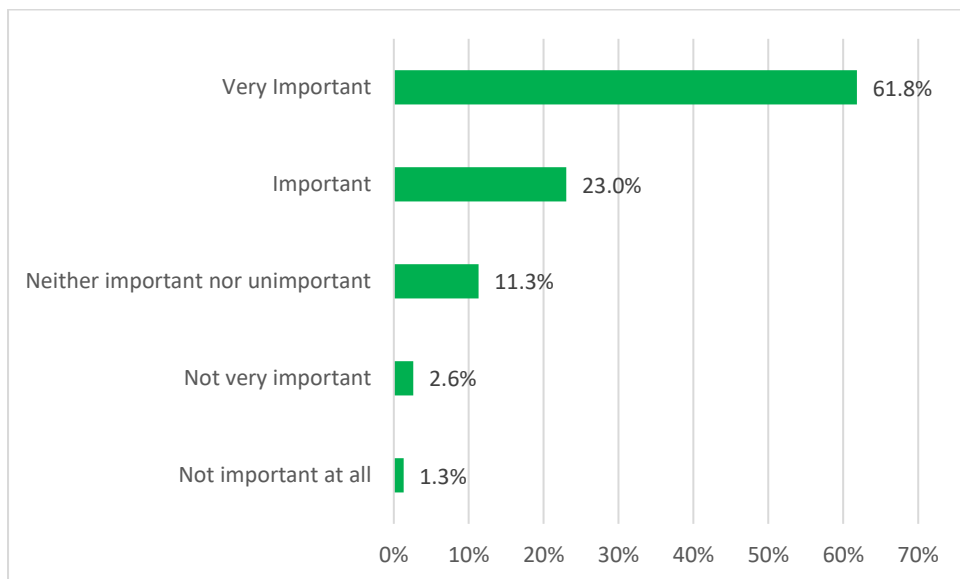


**Please explain other:**

Visited in the past	24
Too busy/limited time	20
Visited with family but now grown up	12
Not advertised/promoted enough	8
Don't live in the area	7
Not somewhere I go	6
Never get round to it	5
No interest	5
Health issues	4
Will visit when family old enough	4
Keep meaning to	3
Would like to go	3
Unaware of it	2
Poor location	2
Only just moved to the area	2
Use the nature reserve	2
Always similar on each visit	1
Never thought to go	1
Cost of travel	1
Museums aren't something to go to regularly	1
More for families	1
Don't drive	1
Location is not on Cannock Chase	1
Need something to encourage return visitors	1
Not been myself	1
Bit far away	1
Went when younger	1
Too much about mining	1
Used to volunteer there	1
I am an ex miner	1



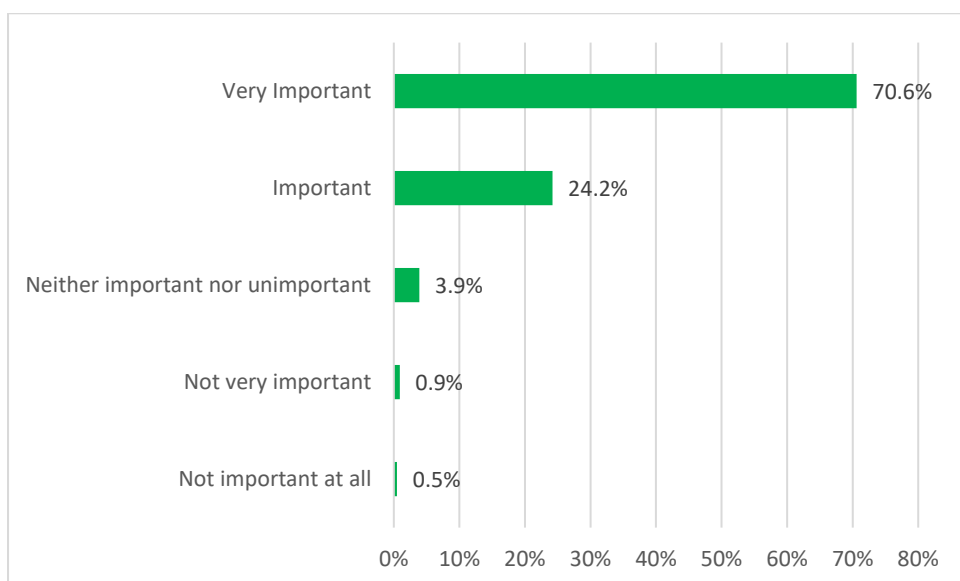
contributor of local, historical or specialist knowledge										
Online survey	1135	61.6%	425	23.1%	208	11.3%	48	2.6%	26	1.4%
Missing question	56	65.1%	18	20.9%	9	10.5%	3	3.5%	0	0%
<b>Total</b>	<b>1191</b>	<b>61.8%</b>	<b>443</b>	<b>23%</b>	<b>217</b>	<b>11.3%</b>	<b>51</b>	<b>2.6%</b>	<b>26</b>	<b>1.3%</b>



### Supporting local creators and artists

1994 responses were received to this question

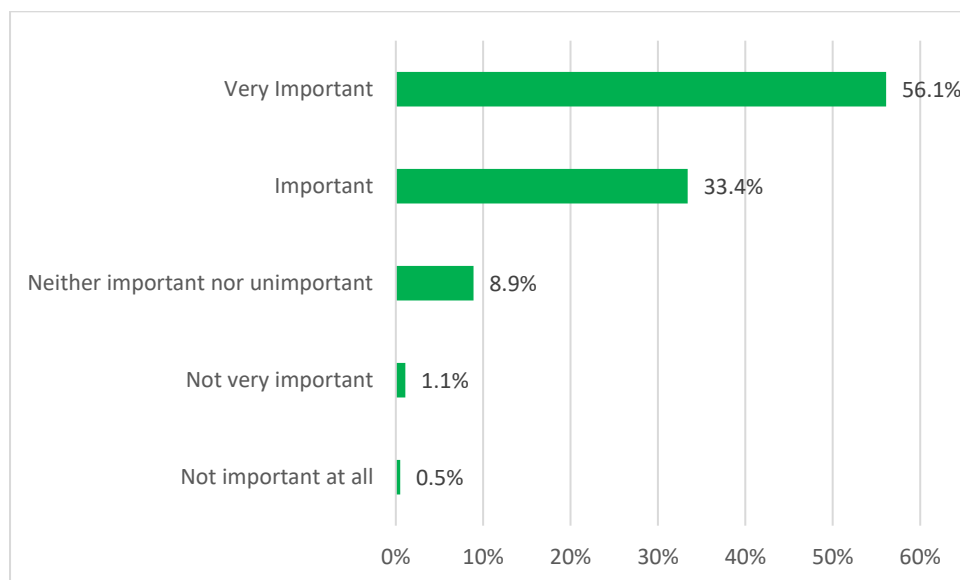
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Supporting local creators and artists										
Online survey	1333	70%	467	24.5%	76	4%	18	0.9%	9	0.5%
Missing question	75	82.4%	15	16.5%	1	1.1%	0	0%	0	0%
<b>Total</b>	<b>1408</b>	<b>70.6%</b>	<b>482</b>	<b>24.2%</b>	<b>77</b>	<b>3.9%</b>	<b>18</b>	<b>0.9%</b>	<b>9</b>	<b>0.5%</b>



### Providing opportunities for volunteers

1924 responses were received to this question

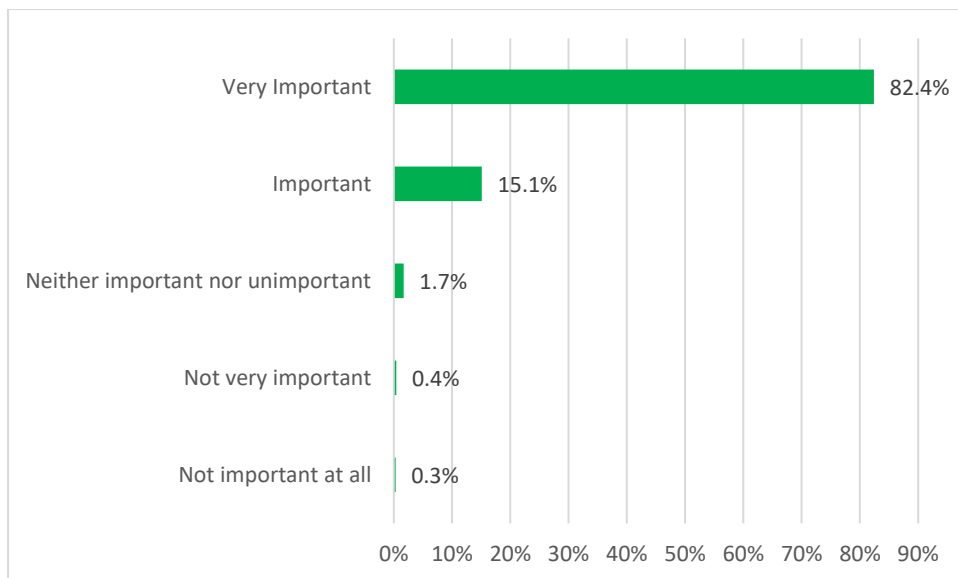
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Providing opportunities for volunteers										
Online survey	1020	55.6%	616	33.6%	168	9.2%	22	1.2%	9	0.5%
Missing question	60	67.4%	26	29.2%	3	3.4%	0	0%	0	0%
<b>Total</b>	<b>1080</b>	<b>56.1%</b>	<b>642</b>	<b>33.4%</b>	<b>171</b>	<b>8.9%</b>	<b>22</b>	<b>1.1%</b>	<b>9</b>	<b>0.5%</b>



### Attracting visitors and promoting the local area

2011 responses were received to this question

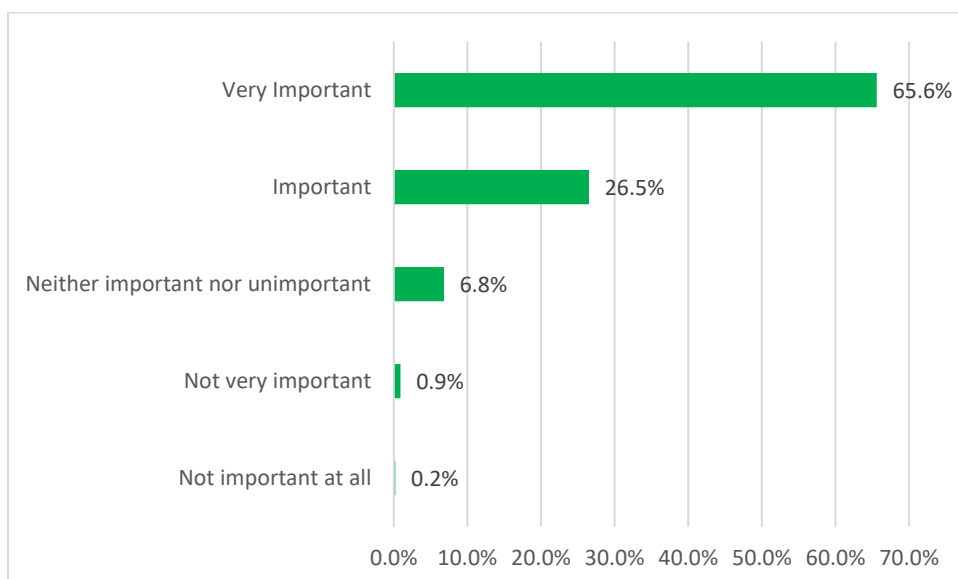
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Attracting visitors and promoting the local area										
Online Survey	1575	82%	296	15.4%	34	1.8%	9	0.5%	7	0.4%
Missing question	82	91.1%	8	8.9%	0	0%	0	0%	0	0%
<b>Total</b>	<b>1657</b>	<b>82.4%</b>	<b>304</b>	<b>15.1%</b>	<b>34</b>	<b>1.7%</b>	<b>9</b>	<b>0.4%</b>	<b>7</b>	<b>0.3%</b>



### Social aspects

1970 responses were received to this question

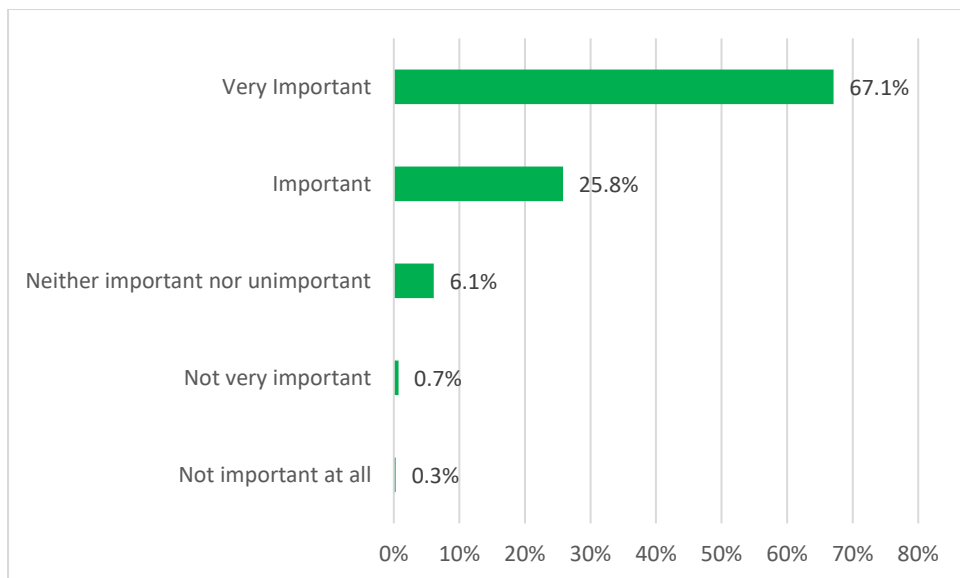
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Social aspects	1222	65%	505	26.9%	131	7%	18	1%	4	0.2%
Online survey	70	77.8%	18	20%	2	2.2%	0	0%	0	0%
Missing question										
<b>Total</b>	<b>1292</b>	<b>65.6%</b>	<b>523</b>	<b>26.5%</b>	<b>133</b>	<b>6.8%</b>	<b>18</b>	<b>0.9%</b>	<b>4</b>	<b>0.2%</b>



### Health and wellbeing

1939 responses were received to this question

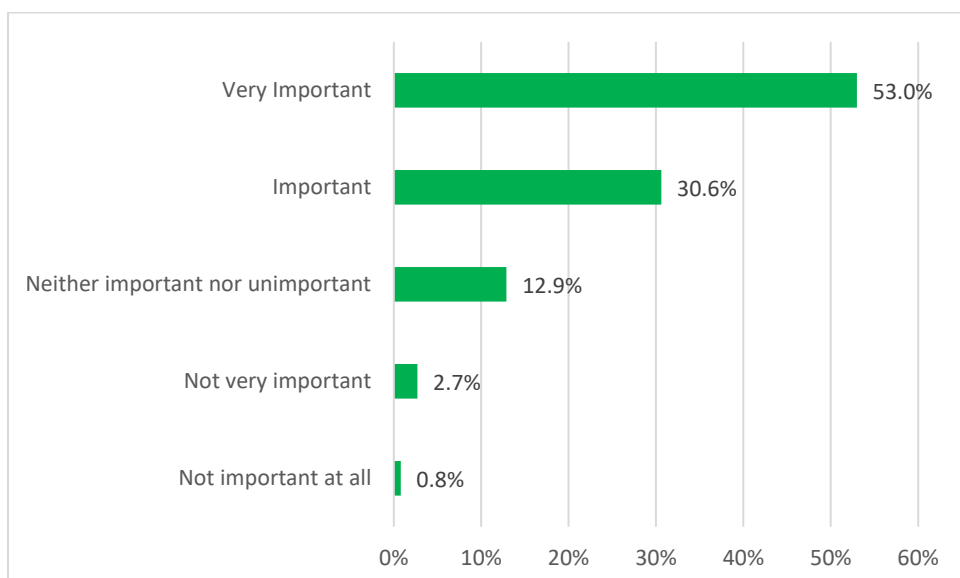
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Health and wellbeing	1232	66.6%	484	26.1%	115	6.2%	14	0.8%	6	0.3%
Online survey	69	78.4%	16	18.2%	3	3.4%	0	0%	0	0%
Missing question										
<b>Total</b>	<b>1301</b>	<b>67.1%</b>	<b>500</b>	<b>25.8%</b>	<b>118</b>	<b>6.1%</b>	<b>14</b>	<b>0.7%</b>	<b>6</b>	<b>0.3%</b>



### Learning new skills and opening career opportunities

1900 responses were received to this question

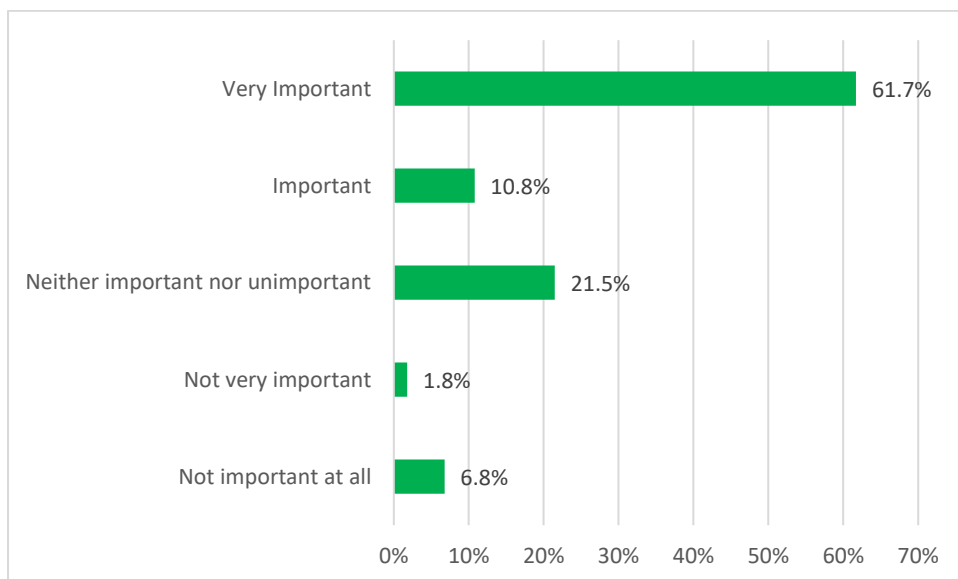
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Learning new skills and opening career opportunities										
Online survey	946	52.2%	557	30.8%	241	13.3%	51	2.8%	16	0.9%
Missing question	61	68.5%	24	27%	4	4.5%	0	0%	0	0%
<b>Total</b>	<b>1007</b>	<b>53%</b>	<b>581</b>	<b>30.6%</b>	<b>245</b>	<b>12.9%</b>	<b>51</b>	<b>2.7%</b>	<b>16</b>	<b>0.8%</b>



### Other

381 responses were received to this question

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Other	204	61.4%	35	10.5%	71	21.4%	7	2.1%	15	4.5%
Missing question	31	63.3%	6	12.2%	11	22.4%	0	0%	1	2%
<b>Total</b>	<b>235</b>	<b>61.7%</b>	<b>41</b>	<b>10.8%</b>	<b>82</b>	<b>21.5%</b>	<b>7</b>	<b>1.8%</b>	<b>16</b>	<b>6.8%</b>



Whilst a lot of respondents ticked other, plenty did not provide an explanation. Below are those that did.

**Please explain other:**

	Very Important	Important	Neither important nor unimportant	No reply to importance questions
Raising profile of AONB	1			
N/A	1			
A historical archive of the area	1			
Great for rainy day activities	1			
Keep mining heritage alive	10			
Future proofing heritage, culture and wellbeing offer	1			
Sharing local history with children	4	2		
Sustaining areas heritage	2			
Family time	4	2		
Wellbeing	3			
Community impact	1	1		3
Preserving/learning about heritage	21			4



Where will it be stored and how will it be accessed?	1			
Educational opportunities/school visits	7	1		
Affordable	1			
Essential for young people to value heritage	5			
Tourism	4			1
Social opportunities	2			
Enhance local area	1			
All of the options	1			
Pride in community	1			
Approach others to run it	1			
Look at increased revenue opportunities	2			
Preserving culture	1			
Human social development	1			
Appreciate arts and culture	1			
Saving the museum	1			
Events for children	1			
Community space	1			
Events bring people together	2			
Inclusion	1			
Employment	1			
Improve theatre	1			
Anything else not listed	1			
Encourage leisure and arts	1			
Location of the museum is important	1			
Collections will need to be returned to owners	1			
Nature aspects	1			
Cultural aspects	1			
Gallery development in town centre	1			
A central location	1			
Staff and volunteers with disabilities	1			
Brings economic benefit	1			

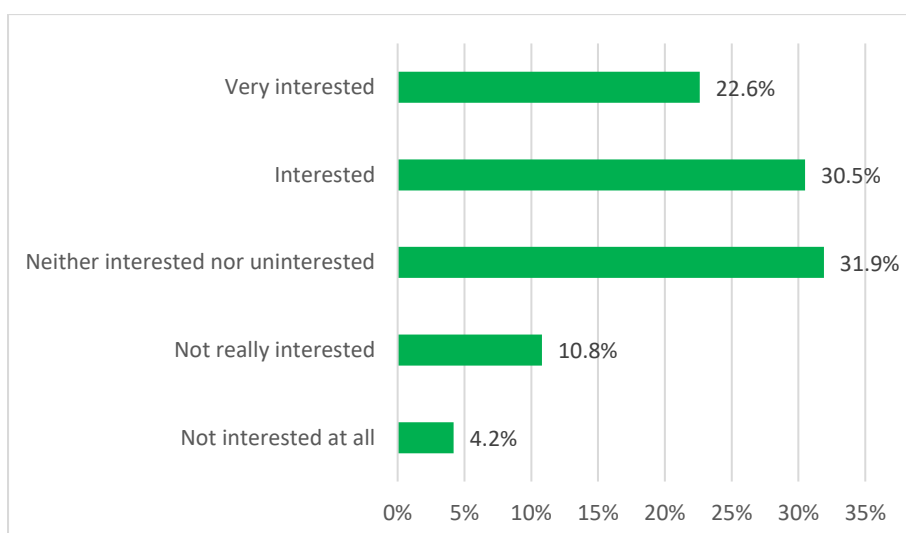
Benefits to volunteers	1			
Keep town vibrant		1		
Never been			1	
It's limited in scope/periods covered			1	
Support school curriculum				2
All reasonably important				1
Unique facility				1

**17) What alternative exhibition options would you be interested in, in order to participate in heritage and culture locally?**

**Opportunities to get involved in and create history exhibitions with a group/organisation/club I am involved in**

1,849 responses were received to this question

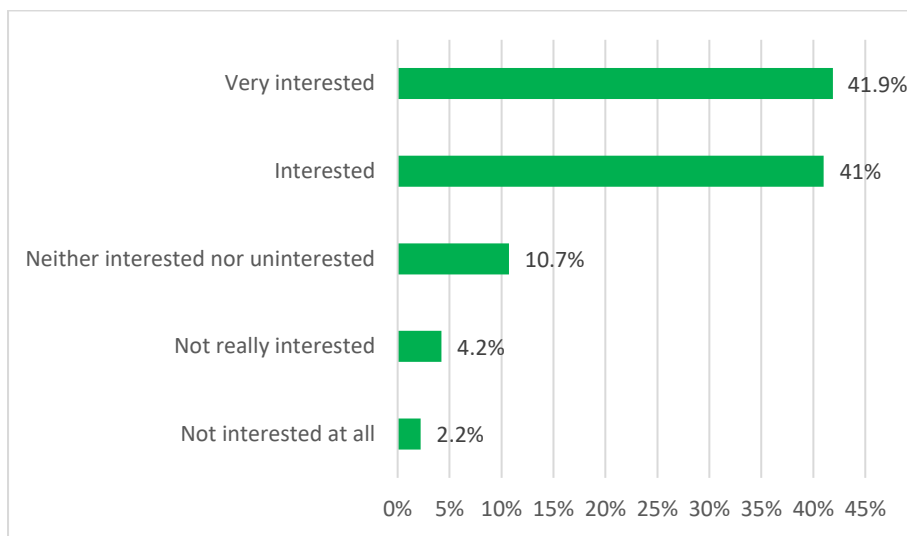
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Opportunities to get involved in and create history exhibitions with a group/organisation/club I am involved in	418	22.6%	564	30.5%	590	31.9%	200	10.8%	77	4.2%



### Exhibitions on local history to explore in person, delivered by a speaker/s or guide/s

1,947 responses were received to this question

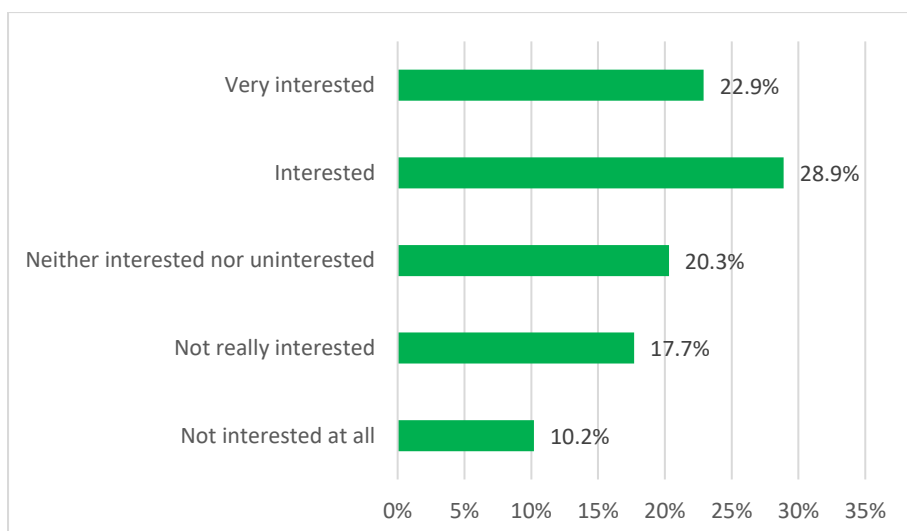
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Exhibitions on local history to explore in person, delivered by a speaker/s or guide/s	816	41.9%	799	41%	208	10.7%	81	4.2%	43	2.2%



### Exhibitions on local history to explore online

1,878 responses were received to this question

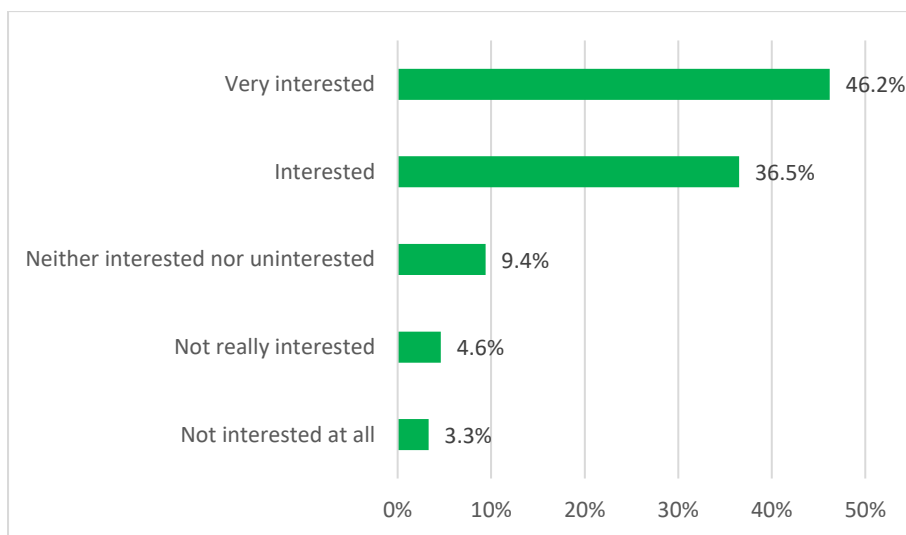
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Exhibitions on local history to explore online	431	22.9%	542	28.9%	381	20.3%	332	17.7%	192	10.2%



**Exhibitions on local history to explore in person at my own pace**

1,942 responses were received to this question

Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Exhibitions on local history to explore in person at my own pace	897	46.2%	708	36.5%	183	9.4%	90	4.6%	64	3.3%

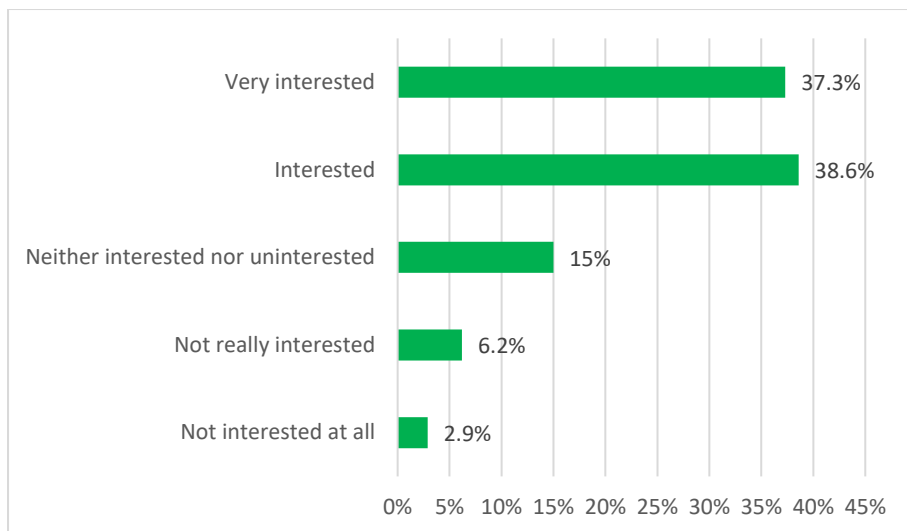


**18) What alternative activity options would you be interested in, in order to participate in heritage and culture locally?**

**Interactive history experiences and events e.g. re-enactments, have a go activities**

1,885 responses were received to this question

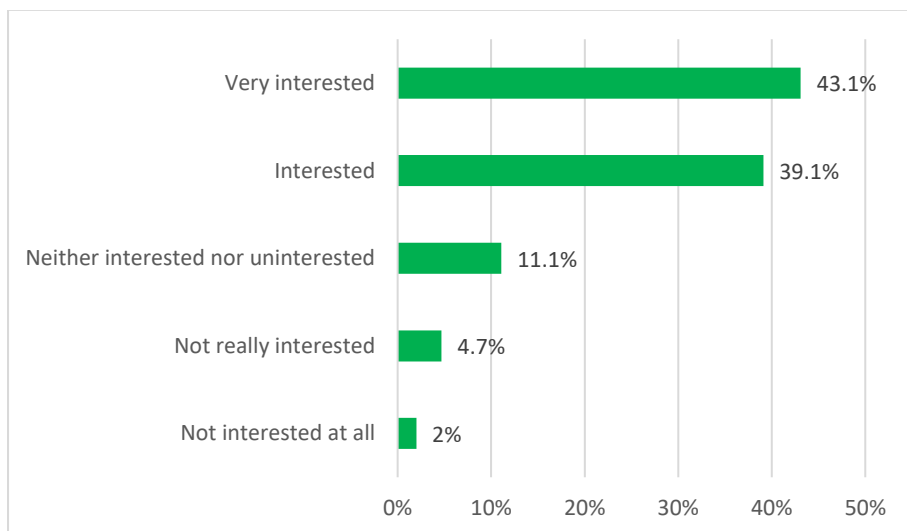
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Interactive history experiences and events e.g. re-enactments, have a go activities	703	37.3%	727	38.6%	283	15%	117	6.2%	55	2.9%



### Local history guided walks or heritage trails

1,931 responses were received to this question

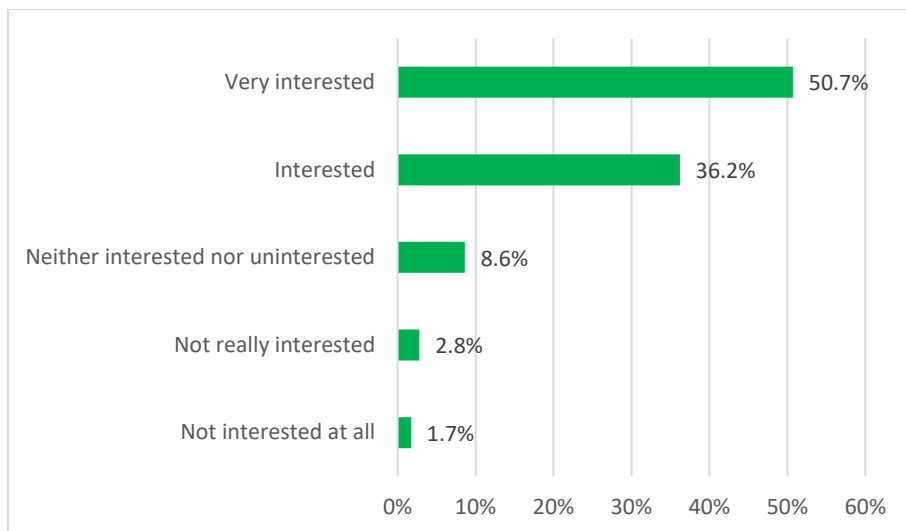
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Local history guided walks or heritage trails	833	43.1%	755	39.1%	214	11.1%	90	4.7%	39	2%



### Heritage events - e.g. summer fete/large scale community event

1,918 responses were received to this question

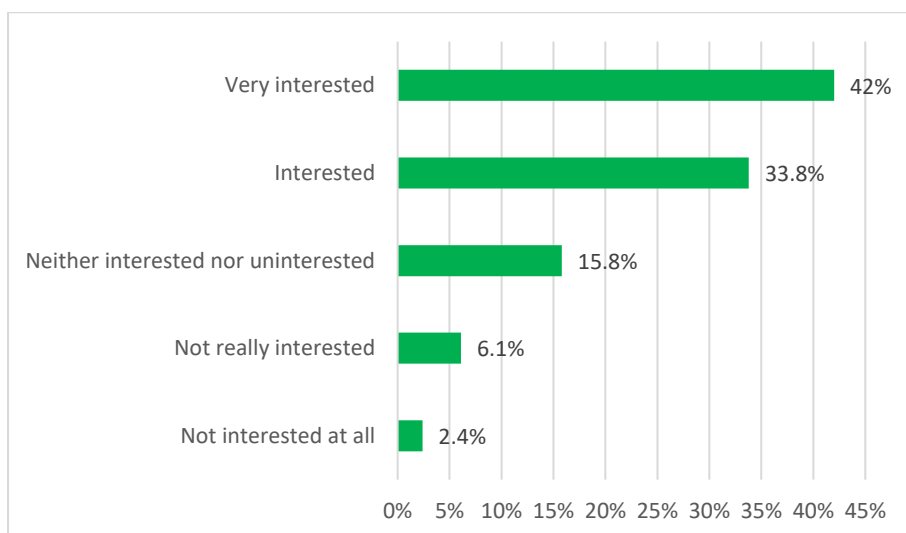
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Heritage events - e.g. summer fete/large scale community event	973	50.7%	695	36.2%	165	8.6%	53	2.8%	32	1.7%



### Family arts and crafts activities with opportunities to create and make

1,902 responses were received to this question

Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family arts and crafts activities with opportunities to create and make	799	42%	642	33.8%	300	15.8%	116	6.1%	45	2.4%

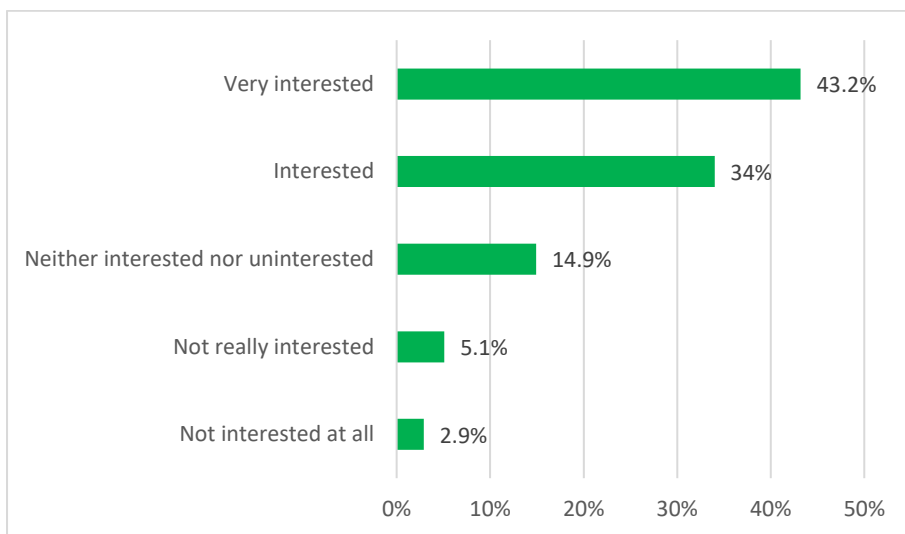


### Workshops on traditional skills - e.g. willow weaving, wreath making

1,893 responses were received to this question

Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Workshops on traditional skills -	817	43.2%	643	34%	282	14.9%	97	5.1%	54	2.9%

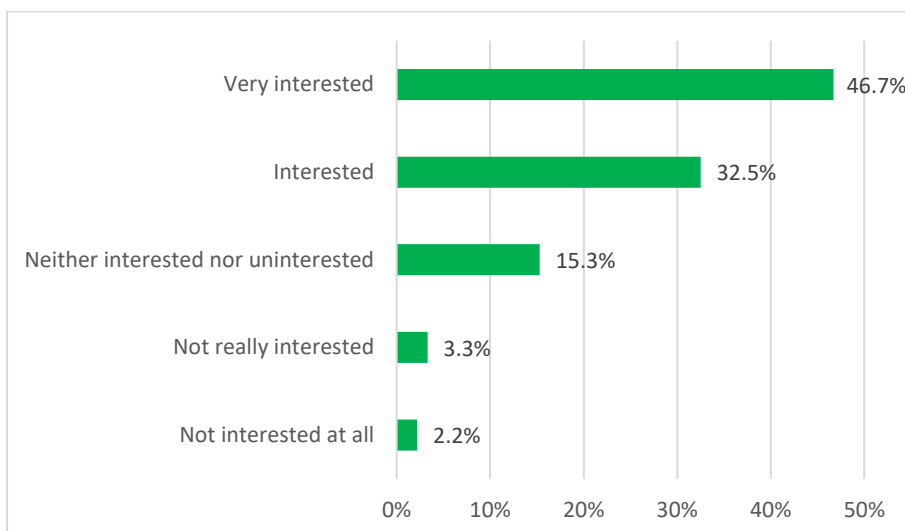
e.g. willow weaving, wreath making										
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**Heritage for health and wellbeing activities such as experiences for young carers, care leavers, people with dementia, people with mental health needs or individuals**

1,909 responses were received to this question

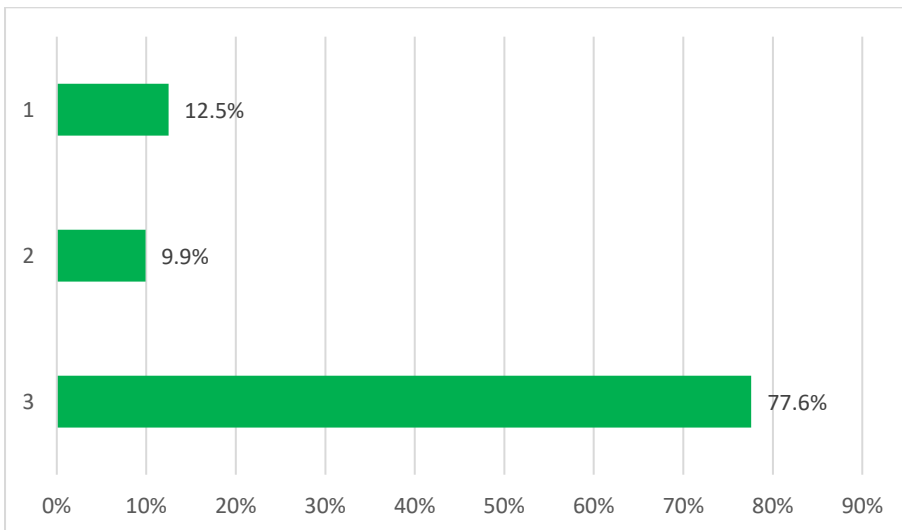
Option	Very interested		Interested		Neither interested nor uninterested		Not really interested		Not interested at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Heritage for health and wellbeing activities such as experiences for young carers, care leavers, people with dementia, people with mental health needs or individuals	891	46.7%	621	32.5%	292	15.3%	63	3.3%	42	2.2%



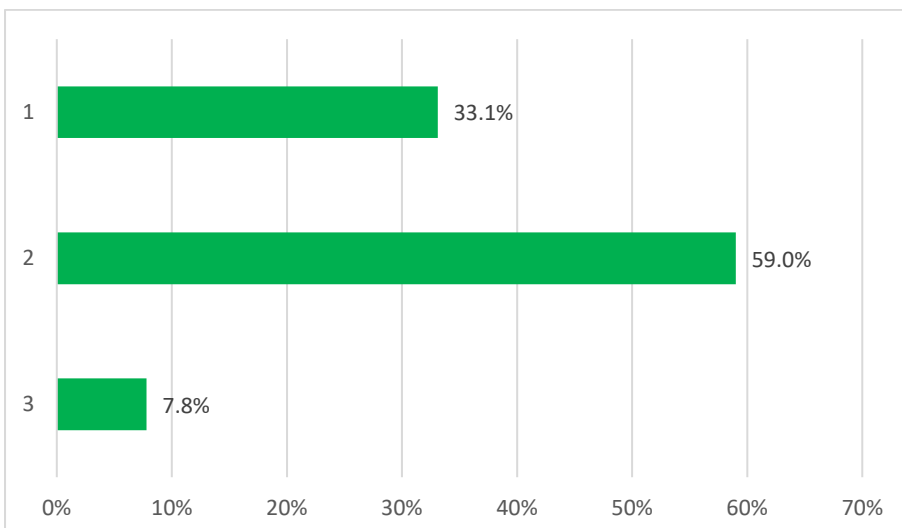
19) Please indicate which heritage offer you would be most likely to access (1 being most likely to access, 3 the least likely)

Option	1		2		3	
	No.	%	No.	%	No.	%
An online heritage offer	206	12.5%	164	9.9%	1281	77.6%
A heritage offer hosted at any public venue within one mile of my home	549	33.1%	978	59%	130	7.8%
A heritage offer hosted in any public venue within the Cannock Chase District	1050	59.4%	488	27.6%	231	13.1%

**An online heritage offer**

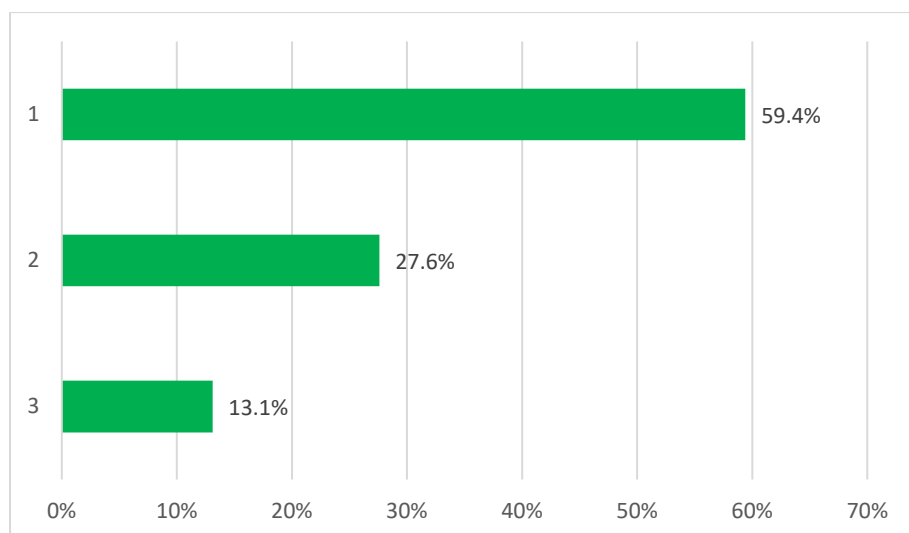


**A heritage offer hosted at any public venue within one mile of my home**



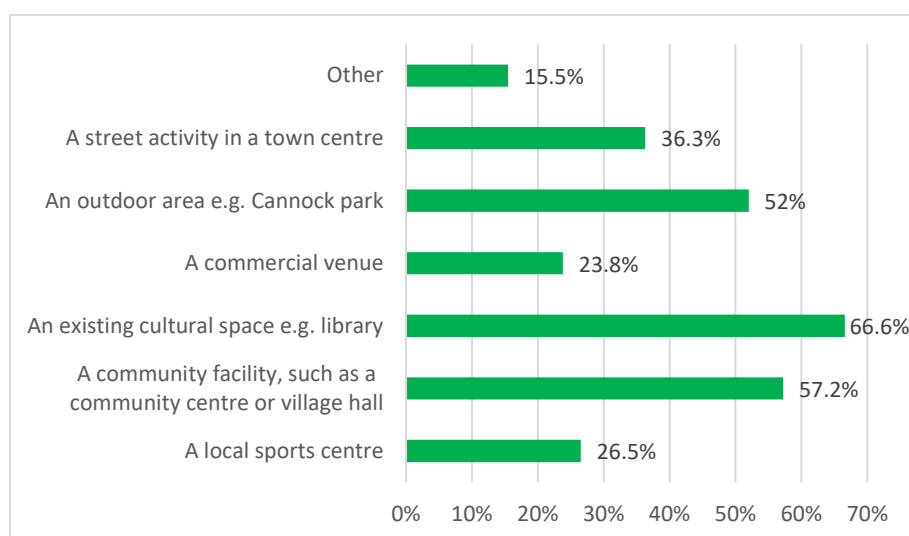


**A heritage offer hosted in any public venue within the Cannock Chase District**



**20) If a history or heritage activity were to take place locally, which type of venue would you be most likely to visit? 1991 responses were received to this question**

Option	Number	Percentage
A local sports centre	527	26.5%
A community facility, such as a community centre or village hall	1139	57.2%
An existing cultural space e.g. library	1327	66.6%
A commercial venue	473	23.8%
An outdoor area e.g. Cannock park	1036	52%
A street activity in a town centre	722	36.3%
Other	309	15.5%



**Please explain other:**

Museum	231
Theatre	109

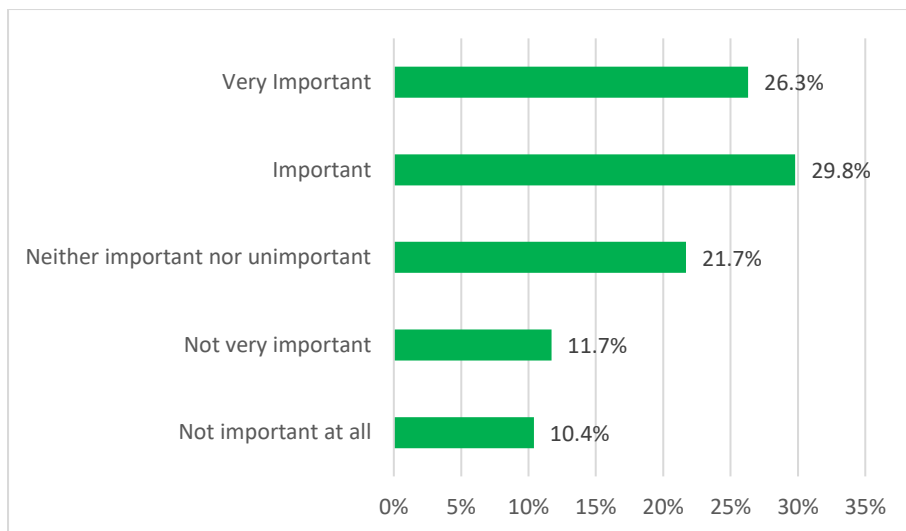
They already exist/options don't compare with what we have	8
None of the above	7
Dedicated heritage centre	5
Site of heritage/history	5
The Chase	3
Accessible locations	3
All of the above	2
Options should be as well as	2
The suggested options don't work for performing arts/exhibitions	2
Rugeley Rose Theatre	2
Loaded questions	2
Marquis Drive	2
N/A	2
Relevant to the museum	1
Dedicated space	1
Outside events	1
Ancient High House	1
Stafford Castle	1
By asking this, seems like decision is made	1
Somewhere with accessible toilets and food and drink	1
Cinema	1
Theatre with exhibition space	1
These options aren't always appropriate	1
Cultural hub	1
Nonsense question	1
Depends on activity/weather	1
Hednesford Park Street Market	1
Places with parking	1
Depends on the activity	1
Music venues	1
Prince of Wales style	1

**21) We look after collections or artefacts on behalf of the people of Cannock Chase. These historic collections help tell our local stories. In terms of making these collections accessible, useful and enjoyable, how important are the following to you?**

**That the collections are accessible and available for the public online**

1,914 responses were received to this question

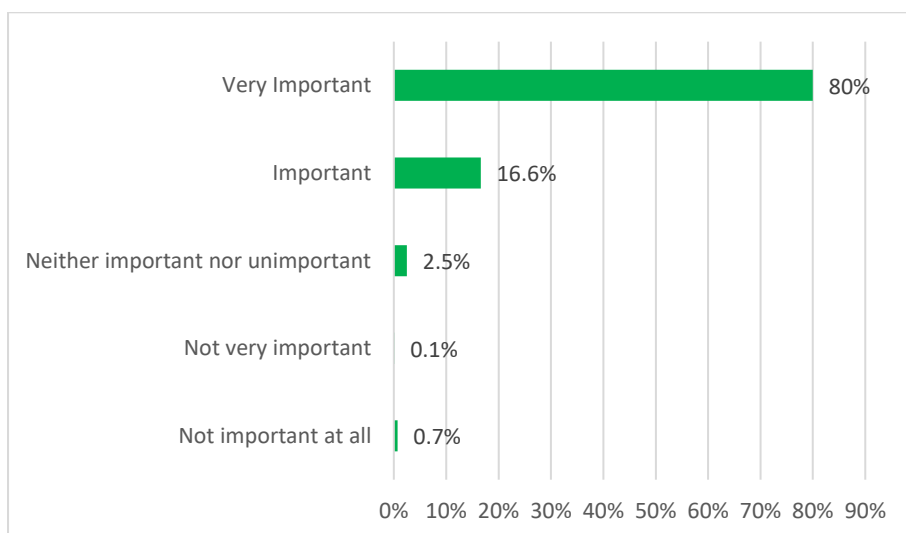
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
That the collections are accessible and available for the public online	504	26.3%	571	29.8%	416	21.7%	224	11.7%	199	10.4%



**That the collections are accessible and available for the public to see in person**

2,006 responses were received to this question

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
That the collections are accessible and available for the public to see in person	1604	80%	333	16.6%	51	2.5%	3	0.1%	15	0.7%

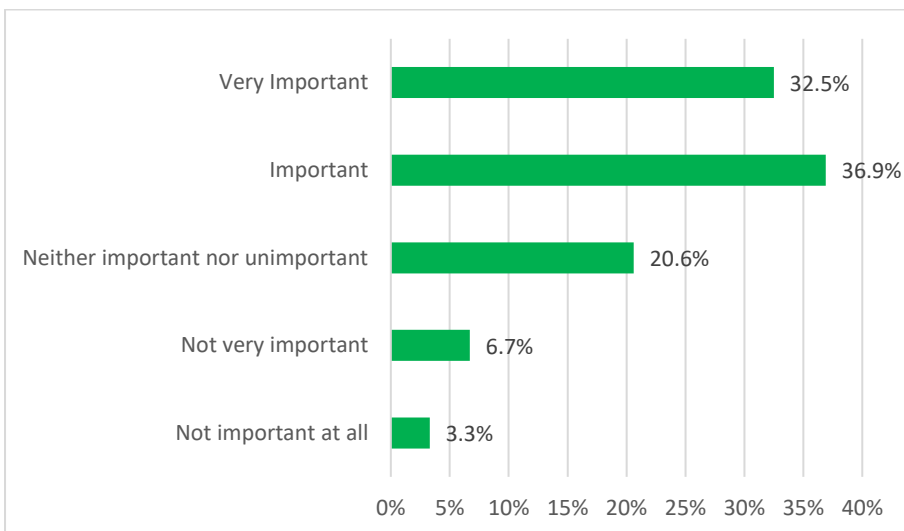


**That the collections are available to see in regularly changing touring exhibitions**

1,912 responses were received to this question

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
That the collections are	621	32.5%	706	36.9%	394	20.6%	128	6.7%	63	3.3%

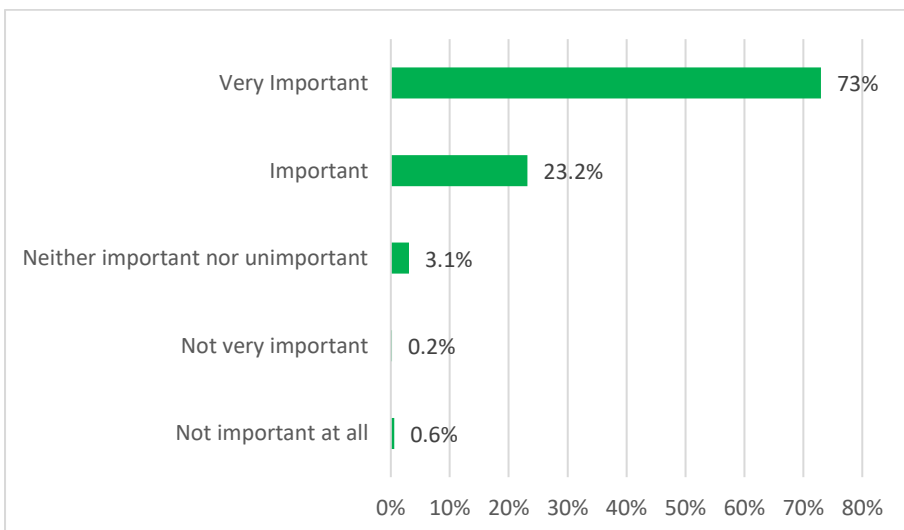
available to see in regularly changing touring exhibitions										
--	--	--	--	--	--	--	--	--	--	--



**That the presentation of collections supports the education of people of all ages, so we can learn about our past through facts and evidence**

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
That the presentation of collections supports the education of people of all ages, so we can learn about our past through facts and evidence	1435	73%	457	23.2%	60	3.1%	3	0.2%	11	0.6%

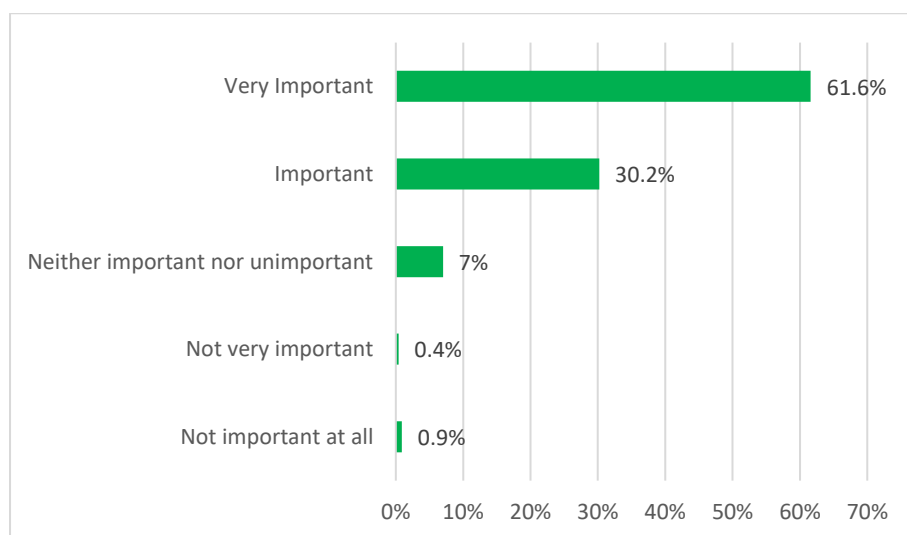
1,966 responses were received to this question



### Connecting heritage with wellbeing and making programmes that appeal to older generations, people with disabilities and others with specific health needs

1,943 responses were received to this question

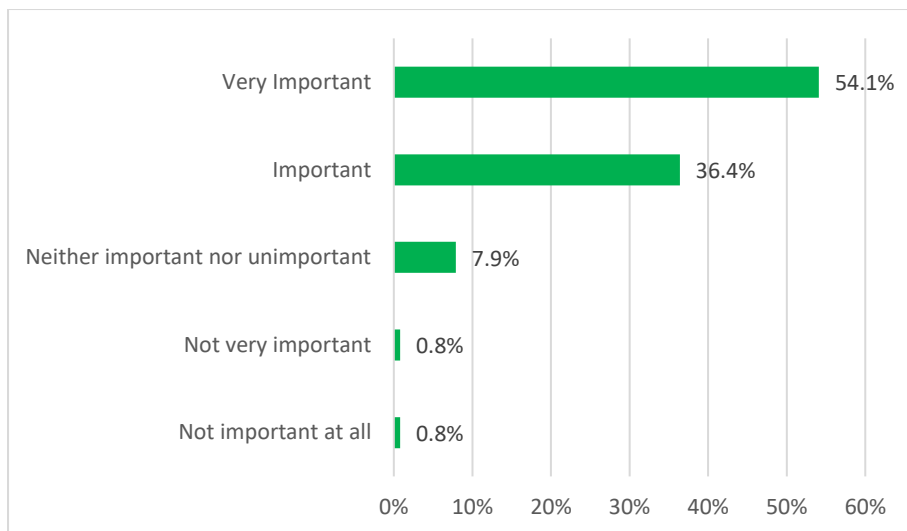
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Connecting heritage with wellbeing and making programmes that appeal to older generations, people with disabilities and others with specific health needs	1196	61.6%	586	30.2%	136	7%	8	0.4%	17	0.9%



### Developing support for local history groups

1,922 responses were received to this question

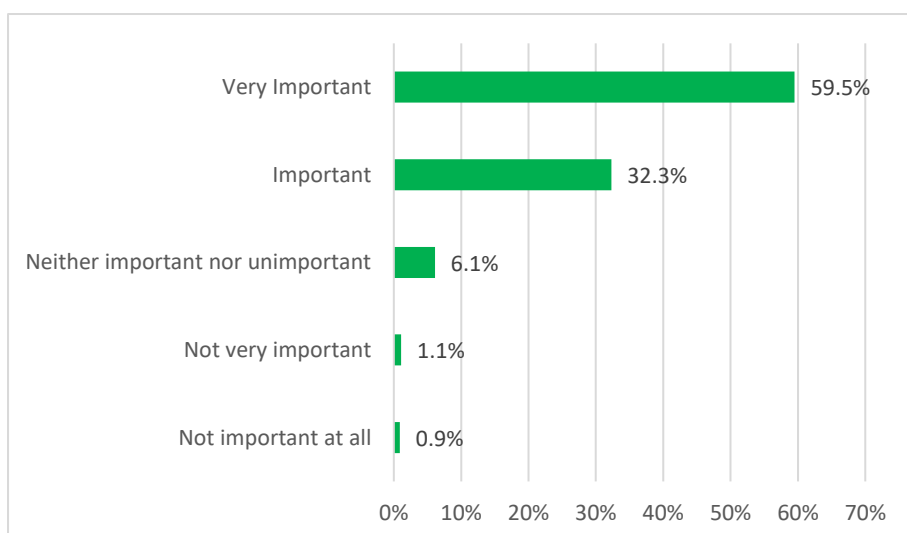
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Developing support for local history groups	1040	54.1%	700	36.4%	152	7.9%	15	0.8%	15	0.8%



**Creating opportunities for local people (historians, schools, students, clubs and groups) to curate their own exhibitions and tell stories that are important to them**

1,935 responses were received to this question

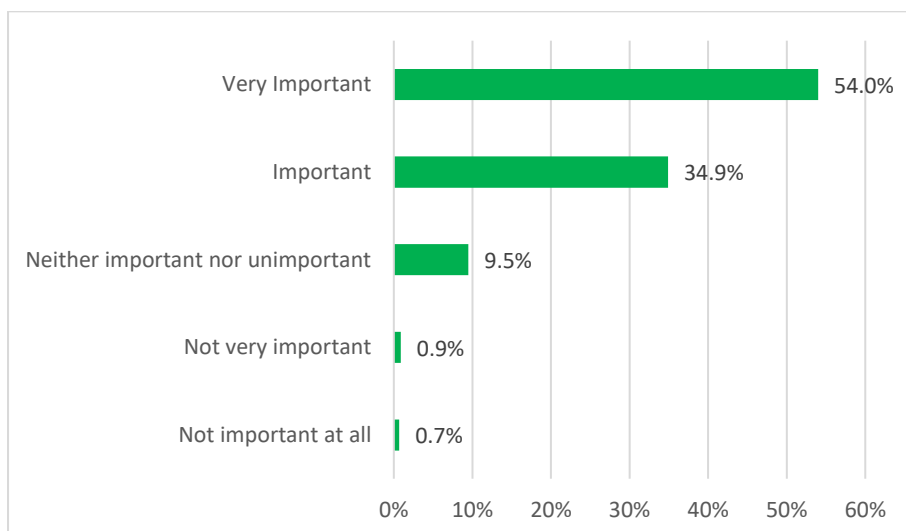
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Creating opportunities for local people (historians, schools, students, clubs and groups) to curate their own exhibitions and tell stories that are important to them	1152	59.5%	625	32.3%	118	6.1%	22	1.1%	18	0.9%



**Creating opportunities for volunteering, social interactions and human connection**

1,907 responses were received to this question

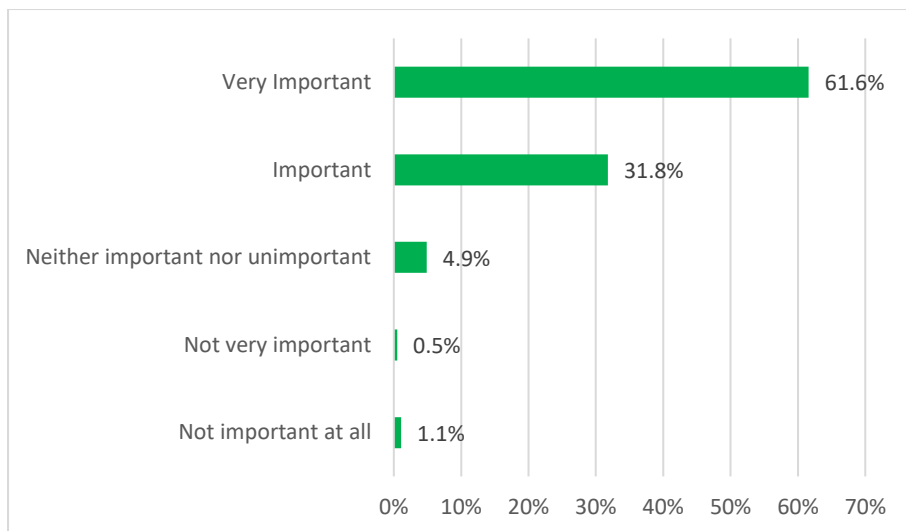
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Creating opportunities for volunteering, social interactions and human connection	1029	54%	666	34.9%	182	9.5%	17	0.9%	13	0.7%



**Presenting history, heritage and bringing to life the stories that are relevant to Cannock Chase in new and interesting ways**

1,940 responses were received to this question

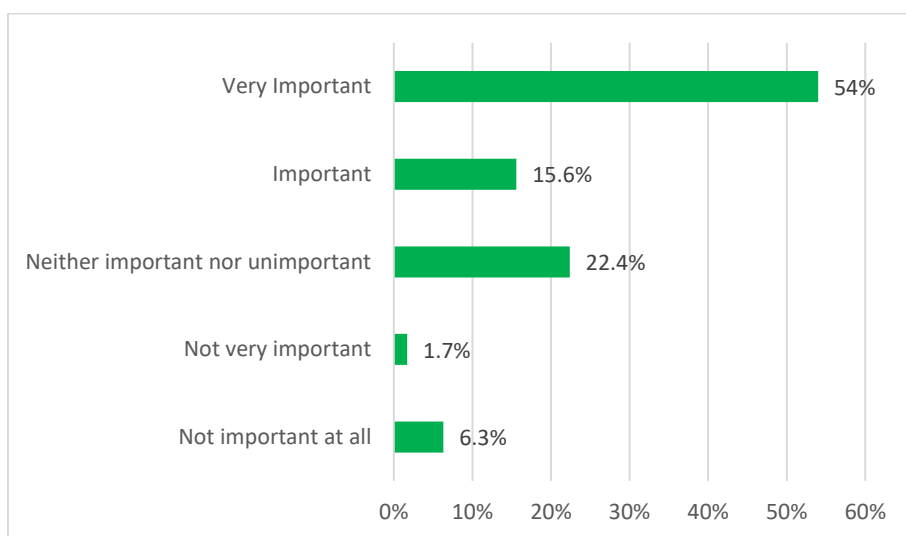
Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Presenting history, heritage and bringing to life the stories that are relevant to Cannock Chase in new and interesting ways	1196	61.6%	617	31.8%	96	4.9%	9	0.5%	22	1.1%



**Other**

237 responses were received to this question

Option	Very important		Important		Neither important nor unimportant		Not very important		Not important at all	
	No.	%	No.	%	No.	%	No.	%	No.	%
Other	128	54%	37	15.6%	53	22.4%	4	1.7%	15	6.3%



Whilst a lot of respondents ticked other, plenty did not provide an explanation. Below are those that did.

**Please explain other:**

	Very Important	Important	Not important at all	No reply to importance questions but answered other
The museum as it is/save it	16			4
History of the theatre	1			
Save the theatre	7			1



Develop and expand the museum	2			
Future-proofing heritage, culture and wellbeing offer	1			
Preserve history and heritage for all generations	3			1
Questions are loaded towards not having a museum	1			1
Transfer events to Stafford	1			
A staffed museum	3			
A fixed location	5			
Options as well as not an alternative	10	1		
Allows children to see the Chase	1			
Ensuring landscape and history is not forgotten	1			
Educational opportunities	1			
What would want me to visit Cannock Chase	1			
Affordable exhibition space	1			
Should be about encouraging use not closing it	1			
Make them easily accessible online	1			
All of the options	1			

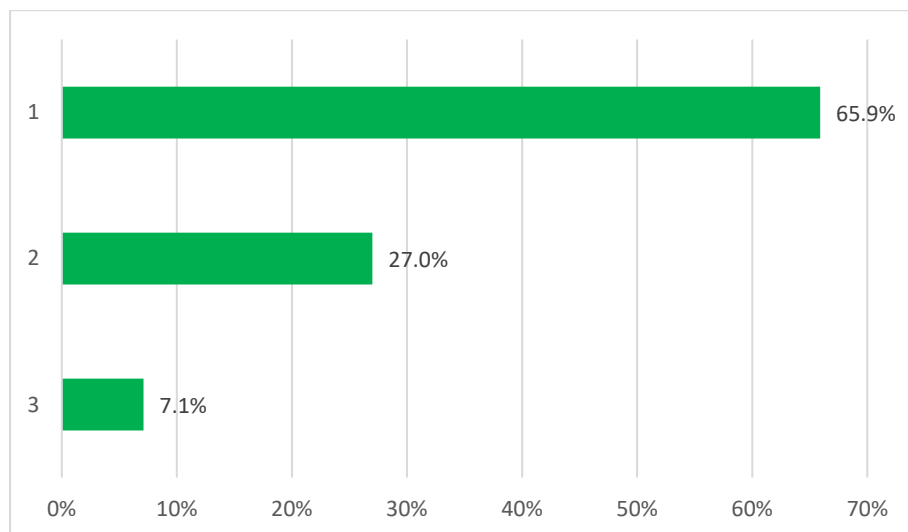
Don't have access online	2			
Use the museum for research	1			
How will these ideas help?	1			
Nothing beats in person	2			
Questions don't focus on basic issue	1			
All are very important	2			
Where would collections go if closed?	1			
Cost and need for staff to digitise	1			1
Heritage needs to be displayed	1			
Keep Cannock vibrant		1		
I write drama based on local history for small spaces		1		
Want to see real things - not online			1	1
Could be done at theatre				1
Would like regular visits to theatre and museum				1
No other local opportunities to access history				1
People who struggle to travel will lose out				1
Only answering about theatre				1

**22) In terms of looking after collections, how important are the following to you? (1 being most important, 3 the least important)**

Option	1		2		3	
	No.	%	No.	%	No.	%
That the collections are stored and cared for in an environment where they are protected for future generations	1204	65.9%	494	27%	130	7.1%
That the collections are recorded digitally and can be seen at any time by anyone interested	120	7.2%	284	16.9%	1273	75.9%
Ensuring that local heritage is protected	548	32.5%	880	52.3%	256	15.2%

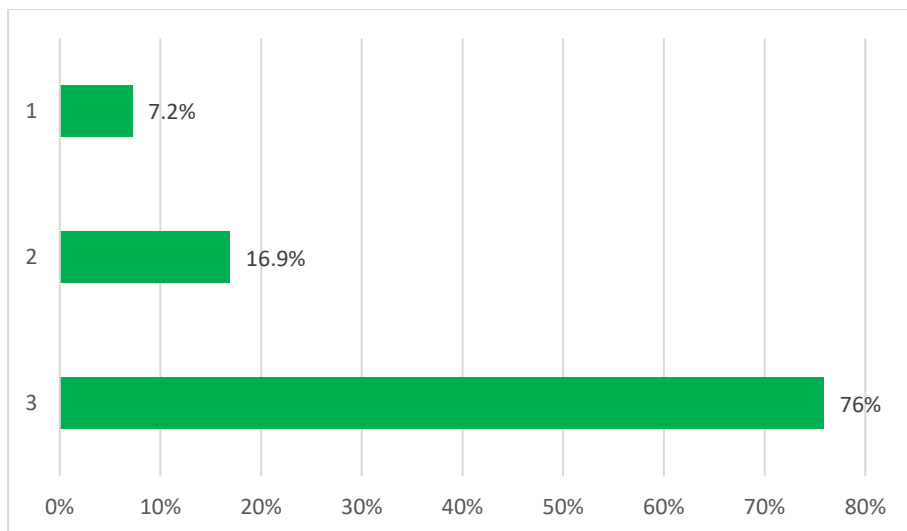
**That the collections are stored and cared for in an environment where they are protected for future generations**

1,828 responses were received to this question



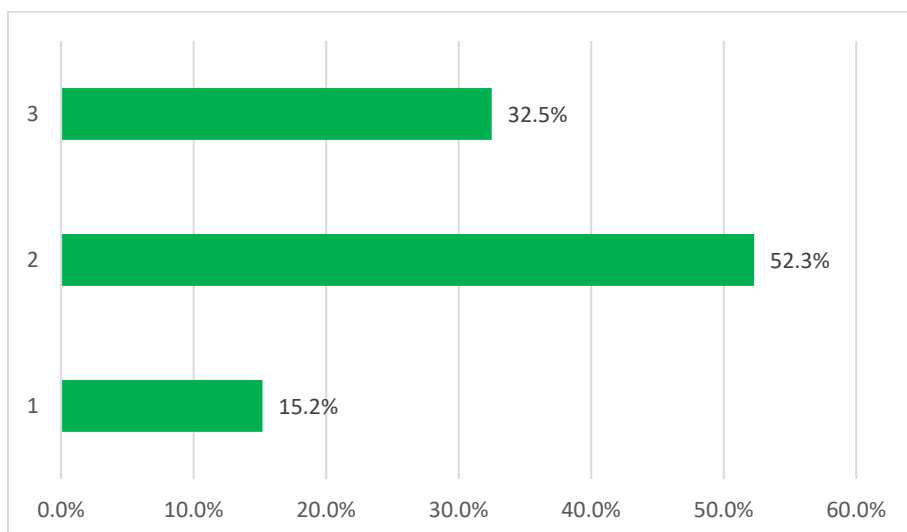
**That the collections are recorded digitally and can be seen at any time by anyone interested**

1,677 responses were received to this question



**Ensuring that local heritage is protected**

1,684 responses were received to this question



23) Which venue does your group use? 264 responses were received to this question

Option	Number	Percentage
Museum of Cannock Chase	29	11%
Prince of Wales Theatre	162	61.4%
Both	73	27.7%

24) **Has your organisation attracted funding that is currently active, where there is a requirement for any part of the delivery to be undertaken at either the Prince of Wales Theatre or the Museum of Cannock Chase?**

247 responses were received to this question

Option	Number	Percentage
Yes	34	13.8%
No	213	86.2%

- 25) **If yes, please tell us the name of your group, the name of the funding stream and the end date of the relevant funding you have in place?**

19 responses were received to this question.

- 26) **If an alternative venue was needed for your group, what would you be looking for? Please provide details such as capacity, frequency of sessions, accessibility requirements etc**

124 responses were received to this question.

- 27) **Please share your thoughts and suggestions about what these services could look like in the future?**

Responses could be broadly categorised into seven key themes:

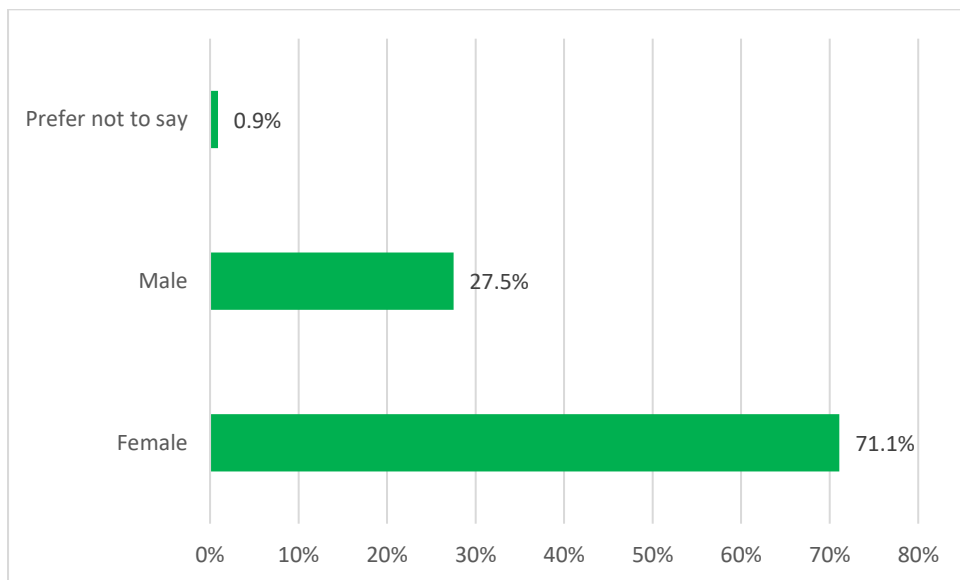
- **Community** - importance of venues and activities to the community
- **Arts, Culture, Heritage** - preservation of arts, heritage and culture locally
- **Financial Viability** - Income generating ideas
- **Access, Location, Venue** - Ideas for how access can be improved and concerns around losing accessible venues
- **Economic Impact** - Importance of venues and activities in supporting tourism, local businesses and creative skills
- **Plea Comments** - Requests to maintain current provision
- **Consultation** - Concerns around how the consultation was being conducted

## Equality and Diversity Monitoring Form

### 1) What is your sex?

1641 responses to this question

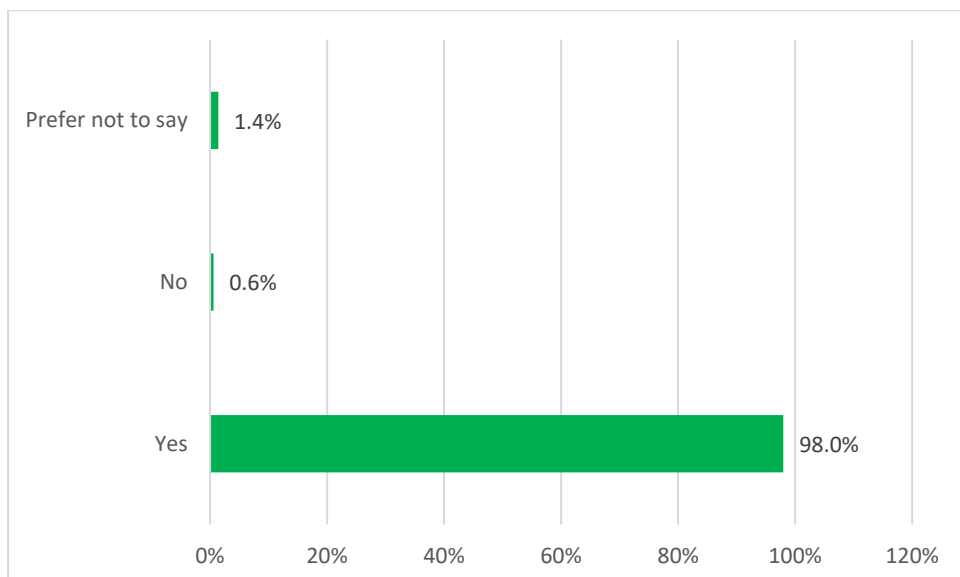
Option	Number	Percentage
Female	1176	71.1%
Male	451	27.5%
Prefer not to say	14	0.9%



### 2) Is the gender you identify with the same as your sex registered at birth?

1623 responses to this question

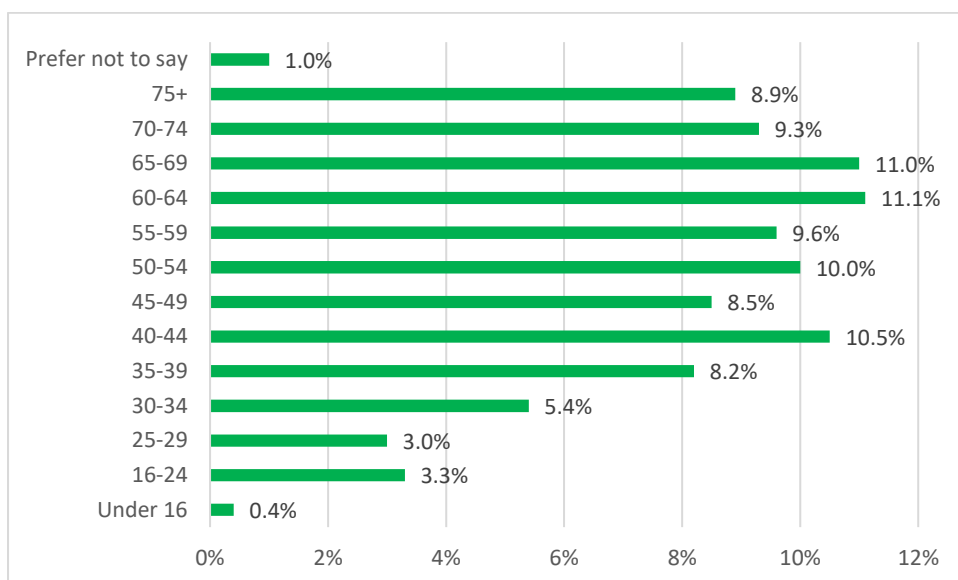
Option	Number	Percentage
Yes	1591	98%
No	10	0.6%
Prefer not to say	22	1.4%



### 3) What is your age?

1643 responses to this question

Option	Number	Percentage
Under 16	7	0.4%
16-24	54	3.3%
25-29	49	3%
30-34	89	5.4%
35-39	135	8.2%
40-44	172	10.5%
45-49	140	8.5%
50-54	164	10%
55-59	157	9.6%
60-64	182	11.1%
65-69	180	11%
70-74	152	9.3%
75+	146	8.9%
Prefer not to say	16	1%

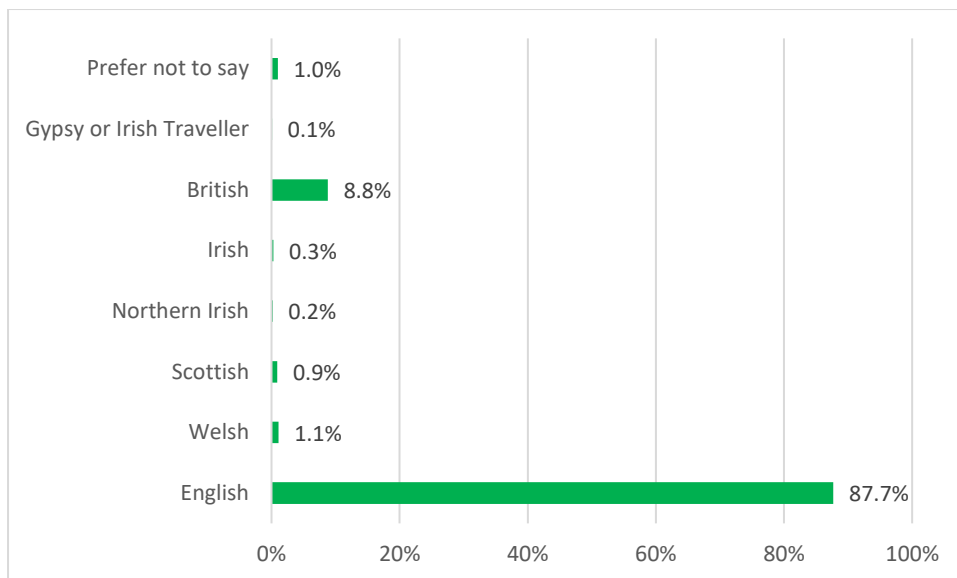


### 4) What is your ethnicity?

#### White

1634 responses to this question

Option	Number	Percentage
English	1433	87.7%
Welsh	18	1.1%
Scottish	14	0.9%
Northern Irish	3	0.2%
Irish	5	0.3%
British	143	8.8%
Gypsy or Irish Traveller	1	0.1%
Prefer not to say	17	1%



**Any other white background:**

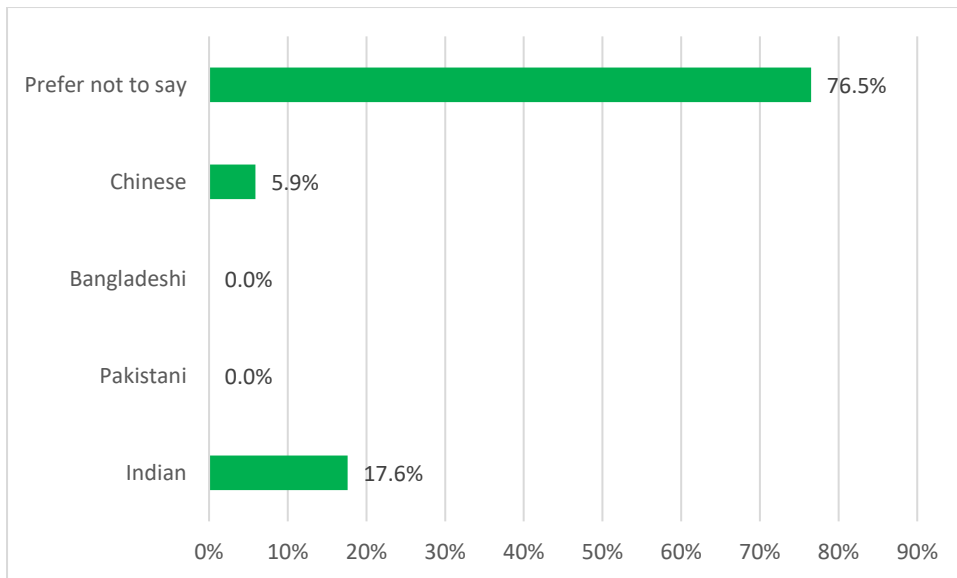
White	3
West Midlander	2
German	1
Irish	1
Human	1
French	1
American	1
Anglo Irish	1
What is my ethnicity likely to be as someone who fills in forms for CCDC?!	1

**Asian/Asian British**

1654 responses to this question

Option	Number	Percentage
Indian	3	17.6%
Pakistani	0	0%
Bangladeshi	0	0%
Chinese	1	5.9%
Prefer not to say	13	76.5%





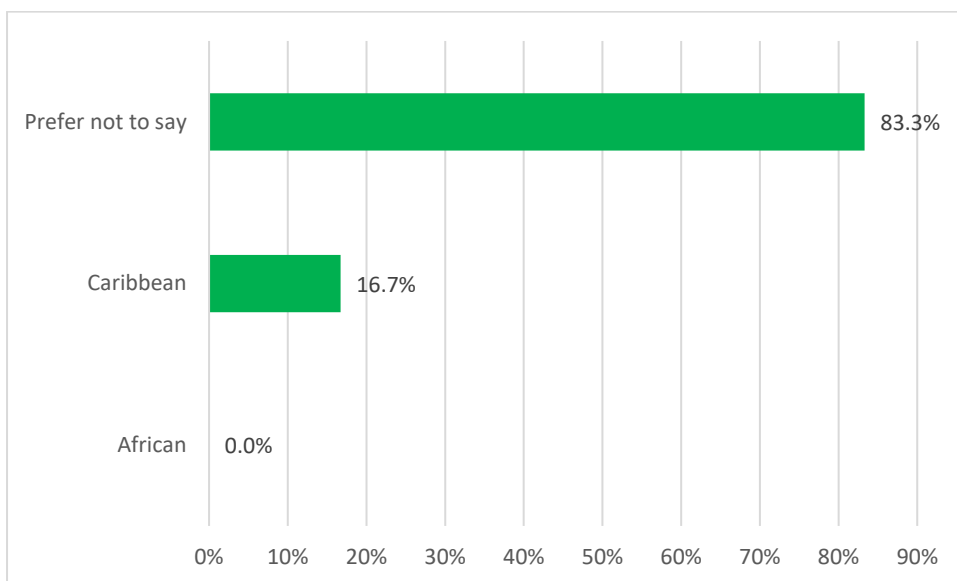
**Any other Asian background:**

This is a total irrelevance based on a notion that diversity is a good thing, with one hand you ask for opinions on heritage, and on the other than you have a race quota to fill.	1
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**Black/African/Caribbean/Black British**

12 responses to this question

Option	Number	Percentage
African	0	0%
Caribbean	2	16.7%
Prefer not to say	10	83.3%



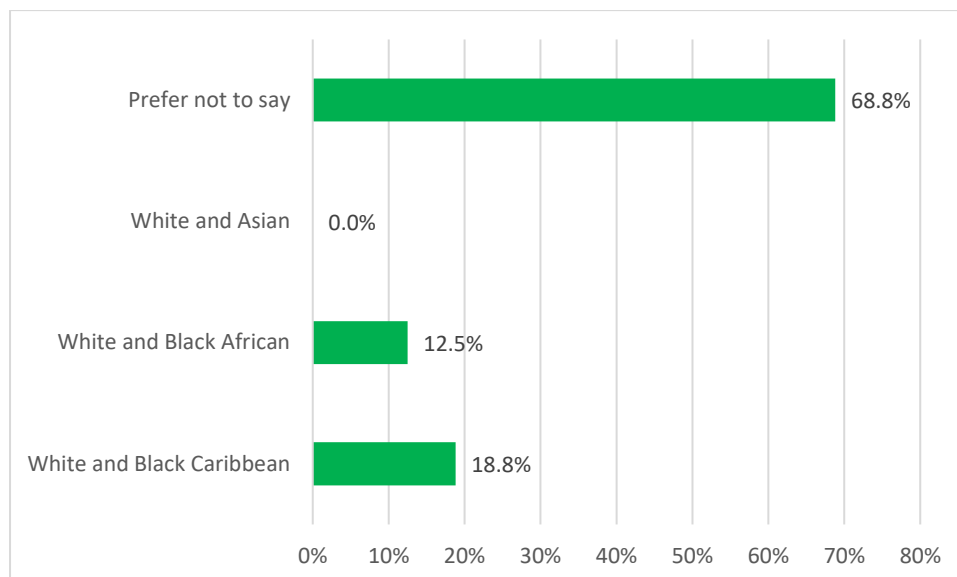
**Any other Black/African/Caribbean/Black British background:**

Have a look at the actual demographic of people that live in this area and target resources based on those people	1
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### Mixed/Multiple ethnic groups

16 responses to this question

Option	Number	Percentage
White and Black Caribbean	3	18.8%
White and Black African	2	12.5%
White and Asian	0	0%
Prefer not to say	11	68.8%



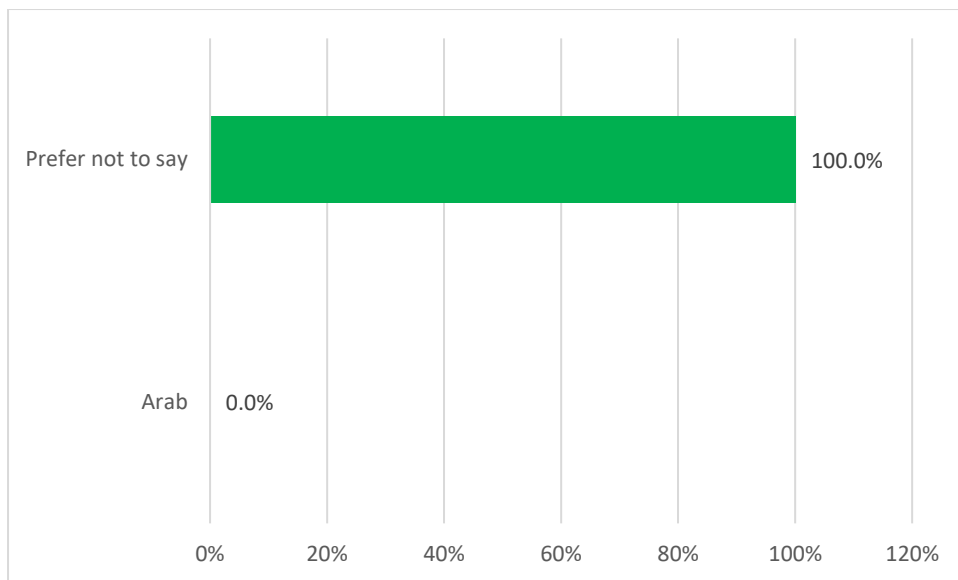
### Any other Mixed/Multiple ethnic groups:

Asking these questions is insulting	1
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### Other ethnic group

11 responses to this question

Option	Number	Percentage
Arab	0	0%
Prefer not to say	11	100%



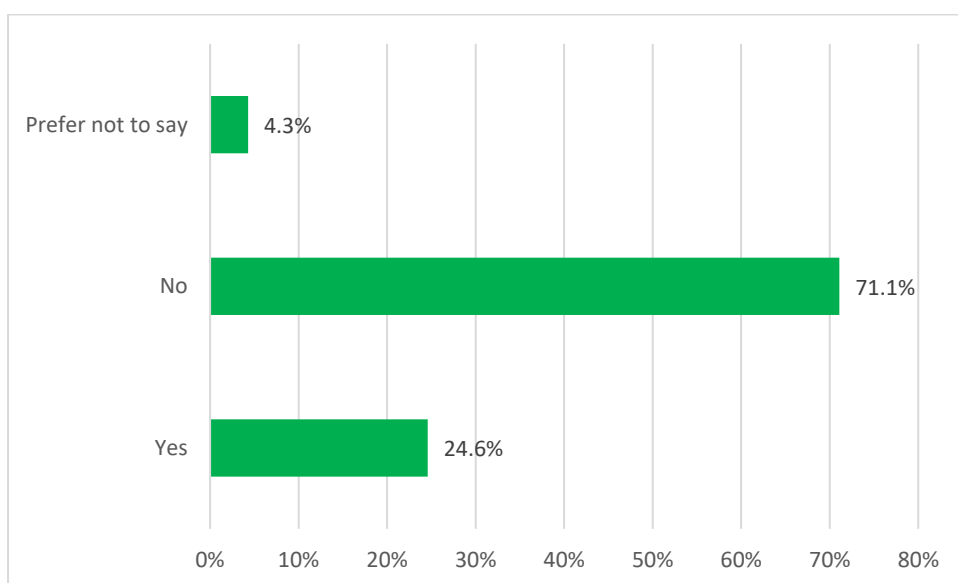
**Any other ethnic group:**

Raven	1
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**5) Do you consider yourself to have a disability or health condition?**

1625 responses to this question

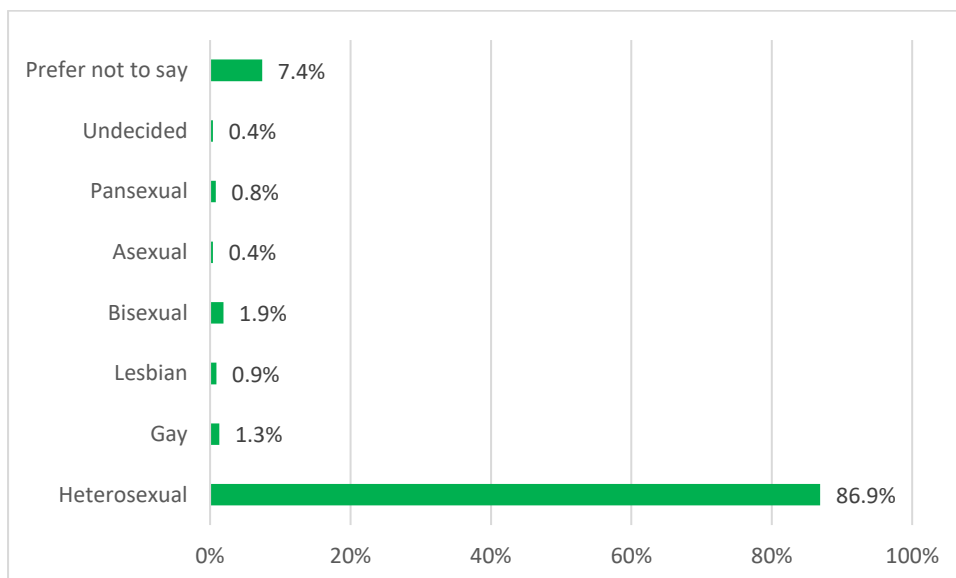
Option	Number	Percentage
Yes	400	24.6%
No	1155	71.1%
Prefer not to say	70	4.3%



**6) What is your sexual orientation?**

1601 responses to this question

Heterosexual	1392	86.9%
Gay	21	1.3%
Lesbian	14	0.9%
Bisexual	30	1.9%
Asexual	7	0.4%
Pansexual	13	0.8%
Undecided	6	0.4%
Prefer not to say	118	7.4%



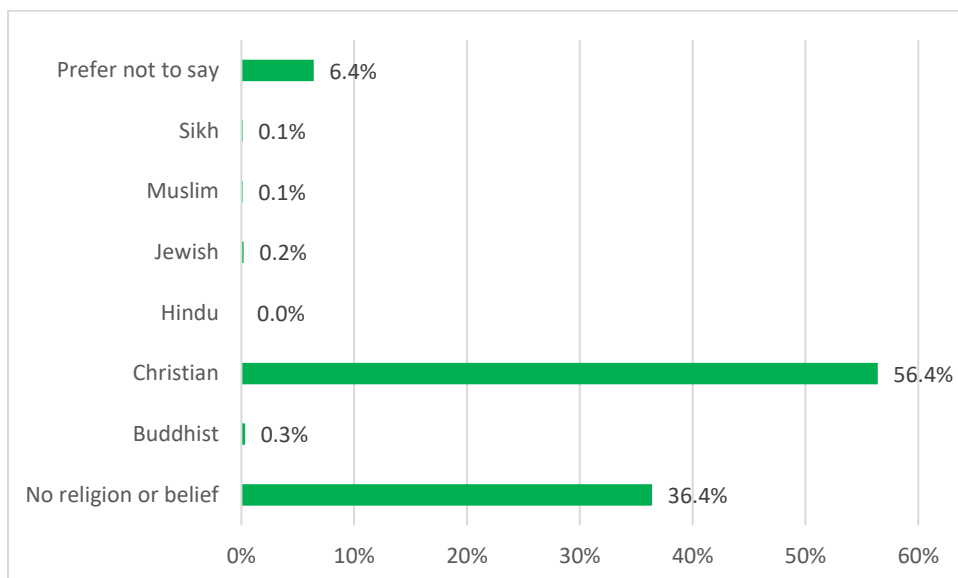
**If other sexual orientation, please write in:**

What relevance is this question	6
A man as opposed to a woman	1
I don't suppose "Too old and decrepit?" is possible	1
Alien sexual	1
Queer	1
Super straight	1
Celibate	1
N/A	1

**7) What is your religion and belief?**

1592 responses to this question

Option	Number	Percentage
No religion or belief	580	36.4%
Buddhist	5	0.3%
Christian	898	56.4%
Hindu	0	0%
Jewish	3	0.2%
Muslim	2	0.1%
Sikh	2	0.1%
Prefer not to say	102	6.4%



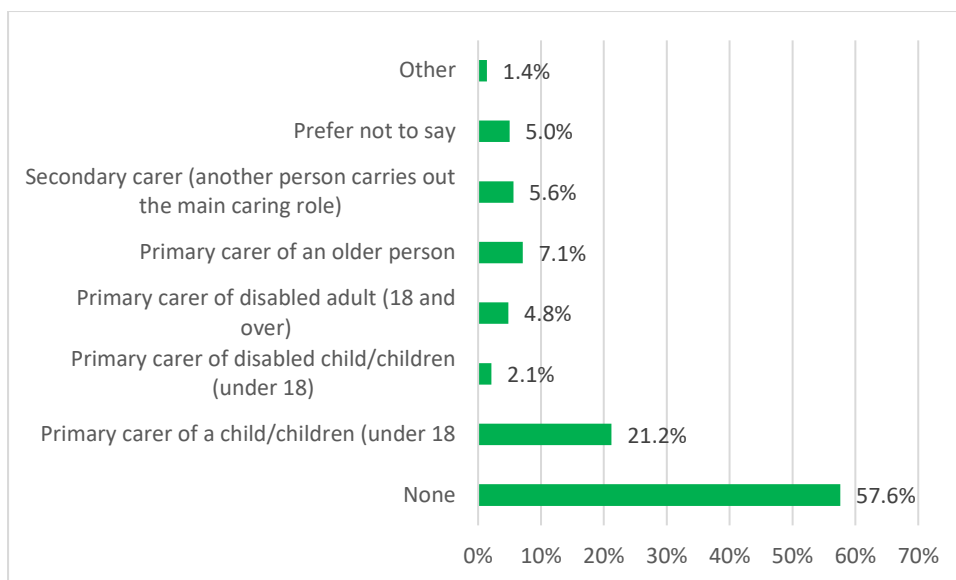
**If other religion or belief, please write in:**

Pagan	13
Spiritualist	5
Catholic	5
Jehovah's Witness	1
Heathen	1
Buddhist/Pagan	1
Methodist	1
Druidism	1
Got nothing to do with it	2
See above	1
Wiccan	1
Odinist	1
Other	1

**8) Do you have caring responsibilities?** (please tick all that apply)

1595 responses to this question

Option	Number	Percentage
None	918	57.6%
Primary carer of a child/children (under 18)	338	21.2%
Primary carer of disabled child/children (under 18)	34	2.1%
Primary carer of disabled adult (18 and over)	76	4.8%
Primary carer of an older person	114	7.1%
Secondary carer (another person carries out the main caring role)	90	5.6%
Prefer not to say	80	5%
Other	23	1.4%



**Please explain other:**

Support worker	3
Care for elderly relative	2
Responsible for a young adult	2
Support elderly neighbours	2
Family member is in a home	2
Not relevant	1
Care for the whole Seasons Theatre Company	1
Cared for an elderly person and temporarily caring for children	1
Primary carer of wife	1
Both parents participate equally	1
POA for relative	1
2 children	1
Granddaughter has Downs Syndrome and attends Seasons	1
You know who have caring responsibilities	1
Grandchild	1
Help with family	1
No longer	1



## Culture and Heritage Services Survey



Cannock Chase Council is considering changes to some of its leisure, culture, and heritage services, and we need your input.

Like many councils across the country, we're facing financial pressures while demand for services continues to grow. To ensure we can protect essential services for the future, we must make some tough decisions. Currently, we're forecasting a budget shortfall of £1.3 million for 2025-2026, despite years of making savings through outsourcing, reducing services, and sharing functions with Stafford Borough Council.

The Council has worked with Inspiring Healthy Lifestyles (IHL) since 2012 to deliver these services. However, challenges like rising energy costs, and the cost-of-living crisis have put additional financial strain on these services. To help us understand the best way forward we commissioned an independent review of leisure, heritage and culture services and surveyed the condition of the buildings managed by IHL.

Based on this work, the Council is currently proposing to close the Museum of Cannock Chase and the Prince of Wales Theatre at the end of April 2025. This would allow us to focus on sustaining the wider culture, heritage, leisure and wellbeing offer for the community.

But we also want to hear from you. While these closures are under consideration, we're keen to explore how we can continue to offer culture and heritage services in a different way.

The consultation is open from 29 November 2024 to 2 January 2025. Please take this opportunity to share your views through this survey. Your feedback will help shape the final decision, which will be made at the Council meeting on 12 February 2025.

Thank you for sharing your thoughts and helping us plan for the future of our district.

***Please return all surveys to Cannock Chase Council, Civic Centre, Beecroft Road, Cannock, Staffordshire, WS11 1BG by 2 January 2025***

If you run out of space please attach additional documents to your survey

## About you

**Q1) Are you responding to this as:** (please tick all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> A representative or member of a community group  | <input type="checkbox"/> A volunteer at Inspiring Healthy Lifestyles |
| <input type="checkbox"/> Member of the public   | <input type="checkbox"/> An employee of Inspiring Healthy Lifestyles |
| <input type="checkbox"/> A partner organisation working with Cannock Chase District Council or Inspiring Healthy Lifestyles | <input type="checkbox"/> An elected member/MP                        |
| <input type="checkbox"/> Museum of Cannock Chase/Prince of Wales visitor  | <input type="checkbox"/> Other                                       |

**Please explain other**

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**Q2) If you are a representative or member of a group or organisation please give their name here:**

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**Q3) What is your age?**

- |                                   |                                |                                |                               |
|-----------------------------------|--------------------------------|--------------------------------|-------------------------------|
| <input type="checkbox"/> Under 16 | <input type="checkbox"/> 35-39 | <input type="checkbox"/> 55-59 | <input type="checkbox"/> 75 + |
| <input type="checkbox"/> 17-24    | <input type="checkbox"/> 40-44 | <input type="checkbox"/> 60-64 |                               |
| <input type="checkbox"/> 25-29    | <input type="checkbox"/> 45-49 | <input type="checkbox"/> 65-69 |                               |
| <input type="checkbox"/> 30-34    | <input type="checkbox"/> 50-54 | <input type="checkbox"/> 70-74 |                               |

**Q4) What is your postcode?**

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## Arts and Culture

**Q5) Do you use the Prince of Wales Theatre as a** (please tick all that apply)

- |  |   |                                |
|--|---|--------------------------------|
| <input type="checkbox"/> Performer       | <input type="checkbox"/> I don't use the Prince of Wales Theatre<br>(if you ticked this answer please move to Q9) |                                |
| <input type="checkbox"/> Audience Member | <input type="checkbox"/> As part of a group   | <input type="checkbox"/> Other |

**Please explain other:**

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**Q6) If you visit the Prince of Wales Theatre, who do you usually go with?** (please tick all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Partner                      | <input type="checkbox"/> An organised social group (e.g. a club) |
| <input type="checkbox"/> Children                     | <input type="checkbox"/> Work colleagues                         |
| <input type="checkbox"/> Someone I act as a carer for | <input type="checkbox"/> Alone                                   |
| <input type="checkbox"/> Relatives                    | <input type="checkbox"/> I don't visit                           |
| <input type="checkbox"/> Friends                      | <input type="checkbox"/> Other                                   |

**Please explain other:**

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**Q7) What do you use The Prince of Wales Theatre for?** (please tick all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Professional performances    | <input type="checkbox"/> Theatre workshops          |
| <input type="checkbox"/> Comedy Shows                 | <input type="checkbox"/> Educational visits         |
| <input type="checkbox"/> Events                       | <input type="checkbox"/> Volunteering Opportunities |
| <input type="checkbox"/> Community Hire               | <input type="checkbox"/> Attending groups           |
| <input type="checkbox"/> Community/local performances | <input type="checkbox"/> Other                      |

**Please explain other:**

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**Q8) How often have you used The Prince of Wales Theatre in the last 12 months?**

- I have not used it in the last 12 months       2-3 times  
 Once       4+ times

**Q9) If you do not visit the Prince of Wales Theatre, why not? (please tick all that apply)**

- Not interested in shows on offer       Do not know about the Prince of Wales Theatre  
 Location is not accessible       Town centre hospitality offer  
 Cost       Other  
 Lack of transport

**Please explain other:**

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**Q10) Considering future provision of cultural services in Cannock Chase, how important are the following to you?**

	Very important	Important	Neither important nor unimportant	Not really important	Not important at all
Providing access to arts and culture as an audience member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing access to participate in arts and culture as a performer or creative contributor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting local artists and performers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for volunteering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging participation in performing arts by a range of groups e.g. young people/people with additional needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social aspect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health and wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning new skills and opening career Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attracting visitors and promoting the local area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please explain other**

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## Heritage

**Q11) Do you use the Museum of Cannock Chase?**

Yes

No (if you answered No, please move to Q15)

**Q12) If you visit the Museum of Cannock Chase who do you usually go with?** (please tick all that apply)

Partner

An organised social group (e.g. a club)

Children

Work colleagues

Someone I act as a carer for

Alone

Relatives

I don't visit

Friends

Other

**Please explain other:**

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**Q13) What do you use the Museum of Cannock Chase for?** (please tick all that apply)

Groups

As a base to explore the local area (e.g. walking)

Events (e.g. Halloween, Christmas)

Community hire

Volunteering

Activities/workshops

To view collections and exhibitions

Education visits

The coffee shop

Other

**Please explain other**

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**Q14) How often have you visited in the last 12 months?**

I have not visited in the last 12 months

2-3 times

Once

4+ times

**Q15) If you do not visit, why not?** (please tick all that apply)

- Not interested
- Location is not accessible
- Cost of activities
- Lack of transport
- Did not know about the Museum of Cannock Chase
- Variety of collections and displays
- Other

**Please explain other**

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**Q16) Considering future provision of heritage in your local community, how important are the following to you?**

	Very important	Important	Neither important nor unimportant	Not really important	Not important at all
Providing access to enjoy heritage as a visitor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing access to participate in heritage as a contributor of local, historical or specialist knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting local creators and artists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing opportunities for volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attracting visitors and promoting the local area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health and wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning new skills and opening career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please explain other**

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**Q17) What alternative exhibitions would you be interested in, in order to participate in heritage and culture locally?**

	Very Interested	Interested	Neither interested nor uninterested	Not really interested	Not interested at all
Opportunities to get involved in and create history exhibitions with a group/organisation/club I am involved with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibitions on local history to explore in person, delivered by a speaker/s or guide/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibitions on local history to explore online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibitions on local history to explore in person at my own pace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q18) What alternative activity would you be interested in, in order to participate in heritage and culture locally?**

	Very Interested	Interested	Neither interested nor uninterested	Not really interested	Not interested at all
Interactive history experiences and events (e.g. re-enactments, have a go activities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local history guided walks or heritage trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage Events - e.g. a summer fete/large scale community event	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family arts and crafts activities with opportunities to create and make	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workshops on traditional skills (e.g. willow weaving, wreath making etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage for health and wellbeing activities - such as experiences for young carers, care leavers, people with dementia, people with mental health needs or individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q19) Please indicate which heritage offer you would be most likely to access** (1 being most likely to access, 3 the least likely)

	<b>1</b>	<b>2</b>	<b>3</b>
An online heritage offer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A heritage offer hosted at any public venue within one mile of my home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A heritage offer hosted in any public venue within Cannock Chase District	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q20) If a history or heritage activity were to take place locally, which type of venue would you be most likely to visit?** (please tick all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> A local sports centre  | <input type="checkbox"/> An outdoor area (e.g. Cannock Park) |
| <input type="checkbox"/> A community facility, such as a community centre or village hall | <input type="checkbox"/> A street activity in a town centre  |
| <input type="checkbox"/> An existing cultural space (e.g. library)                        | <input type="checkbox"/> Other                               |
| <input type="checkbox"/> A commercial venue (e.g. a pub or shop)                          |  |

Please explain other

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**Q21) We look after collections of artefacts on behalf of the people of Cannock Chase. The historic collections help tell our local stories. In terms of making these collections accessible, useful and enjoyable, how important are the following to you?**

	Very important	Important	Neither important nor unimportant	Not really important	Not important at all
That the collections are accessible and available for the public online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
That the collections are accessible and available for the public to see in person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
That the collections are available to see in regularly changing touring exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
That the presentation of collections supports the education of people of all ages, so we can learn about our past through facts and evidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Connecting heritage with wellbeing and making programmes that appeal to older generations, people with disabilities and others with specific health needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing support for local history groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating opportunities for local people (historians, schools, students, clubs and groups) to curate their own exhibitions and tell stories that are important to them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating opportunities for volunteering, social interactions and human connection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presenting history, heritage and bringing to life the stories that are relevant to Cannock Chase in new and interesting ways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain other

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**Q22) In terms of looking after collections, how important are the following to you?** Please rank the options in order of most to least important, where 1 is most important.

	1	2	3
That the collections are stored and cared for in an environment where they are protected for future generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
That the collections are recorded digitally and can be seen at any time by anyone interested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring that local heritage is protected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Additional questions for the Prince of Wales and Museum of Cannock Chase user groups and organisations

**If you are not representing a group please move on to Q 27.**

**Q23) Which venue does your group use?**

Museum of Cannock Chase

Prince of Wales Theatre

Both

**Q24) Has your organisation attracted funding that is currently active, where there is a requirement for any part of the delivery to be undertaken at either the Prince of Wales Theatre or the Museum of Cannock Chase?**

Yes

No

**Q25) If yes, please tell us the name of your group, the name of the funding stream and the end date of the relevant funding you have in place?**

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**Q26) If an alternative venue was needed for your group, what would you be looking for? Please provide details such as capacity, frequency of sessions, accessibility requirements etc**

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**Q4) What is your ethnicity?**

Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you consider yourself to be. Please tick the appropriate box:

- White**
- |   |   |
|---|---|
| <input type="checkbox"/> English        | <input type="checkbox"/> Irish                    |
| <input type="checkbox"/> Welsh          | <input type="checkbox"/> British                  |
| <input type="checkbox"/> Scottish       | <input type="checkbox"/> Gypsy or Irish Traveller |
| <input type="checkbox"/> Northern Irish | <input type="checkbox"/> Prefer not to say        |

Any other White background: \_\_\_\_\_

- Asian/Asian British**
- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> Indian      | <input type="checkbox"/> Chinese           |
| <input type="checkbox"/> Pakistani   | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Bangladeshi |  |

Any other Asian background: \_\_\_\_\_

- Black/African/Caribbean/Black British**
- |                                  |                                    |
|----------------------------------|------------------------------------|
| <input type="checkbox"/> African | <input type="checkbox"/> Caribbean |
|----------------------------------|------------------------------------|

Any other Black/Caribbean/Black British background:

\_\_\_\_\_

- Mixed/Multiple ethnic groups**
- |       |  |  |
|-------|--|--|
| Asian | <input type="checkbox"/> White and Black Caribbean | <input type="checkbox"/> White and Asian   |
|       | <input type="checkbox"/> White and Black African   | <input type="checkbox"/> Prefer not to say |

Any other Mixed/Multiple ethnic background: \_\_\_\_\_

- Other ethnic group**
- |                               |  |
|-------------------------------|--|
| <input type="checkbox"/> Arab | <input type="checkbox"/> Prefer not to say |
|-------------------------------|--|

**Disability****Q5) Do you consider yourself to have a disability or health condition?**

- |                              |                             |  |
|------------------------------|-----------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Prefer not to say |
|------------------------------|-----------------------------|--|

**Q6) What is your sexual orientation?**

- Heterosexual
- Asexual
- Gay
- Pansexual
- Lesbian
- Undecided
- Bisexual
- Prefer not to say

If other sexual orientation please state \_\_\_\_\_

**Religion and Belief**

**Q7) What is your religion or belief?**

- No religion or belief
- Jewish
- Buddhist
- Muslim
- Christian
- Sikh
- Hindu
- Prefer not to say

If other religion or belief please state \_\_\_\_\_

**Caring**

**Q8) Do you have any caring responsibilities?** (please tick all that apply)

- None
- Primary carer of an older person
- Primary carer of a child/children (under 18)
- Secondary carer (another person carries out the main caring role)
- Primary carer of disabled child/children (under 18)
- Primary carer of disabled adult (18 and over)
- Prefer not to say
- Other

Please explain other

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