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9 March 2026

Dear Councillor,

Health, Wellbeing & The Community Scrutiny Committee

6:00pm, Tuesday 17 March 2026

Esperance Room, Civic Centre, Cannock

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

Yours sincerely,



T. Clegg
Chief Executive

To: Councillors:

Vacancy (Chair)
Jones, V. (Vice-Chair)

Aston, J.	Elson, J.
Bancroft, J.	Fisher, P.
Boulton, C.	Haden, P.
Cartwright, S.	Vacancy
Dunnett, M.	

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the National Health Service Act 2006:

- County Councillor N. Parton

Independent Co-opted Representative:

- Healthwatch Staffordshire (TBC)

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. Minutes

To approve the Minutes of the meeting held on 15 December 2025 (enclosed).

4. Statutory Health Scrutiny Items

(i) Staffordshire County Council's Health and Care and Overview Scrutiny Committee

Please refer to Staffordshire County Council's [website](#) for details of all recently held meetings of the Health and Care Overview & Scrutiny Committee. Alternatively, the Chair may provide verbal updates on any recent meetings attended.

5. Presentation

To receive an update from the Head of Operations on the streetscene overview.

6. Quarter 3 Performance Update - Health & Wellbeing and The Community PDPs

To receive the Quarter 3 performance update for the Health & Wellbeing and The Community Priority Delivery Plans (Item 6.1 - 6.11).

The documents included are as considered by Cabinet on 5 March 2026.

7. Housing Services – Quarter 3 Performance Report 2025/26

To receive the Quarter 3 performance update for information (Item 7.1 – 7.27).

The documents included are as considered by Cabinet on 5 March 2026.

8. Recommendations from the Review of the Council's Fencing Policy Working Group

Report of the Head of Housing and Corporate Assets (Item 8.1 - 8.39 - including notes of the meetings of the Working Group).

Cannock Chase Council
Minutes of the Meeting of the
Health, Wellbeing and The Community Scrutiny Committee

Held on Monday 15 December 2025 at 6:00 p.m.

Esperance Room, Civic Centre, Cannock

Part 1

Present: Councillors:

Johnson, T. (Chair)
Jones, V. (Vice-Chair)
Aston, J. Fisher, P.
Boulton, C. Haden, P.
Cartwright, S. Hill, J.O. (Substitute)
Elson, J.

Prior to the commencement of the meeting, it was noted that the County Councillor was not in attendance. A request was made that the Council write to Staffordshire County Council addressing this concern.

18. Apologies

Apologies for absence were received from Councillors M. Dunnett and J. Bancroft.

Notification had been received that Councillor J. Hill would substitute for Councillor M. Dunnett.

19. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests in additions to those already confirmed by Members in the Register of Members Interests were made.

20. Minutes

The Chair referred to the presentation made by the representatives from the Staffordshire and Stoke-On-Trent Integrated Care Board (ICB) and highlighted the need to push for improvements in healthcare provision for the power station site in Rugeley, and focus was also still needed on the Minor Injuries Unit in Cannock.

Resolved:

That the Minutes of the meeting held on 15 September 2025 be approved.

21. Statutory Health Scrutiny Items

Update - Staffordshire County Council's Health and Care Overview and Scrutiny Committee

The Chair updated Members on the recent meetings that he had attended. He reported on the meeting held on 10 November and the main agenda item which focused upon the West Midlands Ambulance Service Performance with response times improving and down as low

as 23 minutes. Response times to Category 1 calls were running at 8 minutes and hospital handover times were 45 minutes.

He then reported on the meeting held on 1 December where the Staffs and Stoke-On-Trent (ICB) Operational Plan was discussed. Some of the main priorities included reducing the time people waited for elective care, improving access to GP and urgent dental care and improving A&E waiting times and ambulance response times. The ICB budget was £3.2bn with a system plan deficit for 2025/26 of £95m.

He reported that efficiency planning was being carried out to help save money in areas such as hospital admissions, planned care, mental health services and prescribing improvements.

He advised that further information and details on what was discussed was available on Staffs County Council website.

22. Updates - Contract/Delivery Performance and the Food Waste Collection Rollout

The Chair welcomed Tony Derbyshire and Debbie Doohan from Biffa who gave a presentation to Members.

The presentation covered details around the new contract with waste services having commenced on 31 March 2025. The contract saw a change to the way collections were structured as prescribed in the tender process.

Garden waste and domestic waste moved from alternate weeks to both streams being collected in the same weeks over a fortnightly cycle. It was also agreed that all issues raised at the start of the contract would be recorded as missed bins.

In terms of performance since the start of the new contract, 99.96% of collections were made on the scheduled day. There were measures against the number of missed bins by waste stream and for standardisation they used a metric of missed bins per 100,000 properties. For Cannock the average for the last 4 weeks was 19.10 missed bins per 100,000 collections, and a slide was then shown that provided information.

Slides were then shown on food waste and Simpler Recycling where food waste collections would be introduced from April 2026. The Government aimed to increase the recycling rate across England which currently stood at 43.4% which was well below the target of 65% by 2035.

Members were shown a caddy which would be used, and each resident would receive a 23L Kerbside Caddy plus a 7L Kitchen Caddy, a roll of liners and an information leaflet. The delivery of the packs would commence on 6 April 2026 and would be delivered by the regular crews.

A Member referred to the food waste recycling and asked if food waste was disposed of in the green bin, would this not be emptied.

The Waste and Commercial Services Manager advised Members that the green bin would still be emptied, however residents would be encouraged to use the caddy provided. The information leaflet being provided would give detailed information to households.

A Member referred to this and commented that if food waste was thrown in green bins, this would contaminate everything else in the bin, and by emptying those bins, some residents may continue to do this and not use the caddy's.

The Waste and Commercial Services Manager advised that it was about educating residents to use the food caddy's and generally they would get on board with things. He also advised that stickers would be placed on bins asking residents to 'stop' and put food waste in the caddy's provided.

The collections would start from 27 April 2026, and each property would have the 23L caddy emptied on a weekly basis. There would be 5 vehicles deployed daily, and waste would then be taken to Biffa's Poplars Anerobic Digestion Plant for processing. The routes were moderated on a 50% participation rate, although each area was different and this would depend on several factors.

In response to a Member question about the liners supplied with the caddy's, the Waste and Commercial Services Manager advised that the Council had obtained funding for 2 years, although after this period, it may be something that the County Council would need to supply.

The Waste and Commercial Services Manager in response to a question, confirmed that the waste collected would go to the Biffa site and assisted collections would be available to certain residents.

A further slide was shown, and new routes had been created which were being reviewed and adverts for new staff had been created and would go live in January 2026. Interviews were taking place with existing staff who had shown an interest in the service, and other Biffa locations in Warwick, Stratford and Oxford would be visited to see how they had established their food waste service.

Members were then invited to ask questions.

A Member asked a question about packaging of food waste in newspaper before disposal in the caddy and whether this would cause issues.

The Waste and Commercial Services Manager advised that the leaflet being placed in the caddy's should provide some information. He discussed this with Members; however, he would need to check.

The Chair thanked Tony Derbyshire and Debbie Doohan for their presentation.

23. Update - Simpler Recycling Update

The Waste and Commercial Services Manager gave an update to Members.

He reported that the Council were on target in terms of the rollout of the food waste collections. The storage facility where the caddies were held was obtained through government funding and the caddies would be built on site. The leaflets were currently being created and would be placed in caddy's and then issued to households.

The Waste and Commercial Services Manager advised that there would be information available on the Council's website and through social media. In terms of the new vehicles, these would be delivered the end of March/early April 2026 with caddy's to be distributed the start of April.

He advised that the processing plant located at the Biffa site would be used for disposal and he hoped that some visits to the plant could be arranged in the near future.

Members were then invited to ask questions.

A Member referred to the storage unit and asked if the funding covered the use of it.

The Waste and Commercial Services Manager advised that the funding did cover the unit and then referred to the garden waste collections and reported that the fee had increased to £40 for this year. He reported that 6,500 households had signed up already and the system was running well. He suggested that the sign up should increase after Christmas.

In response to a Member question, he explained that there was a small issue with the collection system that needed to be addressed. However, he reported that there were no performance concerns and the Council's relationship with Biffa was excellent.

He reported that the vacancy for the Waste Officer Recycling role had attracted 24 applicants which was an increase on the last time it was advertised and this was encouraging.

The Waste and Commercial Services Manager then discussed with Members plastic film and flexibles kerbside collections which would begin across England by March 2027.

A Member asked the Waste and Commercial Services Manager if he could provide data on refused bins. He would deal with this separately.

The Chair thanked the Waste and Commercial Services Manager for his update.

24. Quarter 2 Performance Update - Health & Wellbeing and The Community PDPs

To receive the Quarter 2 performance update for the Health & Wellbeing and The Community Priority Delivery Plans (Item 8.1 - 8.10).

The Chair referred to the performance information and made a few comments on several projects.

Item No. 8.2 - Review of the Leisure, Culture and Heritage Contract

He reported that this had now been awarded and would go live on 1 April 2026.

Item No. 8.7 - Play Area/Parks Improvements

He referred to the rationalisation of some play areas which had been identified and some that were possibly under used.

The Chair discussed with Members and the Cabinet Member for Environment and Climate Change in response to a question, advised that there were approximately 5 out of 42.

A Member suggested that if any were set for being decommissioned, there should be some form of consultation.

Item No. 8.10 - No of DFGs completed

A Member asked if the vacancies had been filled.

The Head of Wellbeing reported that the caseworker post had now been filled, and this was currently going through the normal process. The Senior caseworker post was still not recruited to as the job description required some changes so that the post solely delivered DFGs. In the meantime, a consultant was currently carrying out some of the responsibilities.

Item No. 8.9 - % Household waste sent for re-use, recycling and composting

A Member referred to the 45% target for 25/26, and the other figures listed, which follow the national recycling patterns and asked where the figure was from.

Members noted the contents of the performance information for quarter 2.

25. Health, Wellbeing & The Community Scrutiny Committee Work Programme 2025/26

The Head of Housing and Corporate Assets reported that the last meeting of the Working Group that has been considering the current Council fencing Policy was held on 20 October.

She reported that the Group had discussed various fencing types and specifications, low standard to high standard and looked at those Council's that did not have any fencing policy in place. The Group following discussions agreed to re-write the current policy and work towards something like the policy produced by Cambridge City Council and support upgrade works.

She advised that the weather conditions had led to a backlog and then went on to advise that Members had agreed that fencing should not be included at the front of new build properties. It was intended that the monies be used to provide better fencing at the back of

properties which would give more privacy, however tenants would be consulted on any proposed changes.

The Head of Housing and Corporate Assets reported that the Group had requested that for the next meeting in January a scoring matrix be produced which would include the pros and cons of the fencing types.

The meeting closed at 6:40pm

Chair

Priority Delivery Plan for 2025/26

Priority 2 - Health & Wellbeing

Summary of Progress as at end of Quarter 3

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
4		1			6

Summary of Successes as at Quarter 3

Three bids were received for the leisure procurement which were evaluated and moderated. Cabinet agreed the recommendation to award the contract to the provider who scored highest in both quality and cost. The new contract will provide an improved service for residents and at a substantially lower cost to the Council (after year 2 of the contract, it will deliver an income stream).

Summary of Slippage as at Quarter 3

A draft community strategy has been developed, this has been delayed due to staffing capacity. Work is continuing to finalise this.

Priority 2 - Health & Wellbeing

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Review of the Leisure, Culture and Heritage Contract	Prepare tender documents for leisure procurement.	X				Working group and project board established. Tender documents drafted.	★
	Start procurement for new leisure contract.		X			The tender was published on 4 th August 2025.	★
	Evaluation of submissions for the new leisure contract.			X		3 bids were received and evaluated. Permission was given by Cabinet to award to the provider who scored highest on both quality and cost.	★
	Award of contract and mobilisation period.				X		
Design and Deliver Cannock Chase District's approach to Health	Work with partners and the Integrated Care Partnership (ICP) to develop priorities for reducing health inequalities.	X				Partners continued to refine key local priorities for the locality improvement framework and a proposal for collaborative project delivery was drafted.	★
	Complete Community Wellbeing Strategy, setting out priorities across community safety and health.			X		Draft strategy has been produced. Final amendments being made. Implementation plans are being developed.	▲

Priority Delivery Plan for 2025/26

Priority 3 - Community

Summary of Progress as at end of Quarter 3

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
8	1	2		5	16

Summary of Successes as at Quarter 3

Communications on the Council's introduction of weekly food waste collections from April 2026 were launched on social media during Q3 in accordance with the communications plan. Cannock Park play area officially opened in August 2025 and Phase 1 of the masterplan is on track for completion by the end of Q4. Heath Hayes Park consultation has been carried out, with a view to submitting planning application in Q1 2026/27.

Summary of Slippage as at Quarter 3

Work on outsourcing the health and safety tree inspections has been delayed, due to staffing issues within the Council's Tree Team. During Q3 the Council's only remaining fulltime tree officer left the Council for a role in another local authority. The postholder was working on the project in addition to his normal duties, and at the time of drafting the post remained vacant. Due to planned changes in the tree management team the post has yet to be advertised, however, it should soon be. This vacancy will continue to have an impact upon tree management, and the Council's tree management projects for some time after it has been filled.

Work on the housing strategy is progressing but behind schedule; it has been delayed due to staff capacity issues.

Priority 3 - Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Place based housing strategy	Start procurement of a Housing Strategy for Cannock Chase		X			Staffordshire County Council are supporting on the procurement of a Housing Strategy and a specification is in the process of being agreed.	★
	Award contract for a Housing Strategy			X		Specification has been finalised and is with Staffordshire County Council.	▲
Waste & Recycling - Kerbside collection contract (2025-2032)	Commencement of new kerbside waste & recycling collection contract	X				The new kerbside waste & recycling collection contract was commenced on time at the start of April 2025 as planned and has operated effectively following its commencement.	★
	Complete required collection round rerouting / day changes, in accordance with the accepted tender	X				Re-routing of collection rounds has been successfully implemented. Minimal disruption to the service during implementation phase can be evidenced by no formal complaints received by CCDC.	★
	Complete performance review of new kerbside waste & recycling collection contract				X		
	Complete procurement of food waste caddies	X				Food waste caddy procurement has been completed with orders placed with the successful bidder. Deliveries expected late 2025/early 2026.	★

Item No. 6.5
Appendix 1C

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Launch of communications plan for food waste introduction with residents.			X		Food waste communications successfully launched on social media during Q3 according to the Councils communications plan.	★
	Distribute new food waste caddies and new service information to residents.				X		
Tree Management	Secure approval and funding for integrated tree management system and tree inspections.		X			Completed - Funding for the new integrated tree management system was secured following a report to Cabinet on 31st July 2025.	★
	Begin procurement of joint tree management system (including Open Customer Facing Public Portal).		X			Completed - procurement of the joint tree management system was commenced following the above Cabinet briefing undertaken on new system.	★
	Commence procurement of outsourced routine health and safety tree inspections.			X		Work on the outsourcing health and safety tree inspections has been delayed due to staffing issues within the Council's Tree Team.	▲
	Implement joint tree management system.				X		
	Prepare joint investment strategy and work programme as part of the budget setting process.				X		

Item No. 6.6
Appendix 1C

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Play Area / Parks Improvements	Continue play area development in accordance with follow-up (second) play area improvement programme, agreed by Cabinet during 2024/25 (following early completion of the first).	X	X	X	X	Work is progressing on Phase 1 of the Cannock Park master plan. Heath Hayes Park master plan consultation has been carried out, with a view to submitting planning application in Q1 2026/27.	
	Begin consultation around the rationalisation of play areas identified within the above 2024/25 play area development programme report.			X		Consultation with the elected ward members has begun where the 5 play areas have been identified for rationalisation.	
	Prepare Cabinet report on the results of the play area rationalisation consultations.				X		

KPIs for Priority 2 - Health and Wellbeing

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

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Leisure									
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities and narrative on the wider wellbeing work and events they facilitate.	N/A	N/A						N/A	As the contract is due to end on 31 March 26, it has been agreed that an Annual report will not be produced. The focus will be on supporting the mobilisation of the new contract.

KPIs for Priority 3 - The Community

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

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Operations - Waste & Recycling									
% collections completed first time	99.96%	99.90%	99.95%	99.98%	99.96%			★	
Number of missed bin collections (including assisted) / 100,000	26 per 100,000	<40 per 100,000	59 per 100,000	20 per 100,000	42 per 100,000			▲	An increase in missed bins has been attributed to the poor weather conditions and the recruitment of new staff members.
% Household waste sent for re-use, recycling and composting	36.10%	45%	40.49%	37.68%	33.20%			✘	The reduction is normal during Q3 due to the lower garden waste tonnages collected
Amount of residual waste collected per household (Kgs)	492.71 kg	<480 kg or 120 kgs / qtr. (equivalent)	117.67 kg	120.39 kgs	120.65 kgs			▲	Slightly over target which is due to additional waste from the pre-Christmas period.
Environmental Health									
% of food businesses inspected	100%	100%	27%	52%	76%			✓	
% of food businesses inspected which are broadly compliant (rating of 3 or better)	98%	N/A	97%	96%	98.5%			N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	91%	95%	94%	93%	91%			▲	Small number of requests out of target largely due to Christmas break

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Assistance									
No of DFGs completed	86	85	10	11	15				The new IT system is up and running with data cleansing in progress; new team procedures are being embedded resulting in gradual improvement.
Strategic Housing & Homelessness									
% households had a positive outcome and secured accommodation for 6 + months	50%	39%	55%	47%	38%				Increase in complex cases in the last quarter has made it more difficult to secure suitable offers of accommodation.
Community Safety & Partnerships									
Number of residents/cases dealt with by the CAB	3,275	N/A	841	823	846			N/A	Measure / contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	£4,675,514	Measure only	£1,314,649	£1,146,959	£1,439,341			N/A	Measure / contextual information only
Community Safety Partnership Hub referrals and case closures within 3 months	107 referrals 97% closed	90% closed within 3 months	22 referrals 95% closed	35 referrals 100% closed	28 referrals 100% closed				

Housing Services - Quarter 3 Performance Report 2025/26

Committee:	Cabinet
Date of Meeting:	5 March 2026
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

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

2 Recommendations

- 2.1 To note the progress at the end of the third quarter relating to the delivery of the Housing Services Improvement Plan as detailed at Appendix 1 and the performance information set out at Appendix 2.

Reasons for Recommendations

- 2.2 The performance information allows Cabinet to monitor progress in delivery of the Housing Services' priorities and operational services.

3 Key Issues

- 3.1 The Housing Services Improvement Plan (HSIP) was approved by Cabinet on 24 April 2025 and the accompanying key performance indicators are taken from those previously reported as part of the corporate performance reporting. These are designed to focus on key strategic and operational priorities for Housing Services.
- 3.2 Overall, 58% of the projects have been delivered or are on schedule to be completed. Progress in delivering the HSIP is summarised in section 5 of the report and set out in detail in Appendix 1.
- 3.3 With regard to the operational performance of the key areas of Housing Services, 88% of targets are on schedule to be met or exceeded. Further details can be found at 5.5 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The HSIP sets out key strategic and operational projects which support the delivery of Housing Services' priorities and contributes directly to the Corporate Priority 3:

Priority 3 - The Community: Improve the housing offer across the District.

The provision of good quality housing in the public sector is a priority for the Council and there is a commitment to achieve this by managing our Council homes efficiently and effectively.

5 Report Detail

Background

- 5.1 The Housing Service Improvement Plan (HSIP) set out in Appendix 1 to this report is the approved plan setting out how Housing Services will achieve progress against its strategic objectives; this plan establishes the actions and timetable for delivery that are the basis for Housing Services' main work programme which feeds into the Council's performance reporting framework.
- 5.2 In addition to the HSIP, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.

Housing Service Improvement Plan (HSIP)

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

Table 1: Summary of progress in delivery of key projects/actions for Quarter 3

Quarter					Total Number of Project Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1	2	9	4	0	15
2	6	15	8	1	30
3	13	10	8	8	39
4					
TOTAL (as at Q3)	(33%)	(25%)	(21%)	(21%)	(100%)

- 5.4 At the end of quarter 3, of the project actions planned for delivery in this period:
- 33% have been completed;
 - 25% are on target to be completed;
 - 42% are behind schedule.

There are 64 project actions in total, with some projects having a number of actions, so the remaining 25 actions are planned to be completed later in the year and beyond.

The completed actions increased substantially at end of Q3, however the works over 3 months behind schedule has also increased. The reasons for slippage and the corrective action to be taken is set out in Appendix 1.

Key Performance Indicators (KPIs)

5.5 In addition to the HSIP, performance is also reported against the delivery of key operational services. Key Performance Indicators (KPIs) for Housing Services are set out in Appendix 2 and are summarised in Table 2:

Table 2 - Summary of key performance indicators for Quarter 3

Quarter					N/A	Total Number of KPIs
	Performance exceeds target	Performance on target	Performance < 5% below target	Performance > 5% below target	Reported Annually / Measure only	
1	6	9	0	2	7	24
2	6	9	0	2	7	24
3	6	9	1	1	7	24
4						
TOTAL (as at Q3)	(35%)	(53%)	(6%)	(6%)	7	24

5.6 Of the 24 indicators due to be reported on in quarter 3:

- 6 indicators show performance above target (35%)
- 9 indicators show performance on target (53%)
- 2 indicators show performance below target (12%)
- 7 indicators are measure only.

The position at Q3 end has remained consistent on all but two target indicators.

- No. of tenants benefiting from disabled facilities work (major and minor) - dropped from exceeding target performance back to 5% below target.*
- No. of tenants awaiting disabled facilities work (registered and work approved (major and minor)) (at period end) - improved from more than 5% below target to now exceeding target.*

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

6 Implications

6.1 Financial

There are no direct financial implications arising from the report. If any of the actions require any additional funding to complete these will be the subject of a separate report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks Housing Services faces in delivering its priorities. In relation to this report and appendices includes the following risks:

- (i) Failure to meet required housing standards and not being prepared for inspection
- (ii) Health and safety arrangements for properties.

Delivering actions within the Housing Services Improvement Plan and monitoring KPIs are control measures to contribute towards addressing these risks.

6.5 Equalities and Diversity

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

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Housing Services Improvement Plan

Appendix 2: Key Performance Indicators

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer: James Morgan

Telephone Number: 01543 464381

Report Track: Cabinet: 05/03/26

Health, Wellbeing and The Community
Scrutiny Committee: 17/03/26

Key Decision: No

Housing Services Improvement Plan - Quarter 3 2025/26

Summary of Progress for the year 2025/26 to date

Quarter					Total Number of Project Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1	2	9	4	0	15
2	6	15	8	1	30
3	13	10	8	8	39
4					
TOTAL (as at Q3)	(33%)	(25%)	(21%)	(21%)	(100%)

Summary of Successes for the Year

- First meeting of the newly formed Housing Board held.
- Better demonstrating outcomes for tenants - You Said, We Did feature added to website.
- Majority of policies and procedures now refreshed and in place.
- Stock Condition Surveys were all completed (inc. no accesses).
- Tenant Scrutiny Panel re-introduced and working on first topic.
- Tenancy Agreement reviewed and new implemented.
- New cleaning contract procured and in place.
- Website review with tenants completed by newly established Tenant Scrutiny Panel.
- Completed initial Decarbonisation project.

Summary of Slippage as at the end of Q3 2025/26

- Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information is still to complete, work ongoing by Deputy Chief Executive (Resources) & S151 Officer and Head of Housing & Corporate Assets - subsequently impacts several other actions.
- Development of a rolling programme of planned improvements from SCS data has slipped, to be reported to Housing Board into Q4.
- The absence of ICT resources has impacted on a several project areas/actions as well. A Cabinet report for additional resources was approved in early Q2, however this was subject to further approval on basis of a balanced HRA Business Plan. In addition, work to ensure NEC system holds all compliance records impacted on by lack of Business Analyst.
- Compliance procedures for non-HRA properties still to be developed, and slipped in Q4.
- Review the existing contract with Grounds Maintenance Team has further slipped, initial work started but now procured external consultant to review and look at in-house capacity to deliver required updated specification. Some joint estate inspections around shared estate spaces (bins stores/drying areas) have also slipped into Q4 and beyond

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Safety and Quality Standard						
1.	HRA 30 Year Business Plan (GTA)	Delivery of the stock condition survey (SCS)	Head of Housing and Corporate Assets Housing Property Services (HPS) Manager	Q1 2025/26	Completed 3,050 Surveys out of 4,500 surveys on all properties visited (69%). The remainder exhausted the no access procedure (3 contact attempts). Data and report received from Rapleys to inform further HRA 30 Year Business Plan project actions. A follow-up project to complete surveys on the outstanding properties will be undertaken, as well as a rolling programme going forward.	
2.	HRA Compliance (GTA)	Regular inspections of blocks to be undertaken and reported to Housing Board and Cabinet. This includes gas safety, electrical safety, asbestos, water hygiene and fire safety.	Head of Housing and Corporate Assets HPS Manager	Q1 2025/26	Now completed - reported to Housing Board (Q2 and Q3 meetings to date). Rolling agenda item, and further validation figures requested by Housing Board will also now be provided alongside.	
3.	HRA 30 Year Business Plan (GTA)	Develop a rolling programme of planned improvements from SCS data and report on progress to the Housing Board.	Head of Housing and Corporate Assets HPS Manager	Q2 2025/26	Not yet produced. Report to HB in Q2 26/27. Reviewing data findings from SCS, which links to no.1. Data Officer in post from Feb 26 will help deliver analysis to inform the programme.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
4.	HRA Compliance (GTA) and	Review/establish data governance arrangements for housing assets and resident data.	Head of Housing and Corporate Assets			
		HRA Governance (Savills)	i) A full review to be undertaken of all records and information held to data cleanse and identify gaps/ weaknesses in the data held.	All Housing Service Managers	Q3 2025/26	Review requires the appointment of a Business Analyst (appointed Jan 26). Need to establish in the BA work programme to set new timescale. Cabinet approved Business Analyst post in July 25, but with caveats for balanced Business Plan first. Deputy Chief Executive (Resources) & S151 Officer updated Housing Board in November.
	ii) An on-going reconciliation will be undertaken of the HRA asset register to the health and safety checks completed, compliance data and other inspections to ensure records all in one place (one version of the truth).		Ongoing		Absence of Business Analyst resource has had an impact on all no.4 actions. Building Safety Operatives in place and doing checks etc. utilising TIO software.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		iii) Data Governance Policy/Data Strategy;		Q3 2025/26	Work delayed due to staff resources. The HMIT Team Leader retired from the business in Q3, and the replacement will be assigned this work as a priority.	
		iv) Performance Reporting Framework; and KPI definition document.		Q3 2025/26	<p>Work delayed due to staff resources. Unable to appoint to the Housing Policy, Performance and Complaints Officer post in Q2, and other resources were not available.</p> <p>Housemark were consulted and quotes obtained, however sufficient resources would not be available (or VFM) for an external provider to complete this work.</p> <p>Good practice examples of PRFs have been sought and officers will now draft internally by Q4 end.</p> <p>A KPI definition document has been drafted in line with a revised 2026/27 KPI collection, which will be provided to Housing Board in Q4.</p>	
		v) Housing assets data linked to ICT Review.		Linked to ICT Review.		
		vi) Options for a new single asset register compliance system will be explored.		Linked to ICT review.		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
5.	HRA Compliance (GTA)	Review of existing systems and processes in the HRA and General Fund (commercial properties managed by HRA) to align them to ensure that we have a standardised approach to building safety inspections.	Head of Housing and Corporate Assets HPS Manager Corporate Assets Manager			
		i) Review and develop written procedure for existing process in the HRA, including commercial properties (HRA Shops).		Q2 2025/26	To complete, issues with access to non-HRA. HPS Compliance team working on. Slipped into Q4.	
		ii) Ensure NEC system holds records of information and ability to report on performance against the process.		Q2 2025/26	Data kept in NEC, TIO and spreadsheet. NEC can hold all data we need - but needs to be built into system. BA appointed in January 2026. To be programmed into workload once started.	
		iii) Programme of inspections to be established and completed.		Q3 2025/26	As per procedures, still to be developed and for handover to Corporate Property Services to deliver on non-HRA.	
6.	HRA 30 Year Business Plan (GTA)	Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.	Deputy Chief Executive (Resources) & S151 Officer	Q2 2025/26	Still to complete. Deputy Chief Executive (Resources) & S151 Officer provided update to Housing Board in November, and will update again in January 2026. HRA Budget to Full Council in February 2026.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
7.	HRA 30 Year Business Plan (GTA)	Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey.	Deputy Chief Executive (Resources) & S151 Officer	Q3 2025/26 (linked to budget setting process)	Link to no.6 above. Reviewing against emerging DHS requirements also.	
8.	HRA 30 Year Business Plan (GTA)	Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment: <ul style="list-style-type: none"> • Business plan to be updated on a rolling basis as stock condition data increases. • Business plan review to be undertaken on a quarterly basis. • HRA recovery lead to develop and roll out training for housing staff on business plan and assumptions. 	Head of Housing and Corporate Assets HRA recovery lead Deputy Chief Executive (Resources) & S151 Officer Deputy Chief Executive (Place)	Q4 2025/26		
9.	HRA and Corporate Asset Management (GTA)	i) Develop HRA Asset Management Strategy - once SCS completed.	Head of Housing and Corporate Assets Corporate Assets Manager	2026/27		
		ii) Develop an action plan to follow on from the Corporate asset management strategy already in place.		Q4 2025/26		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
10.	Decarbonisation & Energy Performance	i) Complete initial project - September 2025	HPS Manager Climate Change Officer	Q3 2025/26	All properties completed, grant funding received. Monitoring and final submission made during Q3. 112 properties received measures to meet EPC C, now all complete and submitted.	
		ii) Incorporate into Capital programme of upgrade work and develop KPIs to add to performance.		Q3 2025/26	Slipped. Follows on with developing work programmes (no.3).	
		iii) Explore other avenues for funding to support HRA capital budgets.		When available		
		iv) Deliver additional decarbonisation measures if/when additional funding becomes available.		2026/27		
		v) Install measures to meet EPC rating C		2029/30		
11.	HRA Compliance (Savills)	i) Identifying risks to tenant safety and eliminating or mitigating those risks.	HPS Manager	2026/27		
		ii) External Third-Party independent assurance to be sought. Increase % completed.		Q4 2025/26		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Transparency, Influence and Accountability Standard						
12.	HRA Governance (GTA)	i) First formal meeting of the new Housing Board to enhance governance and oversight of delivery of housing services.	Deputy Chief Executive (Place) Head of Housing and Corporate Assets	Q1 2025/26	Completed 13 th May 2025.	★
		ii) Report to Housing Board every quarter - performance and HSIP standing agenda items.		Ongoing	Q1 and Q2 Performance provided to the Board (Q3 scheduled in Jan 26). Housing Services Performance report (inc. HSIP update and KPIs) scheduled to Board and Cabinet going forward. Performance and HSIP made standing items on Board agenda.	★
13.	Policies and procedures (Savills)	Review policies and procedures – principal gaps and others where gaps identified. (Policy Tracker contains detail)	All Managers	Ongoing	Ongoing, see website for completed policies - Housing Strategies and Policies Cannock Chase District Council Easy read versions for tenants also being created. Tenancy Agreement version completed and work commenced on other inc. Rent policies.	✔

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
14.	Triangulating data for prioritisation or risk management to take place. (Savills)	i) Complete Tenant Profiling Exercise.	All Service Managers	Q4 2025/26		
		ii) Complete SCS as above, (no.1)		Q1 2025/26	See no.1 above.	★
		iii) Tie information altogether in NECH system.		2026/27		
15.	Demonstrable outcomes for tenants. (Savills)	i) Develop an engagement tracker to record engagements and outcomes.	Housing Services Manager	Q2 2025/26	Engagements recorded in monthly performance reporting. A basic spreadsheet system is in use to record engagements and outcomes. This will be developed in due course, with learning being taken from other providers and Tpas.	✔
		ii) 'You said, we did' extended to website publication, alongside Newsletter and Annual Report.		Q1 2025/26	Completed, see You said, We did Cannock Chase District Council Further developed following recommendation by Independent Housing Board member, to include what it means for all tenants.	★
16.	Tenant Engagement (Savills)	i) Website consultation with tenants	Housing Services Manager	Q2 2025/26	Undertaken with the Tenant and Leaseholder Review Panel (Tenant Scrutiny Panel) as their first topic review. Report will be received by Housing Board in Jan 26.	★

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Re-introduce Tenant Scrutiny Panel		Q2 2025/26	Panel recruited to and re-introduced. 4 tenants and 1 leaseholder onboard. Named themselves the Tenant and Leaseholder Review Panel.	
		iii) Complete all Engagement Strategy actions.		Ongoing, strategy duration 2024-27.	Work is ongoing on implementing the required actions. Officer position is still currently seconded to.	
17.	Transparency (Savills)	i) Publish quarterly performance information (following consideration by Housing Board and Cabinet) for tenants to be able to scrutinise.	Housing Services Manager	Q2 2025/26	Data published on the website. Tenant Satisfaction Measures and Performance Information Cannock Chase District Council Updated every quarter, going forward.	
		ii) Develop scorecard for compliance/Safety and Quality Standard.		Q3 2025/26	To be developed further for 2026/27. KPI table to Cabinet placed online alongside figures for Q2 - this provides a more detailed presentation of the performance data. Performance data is presented to tenants online already in text form, however restricted on what can be done on the website due to accessibility reasons.	
		iii) Explore external audit of TSM management performance information.		Q4 2025/26		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Tenancy Standard						
18.	Secure tenancy agreement. (Savills)	Review and Implement updated tenancy agreement.	Tenancy Services Manager	Q2 25/26	Complete - Tenancy Agreement Cannock Chase District Council	★
19.	Improve empty property management	i) Reduce average relet times for empty properties.	Tenancy Services Manager Housing Maintenance Manager	Q4 2025/26		
		ii) Review lettable standard		Q4 2025/26		
		iii) Improve satisfaction with new lettings.		Q1 2026/27		
		iv) Adapted Housing Register to be developed once SCS data is fully updated and analysed.		2026/27		
Neighbourhood and Community Standard						
20.	Safety of shared spaces (Savills)	External environment and grounds maintenance.	Tenancy Services Manager Parks and Open Spaces Manager			
		i) Review existing contract with Grounds Maintenance Team.		Q1 2025/26	Now exploring a new specification with external contractor. Draft specification completed and looking at a bill of quantities and confirmation the in-house team can meet the specification requirements.	✘

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Complete joint estate inspections, to cover: <ul style="list-style-type: none"> – Tree shrub planting and external environment – street scenes / street cleaning – Communal drying areas & euro bins and their storage. 		Q2 2025/26	Trees completed with Tree Officers in Q2. Street scene/cleaning inspections complete in Q3. Communal drying areas and bin storage all to do. Links to no.21 below, Safety of shared spaces.	
		iii) Following which, work programme to be established on the priority estates (link to no. 23, already identified)		Q3 2025/26	Programme of estate inspections currently done and pulls in other services as required. Communal drying areas and bin storage still to tie in. Grading estates with works etc. was completed and is to be published online.	
21.	Safety of shared spaces (Savills)	i) Review the cleaning contract of communal areas in flatted accommodation.	Tenancy Services Manager	Q1 2025/26	The review of the cleaning service has been completed, with a new specification and on-site confirmation of when the cleaning is completed. For 2026/27 we will be seeking to amalgamate the procurement of the voids property cleaning with the general needs block cleaning.	
		ii) Procure new Cleaning Contract.		Q2 2025/26	New contract procured and in place for one year.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
22.	Safety of shared spaces (Savills)	Carfax estate improvements. i) Draw up Estate Plan.	HPS Manager	Q4 2025/26		
		ii) Engagement with tenants throughout process (focus groups for design, plan consultation, agreement)	Tenancy Services Manager	Ongoing	Resident Engagement Officer has attended Estate Walk with Neighbourhoods Officer, with some initial items noted for attention. To be further developed with Community Day preparation. Building relationships with tenants is needed and ongoing. Profile information can assist with developing approach.	
		iii) Hold initial Community Day.		Q2 2025/26	Not held, as per 22) i), repair works required first. Delay until Spring 2026.	
23.	Safety of shared spaces (Savills)	Explore and introduce better methods to record and present outcomes of cooperative work with tenants, other landlords and relevant organisations to ensure the safety of shared spaces (i.e. areas which are not the responsibility of the Council) i.e. research best practice with other providers and further discussions with Savills.	Tenancy Services Manager	Q2 2025/26	We have looked at numerous organisations, LAs and HAs, and most just have a communal area policy with the Tenant Satisfaction Measures perception figures used to monitor and cover outcomes in this area - both of which we have and monitor, available for tenant scrutiny. We have collated a table with activities and outcomes, and will measure this each quarter. New Housing Operational Communal Area and Space Policy 2025 - 2030 to be consulted on and approved in Q4.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Cross Cutting - All Standards						
24.	Housing ICT System (Savills)	i) Undertake full IT systems review (inc. website) and develop a costed, prioritised roadmap for the housing function (further to the IT review work undertaken to date).	Head of Housing and Corporate Assets Housing Services Manager	2026/27		
		ii) Stabilise the 'Go Mobile' system		Q1 2025/26	Attempted and stabilized as much as possible, with work-arounds. Upgrade and imminent health check in early Q2. (Latest upgrade installed in early Q4) Will hopefully be resolved with alternative ICT solution, as per iii). ICT resources report approved by Cabinet on 31/7/25, subject to Deputy Chief Executive (Resources) & S151 Officer and Head of Housing & Corporate Assets sign-off on basis of a balanced Business Plan.	✓
		iii) Subject to resource approval, start 'Go Mobile' replacement procurement process.		Q2 2025/26	Cabinet approved 31/7/25, however subject to Deputy Chief Executive (Resources) & S151 Officer and Head of Housing & Corporate Assets sign-off on basis of a balanced Business Plan. Links to actions 6 and 8.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
25.	Wider corporate services (Savills)	Establish principles for non-housing function services in the delivery and support of RP responsibilities and produce action plan. <i>Links to no. 20 in part, but also includes arrangements with HR, ICT, Customer Services, Finance, Legal, Procurement etc.</i>	Head of Housing and Corporate Assets	Q4 2025/26		
26.	Staff Resources (Savills)	Identify and recruit to additional roles required to support the Council's RP responsibilities.	Head of Housing and Corporate Assets	Ongoing (subject to resource approvals)	Building Safety staffing resources increased (4no.). Staffing Report completed. Data Officer for Asset data approved. ICT resources report inc. Business Analyst x 2no., Project Manager and Technical Officer approved by Cabinet on 31/7/25 (subject to further approval, balanced HRA Business Plan).	
27.	Staff Resources (Link to Housing ICT System, no.24)	i) Review responsible officer for Housing ICT.	Head of Housing and Corporate Assets	Q2 2025/26	Still to be determined, discussions with ICT ongoing. HMIT structure to be reviewed following retirement of Team Leader at end of Q3.	
		ii) Identify resources required for Housing ICT and management responsibilities (links to no. 24 and 26 above)		Ongoing	As above, no.26, ICT resources report.	

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
28.	Assurance	i) Complete HQN toolkits on standards, as a self-assessment.	All Service Managers	Q4 2025/26		
		ii) Report to Housing Board.		Q1 2026/27		
29.	Council New Build	Completion of Aelfgar Redevelopment Scheme.	Housing Services Manager	Q1 2026/27		
30.	Development Pipeline	i) Identify all viable development opportunities, obtain approvals and permission to spend as required.	Housing Services Manager	Q4 2025/26		
		ii) Enable and deliver pipeline scheme(s).		Subject to approvals and resources.		

KPIs for Housing Services

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

Note: Figures cumulative to date, unless period end.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Repairs									
% emergency repairs completed in time	100%	100%	100%	100%	100%			✓	
% of non-emergency repairs completed in time	73.82%	75%	81.91%	81.65%	78.82%			★	Revised to exclude Planned Priority jobs.
Building Safety/Decency									
% of properties with a valid annual landlord Gas Safety Record	100%	100%	100%	100%	100%			✓	
% of properties with a valid Electrical Certificate (within 5 years)	100%	100%	100%	100%	100%			✓	
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%	100%	100%	100%			✓	
% of buildings that have a current Legionella risk assessment	100%	100%	100%	100%	100%			✓	
% of buildings that have a current Fire risk assessment	100%	100%	100%	100%	100%			✓	
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%	100%	100%	100%	100%			✓	
Proportion of homes that do not meet the Decent Homes Standard at year end.	0.7%	0%						N/A	Measure only - Annual figure.

Note: Figures cumulative to date, unless period end.

Item No. 7.24
Appendix 2

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Tenancy Management									
Housing Applications Processed within 28 days	80%	95%	99%	99%	100%			★	99.6%, but reported to zero decimal place, therefore rounded up.
% of Mutual Exchange applications determined (approved or refused) within 42 days	96%	100%	100%	100%	100%			✓	
% of dwellings that are vacant and available for let (at period end)	0.70%	N/A	0.94%	0.74%	0.74%			N/A	Measure only. Equates to 37 properties.
Average re-let time for Voids (calendar days)	53.59	40.00	61.90	59.20	60.20			✗	A decline in Q3 and still above target time. Note: median benchmark figure for peer organisations is 67 calendar days. Q3 has seen standard (minor) work voids completed quickly and continued performance in Q4 should contribute to keeping overall relet times down. Major voids have been a challenge due to the condition of

Note: Figures cumulative to date, unless period end.

Item No. 7.25

Appendix 2

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
									<p>voids being returned and the amount of upgrade works being required.</p> <p>Changes have been made in operational delivery and are now starting to show through December's figures. Team to continue and focus on maintaining performance.</p>
No. of tenants benefiting from disabled facilities work (major and minor)	241	146	48	74	106				<p>110 is proportioned Q3 target, so completions dropped but still anticipated to meet target level at year end.</p> <p>Lack of OT provider has meant less approved works for completion have come through to the contractor. New OT provider to be secured in Q4.</p>

Note: Figures cumulative to date, unless period end.

**Item No. 7.26
Appendix 2**

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
No. of tenants awaiting disabled facilities work (registered and work approved (major and minor)) (at period end)	41	<17	27	23	5			★	Note, referrals received can fluctuate and this is out of our control. A number of applicants are awaiting OT assessments (see above) and once these have progressed and had work approved, the awaiting works figure may rise. However, we are confident the contractor can complete works and closely match awaiting once works approved to keep awaiting numbers below the target.
Rent collected as proportion of rent due	100.67%	100%	100.18%	100.19%	100.05%			★	
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA	10.24%	6%	1.82%	5.39%	10.54%			★	

Note: Figures cumulative to date, unless period end.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year	12.77	N/A	4.80	10.01	16.42			N/A	Measure only Increase being seen in ASB cases, partly down to methodology, now counting correctly.
Number of ASB cases which involve hate incidents	1.20	N/A	0	0	0			N/A	Measure only
Housing Complaints									
Stage one complaints received per 1,000 homes during the reporting year.	8.98	N/A	1.20	3.60	5.40			N/A	Measure only
Proportion of Stage one complaints responded to within 10 days	93%	95%	100%	100%	100%			★	
Stage two complaints received per 1,000 homes during the reporting year.	1.40	N/A	0.60	1.40	2.00			N/A	Measure only
Proportion of Stage two complaints responded to within 20 days	100%	100%	100%	100%	100%			✓	
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)	5	N/A	0	0	1			N/A	Measure only. At end of Q3, 1 case currently being investigated by Housing Ombudsman.

Note: Figures cumulative to date, unless period end.

Review of the 'Fencing Policy'

Committee: Health, Wellbeing and The Community Scrutiny Committee

Date of Meeting: 17 March 2026

Report of: Chair of the Health, Wellbeing, and The Community Scrutiny Committee

1 Purpose of Report

- 1.1 To update the Health, Wellbeing and The Community Scrutiny Committee on the proposed updated Council's policy for the provision and maintenance of fencing on the Council's housing estates.
- 1.2 To seek Committee approval to the recommended changes to the fencing specification and new policy, following a review process through a scrutiny Committee Working Group.

2 Recommendations

- 2.1 That Committee note the content of the policy and recommend its approval at Cabinet.

2.2 Reasons for Recommendations

- 2.3 Cannock Chase Council provides and maintains boundary fencing through its statutory duty to ensure our residents are protected within their homes and to ensure well maintained dwellings, whilst maximising value for money.

A review was carried out with focus on the following to ensure that: -

- All residents live in a safe, secure, and habitable environment.
- To comply with all relevant, statutory, and regulatory obligations.
- To provide an efficient, prompt and cost-effective responsive repairs service, which is easily understood by residents and staff.
- To support delivery of the Council's corporate business plan.
- To ensure that replacement fencing does not restrict the movement of hedgehogs and other small wildlife, thereby contributing to the protection and enhancement of local biodiversity.

3 Key Issues

- 3.1 At present, fencing is repaired or replaced as part of the Council's responsive repairs service, in accordance with the fencing policy attached as Appendix 1.

- 3.2 Over the years a wide range of “fencing types” now exist within the housing stock and therefore has not allowed fencing repairs or replacements to be in accordance with the fencing policy attached as Appendix 1. Therefore, this has led to an increase in the fencing standard undertaken by the repairs service.
- 3.3 A number of years with the absence of a planned maintenance programme for fencing means that the more fencing has exceeded its expected end of life. This has now resulted in an excessive demand on the repairs service to undertake large, high-cost repair works and whole fenceline renewals. A backlog of repairs has developed, impacting on customer satisfaction.
- 3.4 Both an increased likelihood and heightened severity in stormy weather have also seen an increase in both large, high-cost repair works and smaller fencing repairs.
- 3.5 During the review, several options were considered and explored. Having due consideration for several factors that would form the basis for decisions on the options available.
- What are the tenants’ expectations?
 - The profile of our estates
 - Budget
 - Resources
 - Health and Safety
 - Security risks
 - Vulnerable Tenants
 - Estate improvement projects
 - Housing Industry standards - responsibility for the supply and maintenance of fencing
 - Regulatory requirements

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council’s Corporate Priorities as follows:
- (i) **The Community** - Improve the housing offer across the district
 - (ii) **Responsible Council** - ‘Make the best use of our assets’ and ‘Be a responsible Council that lives within its means and is accountable for its actions’

5 Report Detail

- 5.1 On the 16 June 2025, the Health, Wellbeing and The Community Scrutiny Committee discussed the work programme for the forthcoming year. The Committee agreed that one area for review would be the Cannock Chase District Council’s (CCDC) Fencing Policy, and it was agreed to form a Working Group to discuss and work through options.

5.2 The 'Fencing Policy Working Group' was then established and included the following Councillors who all wished to contribute to the Scrutiny Review: -

- Councillor G. Samuels (Chair) (Councillor T. Johnson (Chair) from October 2025 Meeting)
- Councillor V. Jones
- Councillor P. Haden
- Councillor J. Aston
- Councillor P. Fisher
- Councillor M. Dunnett

5.3 The Review centred around the current fencing policy and fencing specification with the understanding that any change to these would be a positive one and the standard would not reduce in any way.

5.4 The group looked at whether an 'enhanced' standard could be offered that would make CCDC properties more appealing and satisfy tenant's expectations whilst at the same time being cost effective and achievable.

5.5 The group explored: -

Purpose of the Policy

- Define the council's approach to fencing on council-owned properties
- Ensure consistency, safety, and fairness in fencing provision and maintenance
- Support tenant satisfaction and estate appearance

Scope of the Policy

- Applies to all council-owned residential properties, including blocks and Council owned land
- Covers:
 - New fencing installations
 - Replacement and repairs
 - Tenant responsibilities
 - Dispute resolution

Fencing Standards as per current policy

- Replacing - complete boundary of existing fencing
- **Front Gardens:**
 - 0.9m high (normally palisade, chain link or close board) is replaced to match adjacent properties
 - Side Gate (generally fitted), Front Gate to match adjacent properties and double gates only if a dropped kerb and driveway exist and originally provided by CCDC
- **Back Gardens:**
 - 1.8m high close-boarded timber fencing with wooden posts where rear or side boundary adjoins a highway, public footpath or public area of

open space

- Chain-link fencing (0.9m high) for non-privacy areas

Noting – Small fencing repairs will be a like for like replacement which may result in a different fence to that mentioned above

Maintenance Responsibilities

- Council: Responsible for fencing on council-owned boundaries
- Tenants: Responsible for fencing they install or alter
- Shared Boundaries: Council may intervene if safety is at risk

Prioritisation Requirement Criteria to Continue with the Ownership for Fencing

- Health and safety concerns
- Security risks
- Vulnerable tenants
- Estate improvement projects
- Budget availability

Tenant Alterations

- Tenants must seek permission for:
 - Installing new fencing
 - Changing existing fencing
- Must comply with council standards and boundary lines

Dispute Resolution

- Council mediates only if the boundary is council-owned
- Civil matter if between private owners
- Environmental Health may be involved for safety issues

Sustainability and Cost Efficiency

- CCDC continue responsibility for provision and maintenance of fencing
- Or:
 - Tenant takes on this responsibility
- Use of durable, low-maintenance materials standardised designs to reduce costs
- Planned maintenance vs. reactive repairs

Fencing Types

- Review options for future Policy
- Review other Council's and Housing Associations Policies
- Review costs associated with different fencing types. Appendix 2

Next Steps

- Provide a clear, fair, and consistent fencing policy within budgetary constraints and performance timeframes

- Supports community safety and property value
- Implementation through consultation

5.6 Having considered the specification and cost information and evidence in the attached reports in Appendix 2; the conclusion of the working group was to: -

- Where fencing at the front of properties come to its end of life, the fencing will be removed, and the area will be made good. This will create an open plan garden
- The cost saving from not renewing the fencing to the front of properties would allow a higher specification of fencing at the rear of properties

5.7 The new policy: Appendix 3

- Supports Cannock Chase Council's Corporate Plan, in particular the priority to "ensure Cannock Chase is a place that residents are proud to call home".
- Provides enhanced clarity and assurance to tenants and members of the public regarding roles, responsibilities, reporting routes, timescales, enforcement options and escalation pathways.
- Is robust and has been independently verified as complying with best practice.
- Shall be monitored for effectiveness.
- Shall be promoted digitally, primarily, but we would ensure that call takers, reception staff and all key stakeholders were aware of the revised policy - in order to signpost customers effectively. There will also be hard copies of the policy available on request.
- Shall be reviewed annually and updated immediately in cases of legislature or national policy changes.

6 Implications

6.1 Financial

Any enhancements to the current agreed policy would have financial implications and these would be considered as part of the review of the HRA Business Plan, within the budget process for 2026-27 and future years.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

Enhancing the 'specification' would increase customer satisfaction by providing the customer with a high quality, long lasting and appealing fence and would reduce the risk of dissatisfaction and complaints.

The risk of not renewing fencing at the front of properties when they come to an end of life, may increase the risk of dissatisfaction and complaints.

6.5 Equalities and Health

We provide opportunities for our residents to lead a healthy and active lifestyle.

6.6 Climate Change

None

7 Appendices

Appendix 1: Cannock Chase Council's current Fencing Policy.

Appendix 2: Review costs associated with different fencing types.

Appendix 3: New Fencing Policy

Appendix 4: Notes of the meetings of the Review of the Council's Fencing Policy Working Group – 16 July, 17 September, 20 October 2025 and 19 January and 9 February 2026)

8 Previous Consideration

None

9 Background Papers

None

Contact Officer:	Nirmal Samrai
Telephone Number:	01543 464 210
Ward Interest:	N/A
Report Track:	Cabinet (TBC)
Key Decision:	N/A

Appendix 1

CANNOCK CHASE COUNCIL
HOUSING MAINTENANCE SERVICE
FENCING POLICY

1. Policy Aim

1.1 To maintain boundary fencing to the Council's housing stock.

2. Policy Objectives

2.1 The policy objectives are to:-

- (a) comply with the Council's repairing obligations in accordance with the Tenancy Agreement;
- (b) improve the appearance of the Council's housing estates;
- (c) improve the security of tenants and reduce incidents of crime and anti-social behaviour.

3. Fencing Replacement

3.1 Where a complete boundary of existing fencing requires replacement, the following type of fencing will be provided:-

(a) Rear Gardens

- * Close boarded fencing with wooden posts (normally 1.8 m in height) where the rear or side boundary adjoins a highway, public footpath or public area of open space.
- * Chain link fencing with metal posts (normally 0.9 m in height) for boundaries between rear gardens and boundaries to "rear access" footpaths used by residents of the adjacent properties.

(b) Front Gardens

- * The existing type of fencing (normally palisade, chain link or close boarded fencing 0.9 m in height) is replaced with the same type of fencing to "match" adjacent properties.

4. Fencing Repair/Partial Replacement

4.1 Where a small amount of other fencing types in rear gardens requires repair or partial replacement (and the cost is less than replacing the whole fence with close boarded or chain link fencing as appropriate), the fencing will be repaired or partially replaced generally with the same type of fencing. This type of work will usually relate to the following fencing:-

- (a) Chestnut Pale fencing formally used as boundary fencing between gardens.

(Note – The defective proportion will be replaced with chain link fencing)

- (b) "Larch Lap" fencing erected by a previous tenant where the Council has assumed maintenance responsibility on re-letting.
- (c) Palisade, Hit and Miss or Ranch fencing formally provided as part of various improvement schemes.

5. Fencing Repair Response Times

5.1 The priority response times for fencing repairs are set out below:-

- (a) Priority Three (Essential Repairs – response within five working days)
 - Minor fencing repairs.
- (b) Priority Four (Routine Repairs – response within 38 working days)
 - Other fencing repairs and fencing replacement.

5.2 The above target times can be enhanced in cases where the required fencing works require more urgent action. For example, where security is compromised, particularly if the household is elderly or disabled.

6. Fencing Enhancement

6.1 Where a tenant requests that an existing fence requiring repair or replacement is enhanced this can be considered in accordance with the Council's "Housing Repair Tenant Cash-back Scheme". Provided that the qualification criteria are met, the tenant will receive 90% of the cost of the Council undertaking the repair/replacement as a contribution to the tenant providing an enhanced type of fencing.

7. Fencing on "Former Open Plan" Estates

7.1 No fencing will be erected on estates which were designed and formerly designated as "open plan". Fencing can, however, be erected (subject to permission being granted by the Council) by the tenant at their own cost subject to them agreeing responsibility for future maintenance.

7.2 Consideration will be given to the removal of fencing on such estates when a property becomes void.

Appendix 2

Review costs associated with different fencing types

Specification	Product Life (Years)	Cost per Property (Based on average cost)	Forecast capital expenditure for all properties	Forecast over 30year cycle
Existing	10-15years	£ 1,887.80	£ 9,486,178.92	£ 18,972,357.84
Minimum	10-15years	£ 1,027.71	£ 5,164,259.33	£ 10,328,518.66
Interwoven/Overlap with Concrete posts and gravel boards	25-30years	£ 1,339.49	£ 6,730,917.65	£ 6,730,917.65
Interwoven/Overlap with Timber Posts and Gravel boards	10-15years	£ 1,136.75	£ 5,712,169.25	£ 11,424,338.50

Appendix 3

New Fencing Policy



Fencing Policy

2026-31

Version Control

Version	Changes	Approval Stage	Date
1	Original Draft	Internal	//2026
2		Tenants/Public Consultation	
3		Head of Service sign off	
4		Cabinet	

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<p>Relevant Legislation</p>	<ul style="list-style-type: none"> • Defective Premises Act 1972 • Environmental Protection Act 1990 • Equality Act 2010 • Health and Safety at Work Act 1974 • Regulatory Standards April 2024 • Homes (Fitness for Human Habitation) Act 2018 • Housing Act 2004 • Housing Health and Safety Rating System 2006 • Landlord and Tenant Act 1985 • Management of Health and Safety at Work Regulations 1999 • Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) • The Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994 • Care Act 2014 • Children's Act 1989 & 2004 • Modern Slavery Act 2015 • Social Housing (Regulation) Act 2023
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1.0 Purpose of the Policy

1.1 This policy details Cannock Chase District Council Housing's (the Council) approach and commitment to provide homes that are comfortable, maintained and safe for people to live in.

1.2 The primary purpose of this policy is to ensure that all the Council staff, residents and contractors are aware and understand the policy that underpins the Council's approach to new and replacement fencing on the Council's owned land and boundaries.

1.3 It includes criteria for the allocation of annual resources, minimum requirements for individual situations, response times and specifications for the materials to be used to ensure a consistent appearance.

1.4 The policy is designed to meet the following aims and objectives:

Aims

- To provide and maintain boundary fencing that ensures our properties are protected and well maintained whilst maximising value for money.
- To ensure that all residents live in a safe, secure, and habitable environment.
- To comply with all relevant, statutory, and regulatory obligations.
- To provide an efficient, prompt and cost-effective responsive repairs service, which is easily understood by residents and staff.
- To support delivery of the Council's corporate business plan.

. To ensure that replacement fencing does not restrict the movement of hedgehogs and other small wildlife, thereby contributing to the protection and enhancement of local biodiversity.

Objectives

- To interact and listen to the feedback of residents to shape service delivery and resident experience.
- To continually strive for the highest levels of performance and resident satisfaction.
- That communication with residents is always appropriate, easily understood and easily accessible.
- improve the security of tenants and reduce incidents of crime and anti-social behaviour.
- improve the appearance of the Council's housing estates
- comply with the Council's repairing obligations in accordance with the Tenancy Agreement
- To clearly define the repair responsibilities of the Council and that of its residents.

2.0 Scope of Policy

2.1 This policy covers the specification for planned upgrade programmes works and responsive repairs and maintenance service to all properties and communal areas owned and/or managed by the Council.

2.2 The policy sets out the repairing obligations of the Council and of the rights and obligations of its residents. It outlines the procedure for reporting repairs and how repairs are prioritised.

2.3 The policy is applicable to all the Council staff members who are involved in the delivery of boundary fencing, as well as all residents who receive this service.

2.4 The Fencing Policy is linked to a number of other related policies and guidance including Tenancy Agreement, Recharge Policy, Empty Property Policy which includes the Lettable Standard and the Rechargeable Repairs Policy.

3.0 Definitions

3.1 **Reactive Repairs & Maintenance**, under this policy, are those repairs carried out at a single property or communal area at the request of an individual. These repairs can also be called reactive repairs or day to day repairs.

3.2 **Planned Improvement Works**, under this policy, are those works carried out at a single property or communal area under a planned capital investment upgrade.

3.3 **Resident** - Any tenant or leaseholder of a property or commercial property including shop premises as part of the Housing Revenue Account owned by the Council.

3.4 **Vulnerable Resident** - Residents who have additional needs, for example the very frail elderly, severely disabled, or families with young babies under one.

3.5 **Repair** – The process of rectifying a component or installation when it is faulty or in a state of disrepair; in a Council owned property.

4.0 Consultation

4.1 The Housing Maintenance Manager and Housing Property Services Manager have prepared this policy with input from the Tenancy Services Manager, Chief Internal Auditor & Risk Manager and Leadership Team.

4.2 As part of the development of this Policy and in line with the Regulator of Social Housing Consumer Standards requirements, a review by a Resident Focus Group and wider resident consultation exercise will inform the published version of this policy including the new fencing standard. The policy is also subject to review and approval by Cabinet before publication.

5.0 Policy Detail

Fencing Delivery

5.1 Planned replacement – Each year the available capital fencing budget will be allocated as follows:

- Proportion spent on targeted “estate” projects identified from cyclical Planned Repairs estate surveys. Fencing identified and ordered in a planned way often represents better value for money than carrying out repairs in an ad-hoc responsive way.
- Proportion spent on individual jobs drawn from a “holding list”.

5.2 Holding list – When fencing has reached the end of its life and can no longer be economically repaired, the replacement work will be added to a “holding list” and completed in order of priority subject to allocated funds as above. As this proportion could be variable year on year, through budget constraints, priorities and need, the proportion will be defined through the external envelope programme’s annual instructions.

5.3 Day to day repairs - Small fencing repairs will continue to be carried out as a part of the Council’s day to day response repairs service. However, this work has to be generally restricted to small repairs (not replacements) and includes attending to single broken fence posts, or urgent work to make fences safe.

Wherever possible, all non-urgent fencing repairs will be put into batches and ordered in a planned way from the "Holding List".

5.4 Emergencies - If a fence blows down in the wind, or is vandalised, the Council will attend to make it safe either as an emergency or urgent response, within 24 hours or 3 days respectively depending upon actual circumstances, but full replacement may not take place at the same time. The work to replace the fence will generally be placed on the "holding list" for completion as above.

5.5 Disability adaptations - Facilitating access to and from gardens, or making access safe, for a disabled occupant is one of the eligible works under the Council's Policy on Adaptation's for Disabled Tenants. This could include fencing works and would be carried out subject to an assessment from an Occupational Therapist.

5.16 Empty Properties (Voids) – The Council will check all fencing whilst the property is void before a new tenant moves into a property to ensure it is secure and free from any health and safety hazards.

The boundary will be checked against the deeds to ensure that it hasn't been moved or altered by a previous tenant or owner.

Work to existing fences of void properties will follow the "repairs first" approach for all existing fences to the front / rear / side gardens, providing the fencing is sound, of suitable quality and constructed from materials that are in keeping with the aesthetics and character of the neighbourhood. Where fences, demarcation posts and / or unofficial drives/parking areas have been erected/created in front gardens on open plan estates then, all such obstructions will be removed, and the front garden returned to open plan.

When only part of a fence is damaged only the damaged section will be renewed, either to match the existing fence or to meet the new standard. Officers will use their discretion when deciding whether to match the existing fence or not, with such decision dependent on the location and extent of the damage and the impact on aesthetics and character of the surrounding neighbourhood.

Gifted - Where a fence has been erected by the previous tenant and is deemed to be in good condition but not standard, the incoming tenant will be asked if they would like Council to Gift the fence. In accepting the fence, the incoming tenant would be responsible for future repairs and maintenance, with replacement only occurring when Council considers it to have reached the end of its life. Any replacement will be to the agreed standard fencing and may not be to the same standard as the "gifted" fence.

5.6 Exceptional circumstances - There are sometimes exceptional circumstances that may affect the type of fencing that is installed. This could include requirements for additional security, impacts on lighting and noise, shortage of material stocked, other reasons. Sometimes the issues that make circumstances exceptional may be confidential in nature, and this sometimes leads to questions about fairness from neighbours. Decisions about exceptional circumstances will be referred to the Head of Housing and Corporate Assets

Fencing Materials and Standards

<p>Where a complete boundary of existing fencing requires replacement, the following type of fencing will be provided:-</p>	
<p>For Council Houses and Flats</p>	
Front Garden - Dividing Fences	Remove all and make good
Front garden - boundary fence adjoining highway where no public pathway is present	<p>900mm high(nominal) timber Overlap fence Panel with concrete posts and gravel boards.</p> <p>Incorporate hedgehog friendly 13cm x 13cm hole</p> <p>Double gates to be installed only if there is a dropped kerb and driveway (only where the gates border the adjoining highway and fence line)</p>
Rear Gardens - Dividing fences and rear fences	<p>3 Panels x 1.5m (nominal) high Overlap, timber privacy panel (usually adjoining house wall) with concrete posts and gravel boards, elsewhere to be continued with 900mm high Overlap fence panels with concrete posts.</p> <p>Incorporate hedgehog friendly 13cm x 13cm hole</p> <p><u>Note:</u> The provision of any more extensive fencing is a tenant responsibility and will only be replaced with the minimum standard of fencing as described.</p>

Rear garden boundaries adjoining public highway/footpath	<p>3 Panels x 1.5m (nominal) high Overlap, timber privacy panel (usually adjoining house wall) with concrete posts and gravel boards, elsewhere to be continued with 900mm high Overlap fence panels with concrete posts.</p> <p>Note: In some circumstances adjoining boundary conditions may stipulate only 1m high fencing</p> <p>Incorporate hedgehog friendly 13cm x 13cm hole</p>
Exceptional circumstances	In exceptional circumstances (e.g. where required for disability or specialist medical conditions, or where suitable lighting for light or safety is required) alternative fencing may be considered as required.
Fencing on "Former Open Plan" Estates	No fencing will be erected on estates which were designed and formerly designated as "open plan". Fencing can, however, be erected (subject to permission being granted by the Council) by the tenant at their own cost subject to them agreeing responsibility for future maintenance.
For Communal Areas	
Parking areas and landscaped areas	600mm high knee-rail type fencing with timber or concrete posts and metal or timber rails to suit
Recycling areas	1.8 high hit and miss timber board fencing with concrete posts
Drying areas	1.8m high hit and miss timber board fencing with concrete posts
Alleys and public access passageways	1.8m high close boarded timber fencing with concrete posts
Estate fencing - garage blocks	1.8m high close boarded timber fencing with concrete posts

Tree Maintenance which is affecting the installation/fencing repair - referral for Tenancy Services to arrange with Parks & Open Spaces for tree work

Repair Responsibilities

5.7 The responsibility for identifying, reporting, undertaking repairs and maintaining homes is shared between the Council and its residents.

5.8 Residents are required to report repairs in their home and surrounding communal areas, which are the responsibility of the Council as soon as reasonably practicable to ensure properties do not fall into disrepair. The Council colleagues, the Housing Maintenance Team, external contractors and consultants also have a responsibility to identify and report repairs.

5.9 Repairs attended by the Council or its residents that are subsequently found to arise due to neglect, wilful damage or accidental damage may be recharged to the resident.

5.10 The Council aims to complete all reactive repairs within its agreed and published timescales, as well as ensuring all repairs meet the acceptable standard. Where this does not occur residents may be entitled to compensation. All details associated with this can be found in the Council Compensation Policy in conjunction with the Repairs Handbook.

Rechargeable repairs

5.11 A rechargeable repair is defined as any repair that is beyond normal wear and tear, or arises from abuse, accidental damage, neglect or deliberate and/or malicious damage. This applies to all residents, their household or visitors to the property.

5.12 The Tenancy Agreement allows for residents to be charged for the cost of rechargeable repairs, and this is also set out in the Repairs Handbook for Housing Services.

Leaseholder obligations

5.13 Leaseholders should refer to their lease and any supplementary documents issued by the Council for details of ownership, and repair and maintenance responsibilities.

5.14 Leaseholders are responsible for most repairs to their individual dwelling and for repairing any damage to the structure, the Council is responsible for where this is due to neglect or carelessness caused by them, a member of their family, resident, or visitor.

5.15 The Council will recharge leaseholders if they fail to repair damage for which they are responsible if there is evidence that damage is the fault of a leaseholder, their household, or visitors.

Repair Categories & Definitions

5.16 the Council will diagnose and order repairs into the following categories which are set out in the Repairs Handbook provided to each tenant in paper version, is available online and additional paper versions are available from the Council on request

Emergency Repairs (Priority 1) - This is when there is a serious risk to residents or their home. We will attend the same day of the repair first being reported. The main aim is to ensure everyone is safe and secure by undertaking works to remove risks to people and property and ensure residents can continue to live at the property.

Urgent Repairs (Priority 2) - This is when there is an urgent need for a repair which would be detrimental to the property or resident if not attended to urgently. We will attend within 3 working days of the repair first being reported. These are repairs that are not emergencies but need to be undertaken quickly to prevent more damage, example repairs are set out in the repair's handbook.

Essential Repairs (Priority 3) - These repairs will normally be undertaken within 5 working days of the repair first being reported. These are minor repairs which are not causing damage to the property but add to the comfort and security for residents and their property, example repairs are set out in the repairs handbook.

Routine Repairs (Priority 4) - Repairs in this category are low priority repairs of a non-serious nature and not causing damage to the property. These repairs pose no immediate risk and can be booked in via a mutually convenient appointment. Routine repairs are undertaken and completed within 38 working days of the repair first being reported.

Planned Repairs - In addition to carrying out day-to-day repairs, our Housing Property Services section carry out major projects to improve the condition of the housing stock.

Vulnerable residents

5.17 We recognise that our residents have different needs and that in some circumstances residents may require additional assistance. the Council is committed to ensuring its services are accessible by all and where required we may adjust specifications, response times and increase our service offering on a case-by-case basis.

Resident Improvements

5.18 Residents have the right to carry out improvements within their property. Residents however must not make any improvements, alterations, or additions to the premises without first obtaining both the written consent from the Council and all other necessary approvals, such as planning and building regulation approval.

5.19 the Council will not unreasonably withhold consent when residents make requests for improvements, alterations, or additions.

5.20 Residents must comply with the reasonable requirements of the Council in relation to any consent given to make improvements, alterations, or additions to the premises, including the standard of the work to be carried out.

5.21 Following any improvements, alterations or additions undertaken by the resident they will be responsible for the future repairs, maintenance or replacement of the improvement unless previously agreed in writing.

5.22 Where permission has not been approved by the Council the resident may be recharged for any unauthorised improvements or alterations identified during or at the end of their Tenancy.

5.23 All authorised work must be completed to a sufficiently high standard and by qualified and competent persons. Work undertaken must be carried out by appropriately qualified persons and copies of certificates, insurance and other appropriate certifications must be submitted to the Council prior to works commencing, and on completion of works.

5.24 the Council are not liable for any loss or damage to, caused by or associated with any improvements or alterations carried out by residents with or without permission.

5.25 Residents may apply for compensation for approved improvements, alterations or additions to the premises provided they are carried out in accordance with the approval of the Council. This is set out in the repairs handbook and the leaflet available called 'Your right to Compensation' explains this in greater detail.

Service Quality and Complaints

5.30 the Council strives to ensure continuous improvement of its Housing Maintenance Service. We will actively seek out resident feedback on the quality of the service they receive to help us shape and develop the improvements to service performance, quality, and efficiency. All residents have the right to pursue a complaint in relation to any aspect of the Service. Information collated via complaints will be used to improve our services and any reoccurring issues.

6.0 Responsibility Under this Policy

6.1 The Head of Housing & Corporate Assets is responsible for this policy, its implementation, and future reviews.

6.2 The Housing Maintenance Manager and Housing Property Services Manager is responsible for implementation of this policy, ensuring that the policy and associated procedures are embedded within the operational delivery of the repairs service and planned improvement works respectively, and that all staff are aware of their responsibilities and are adequately trained to undertake them.

6.3 The Council staff and residents will follow the policy guidelines and its approach to planned improvement works and repairs and maintenance.

6.4 This policy will be reviewed every three years or as required by statutory, regulatory, best practice, emerging developments, or circumstances arising from reviews of other Group wide policies.

6.5 All staff of the Housing Property Service, and Repairs & Maintenance Service will be required to ensure this policy is read in line with their duties and responsibilities.

7.0 Risk Management

7.1 The Council will reduce risk of non-compliance with the requirements of legislation detailed in the Housing Act 2004, the Landlord and Tenant Act 1985, Social Housing (Regulation) Act 2023 and the Regulator of Social Housing Consumer Standards 1 April 2024, by delivering the framework and actions set out in this policy including;

- Maintaining Consumer Standards and Regulatory Requirements in line with the objectives and framework set out by the Regulator of Social Housing.
- Maintaining properties to a good standard, impacting on the overall value of the Council's housing stock and financial viability of the Housing Revenue Account.
- Adhering to this policy resulting in reducing likelihood of reputational harm as a result of its activities.
- Maintaining and delivering expenditure within agreed budget levels.

8.0 Equality and Diversity

8.1 The Council will ensure that this policy is applied fairly to all our customers. We will not directly or indirectly discriminate against any person or group of people because of their race, religion, gender, marital status, sexual orientation, disability, or other grounds set out in the Equality Act 2010.

8.2 When applying this policy, we will act sensitively towards the diverse needs of individuals and communities.

8.3 This policy has had an Equality Impact Assessment undertaken upon it and any changes recommended have been made.

8.4 On request, the Council will provide translations of all its documents, policies and procedures in various languages and other formats.

9.0 Performance Reporting

9.1 The Council will measure its planned improvement works and repair performance by using, and issuing, a suite of Key Performance Indicators (KPIs). KPIs will be benchmarked against the Council peer group through Housemark.

9.2 KPI's will be reviewed annually for all planned improvement works and repairs & maintenance to ensure year on year continuous improvements.

9.3 Performance against KPIs will be monitored and reported monthly to the Senior Leadership Team (SLT), Housing Board through to Cabinet.

9.4 Complaints received and Customer Feedback as part of our satisfaction surveys for planned improvement works and repairs & maintenance will also be used as an additional means of monitoring and improving the quality of the service.

9.5 The Council will publish repairs performance information at least annually to our customers and include regular updates on performance.

10.0 Approval

Strategic Lead:

Sign/Date

11.0 Contact

To find out more about this policy please contact:

Housing Property Services Team

Housing Services,

Cannock Chase Council

Civic Centre,

Beecroft Road,

Cannock,

Staffs,

WS11 1BG

Telephone: 01543 462621

E-Mail: hps@cannockchasedc.gov.uk

Cannock Chase Council

**Notes -
Review of the Council's Fencing Policy Working Group**

Wednesday 16 July 2025 at 4:30pm

Remote Meeting via MS Teams

Present: Councillors:

Cllr. G. Samuels (Chair)
Cllr. V. Jones
Cllr. P. Haden
Cllr. M. Dunnett

Officers:

N. Samrai	Head of Housing and Corporate Assets
R. Frumenzi	Housing Maintenance Manager
C. Hawkins	Housing Property Services Manager
J. Hunt	Senior Committee Officer

1 Apologies

Apologies received from Cllrs. J. Aston and P. Fisher

2. Declarations of Interest from Members

None.

3. Discussion - Current Fencing Policy

A Member asked what the reasons were as to why the Group were considering this Policy. The Head of Housing and Corporate Assets reported that the policy was dated and needed to be reviewed. She also explained that it was identified through the backlog of repairs that there were large gardens that needed to be maintained and tenants' expectations over the years had changed.

The Housing Maintenance Manager advised that the fencing on the current housing stock was aging and there was a mixture of fencing in properties. He advised that it was difficult to repair and maintain due to these reasons.

The Housing Maintenance Manager than gave a presentation to Members on the Council's Current Fencing Policy for Cannock Council Properties. A copy would be emailed to Members of the Group.

The Chair referred to the presentation and queried how the Council would be made aware of tenants replacing fencing.

The Housing Maintenance Manager advised that there was a process tenants would need to follow if replacing fencing at their own expense. The Chair highlighted that there could be some issues if tenants replaced fencing and did not notify the Council. These

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were discussed in further detail.

A Member referred to the materials used for replacing fencing and asked why concrete posts were not installed.

The Housing Maintenance Manager discussed and suggested that this would need to be considered for the future as it could be costly initially to be installed, although overtime, if anything needed replacing it would likely only be just a fence panel and not the entire fence and posts

A Member asked how much responsibility sat with the tenant to maintain and repair their fence.

The Housing Maintenance Manager responded and advised that the Council were ultimately responsible, although and not currently in place, he suggested that tenants could be asked to either treat or paint the fence panels each year to preserve and maintain them. He also suggested that consideration could be given to the type of fence installed which would minimise maintenance, such as chain link fencing.

Members discussed this; however, it was considered that the Council could not expect tenants to maintain or treat fence panels.

In response to a Member question regarding guidance for tenants and budgets for tenants, the Head of Housing and Corporate Assets advised that in terms of the internal decorating scheme, this is something that if required, is undertaken when a tenant takes on a new tenancy.

Members discussed the advantages and disadvantages of the types of fencing that could be offered; however, it was deemed that some types of fencing such as composite could be costly, however it would look better aesthetically and last longer. It was noted that a specification and costings would need to be considered.

In response to Member questions, the Housing Maintenance Manager advised that with regard to the replacement of panels, this could involve replacing one panel or a complete fence run which could be quite long. He suggested that customer expectation had changed over the years and that there was a demand on the repairs team. He indicated however that a team of contractors had been brought on board to help manage and support the repairs team.

(Cllr. Haden left the meeting).

The following questions were asked at the conclusion of the presentation.

A Member referred to the presentation and asked questions around the estimated costs of repairs for different gardens and whether figures were available.

The Housing Maintenance Manager reported that a review was underway on the schedule of rates code, and this would be required to be brought up to this year's value. When this had been finalised, some costings could be made available.

In response to this, the Head of Housing and Corporate Assets advised Members that since the policy was produced, there had been a programme of new build homes

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which had a different standard and therefore a difference between properties. The Housing Property Services Manager added that none of the estates had identical fencing, however some thought was needed moving forward to bring fencing in line and it also needed to be easy maintenance and low cost.

Members also discussed the issue with price increases on materials, whether the Council should still provide fencing and the maintenance associated with it, issues around fencing and neighbour disputes concerning dogs/children and the additional time on the Tenancy Estate Manager to resolve issues, when fencing could be installed which would save significant Officer time.

The Housing Maintenance Manager would provide Members with some policies available from other Council's and some where Councils were not providing this service. The Chair referred to this and suggested that Members should consider and read all policies as there was a need to consider everything.

The Head of Housing and Corporate Assets also added that a further factor to be considered was that the number of repairs undertaken to fencing may not always be due to the age of the fencing installed but could also be due to weather conditions such as wind damage.

Members then discussed the durability of materials and the comparison between them. Price would also be a factor, and consideration would need to be given to durability, privacy and security.

4. Next Steps

Members and Officers discussed in depth and it was agreed that the next steps would be:

- The Housing Maintenance Manager would email a copy of the presentation along with some other Council's fencing policies and would also include those where Council's did not offer the fencing service.
- Members were asked to read all the policies emailed to them.
- Costings to be provided on the 3 types of fence panels currently supplied by the Council (chain, palisade/close board), and costings for composite fence panels. The National Federation of Rates would be considered when looking at costings.
- Additional meeting to be arranged for 4/5 weeks' time.

The meeting closed at 5:40pm

Cannock Chase Council

Notes -

Review of the Council's Fencing Policy Working Group

Wednesday 17 September 2025 at 4:30pm

Remote Meeting via MS Teams

Present: Councillors:

Cllr. G. Samuels (Chair)
Cllr. P. Haden
Cllr. J. Aston
Cllr. P. Fisher

Officers:

N. Samrai	Head of Housing and Corporate Assets
R. Frumenzi	Housing Maintenance Manager
C. Hawkins	Housing Property Services Manager
J. Hunt	Senior Committee Officer

1 Apologies

Apologies were received from Cllr. V. Jones and Cllr. M. Dunnett

2. Declarations of Interest from Members

None.

3. Notes

The Notes of the meeting held on 16 July 2025 were noted.

4. Council's Fencing Policy

The Housing Maintenance Manager guided Members of the working group through the Fencing Policy Summary document circulated with the agenda.

He had previously emailed to Members several policies from different Councils. Those covered different fencing specifications and included some where Councils did not supply fencing.

Members referred to the policies previously emailed, and the Chair noted the consistency with permission being asked to replace fences. He asked if tenants often replaced fences or made repairs without the permission of the Council. The Housing Property Services Manager confirmed that this did happen across the board.

The Chair suggested that the Council may have more fencing than previously thought, if tenants were supplying and installing their own without speaking with the Council. He felt that this could be an issue. He believed tenants should speak with the Council

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before they decided to replace a fence and needed to understand that the fence would be their responsibility if they went ahead anyway.

The Housing Maintenance Manager responded and advised that given the different styles of fencing on Council properties, this made it difficult for the Council to identify whether the tenant or the Council had made the replacement. He suggested that the Policy could be reviewed to include a specific type of fencing.

Members discussed the policies that were emailed, and they appeared to prefer the one produced by Cambridge City Council. Comments around the policy included that the charter was interesting, easy to understand and well laid out.

The Chair suggested that some sort of quality control process was needed when tenants were installing their own fences and asked if there had been any issues in terms of fencing/posts being substandard when installed by a tenant. He felt that tenants should be installing fencing of a certain quality and notifying the Council in the first place.

The Housing Property Services Manager advised that he had not come across any issues, although it was possible that some fences being installed by tenants were unsuitable.

A Member expressed concern and discussed a constituent query concerning a fence replacement and part of it being left unsafe. He would separately discuss this with the Head of Housing and Partnerships.

Members then discussed the need to see what the associated costs would be and discussed how those costs could be included on a phase-by-phase basis and managed works ensuring that tenants were to take on the responsibility.

The Housing Maintenance Manager advised that he sent through to Members the National Federation schedule of rates which provided indicative pricing for fencing, however he could provide a breakdown if needed. He also advised that various website links were emailed, and those links provided information around fencing types and some guidance on pricing. He suggested that the Council would be able to obtain different rates, and he then asked Members what their thoughts were on the specification.

Members then had a general discussion regarding fencing costs and styles but needed something for comparison. Palisade style fencing was discussed for the front of properties; however, it could be unsuitable for the back of properties due to privacy issues.

In response to a question the Housing Maintenance Manager advised that there had been a recent installation of fencing at a property which could be good as a comparison and benchmark. He advised that different styles of fencing were available such as chain, panel, closed board and link with timber/concrete posts. He would try and provide further clarity on costings.

In terms of damage to fencing during certain weather conditions, he advised that he had checked this week and there had been no calls although he would check again. However, he suggested that timber fencing was more vulnerable in high winds, and it

also tended to start to rot over time when drying out from the wet weather. In this instance he suggested that chain link fencing would last longer.

A Member asked if there was a lead time for the current contractor to complete the fencing work and asked about the cost associated with this.

The Housing Maintenance Manager advised that the back log of work was being carried out quickly although the budget would be spent in around 3-4 months. He reported that there were 275 jobs scheduled and £450K budget. He advised that fencing was expensive and choosing a certain specification was how costs could be managed. It was suggested that some information from the stock condition surveys was considered.

In response to a Member question, the Housing Maintenance Manager confirmed that the Council used a local contractor. The Council were currently into year 1 of a 2-year contract. He advised that due to the scale of the job, a contractor needed to be used, although an in-house team were also helping and it was hoped that once the contractor had finished, the in-house team would continue to manage this.

Members then discussed those properties that currently had fencing installed at the front of houses and whether it should be replaced as it was considered that some areas could be open plan. This would remove the need for fencing to be replaced and save money that could be used elsewhere.

The Head of Housing and Partnerships discussed this and referred to the Hawks Green development where metal railings were installed at the front as a boundary space. It was suggested that moving forward, this was something that could be considered together with the specification for the rear of properties.

The Housing Property Services Manager also commented and suggested that there could be a significant number of fences that would need to be removed at the front of properties, however he considered that some areas could look better aesthetically. He advised that the Council would need to have conversations with tenants about the upgrading of the rear of properties if this was to happen, as not all tenants would be in favour of this.

The Housing Maintenance Manager suggested that there would need to be a consultation process with tenants and feedback on their thoughts. This process would help before anything was implemented. The Council would try and find a solution; however, this would not always meet everyone's expectations.

He would work on the basis that Members had agreed that they preferred the policy set out by Cambridge City Council and would work on something similar. He would try and ensure costs as discussed above would be emailed to Members by the end of September.

5. Next Steps

Members and Officers discussed in depth and it was agreed that the next steps would be:

- Additional meeting to be arranged for early October
- The Housing Maintenance Manager would email costings for fencing/gates and pictures before the next meeting

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- Members to consider the information emailed from the Housing Maintenance Manager before the next meeting
- Members to consider/discuss specification at the next meeting

The meeting closed at 5:30pm

Cannock Chase Council

Notes -

Review of the Council's Fencing Policy Working Group

Monday 20 October 2025 at 4:30pm

Remote Meeting via MS Teams

Present: Councillors:

Cllr. T. Johnson (Chair)
Cllr. V. Jones
Cllr. J. Aston
Cllr. P. Fisher
Cllr. M. Dunnett

Officers:

N. Samrai	Head of Housing and Corporate Assets
R. Frumenzi	Housing Maintenance Manager
J. Hunt	Senior Committee Officer

1 Apologies

Apologies were received from Cllr. P. Haden and C. Hawkins, Housing Property Services Manager.

2. Declarations of Interest from Members

None.

3. Notes

The Notes of the meeting held on 17 September 2025 were noted.

4. Council's Fencing Policy

The Housing Maintenance Manager gave a brief update and reported that prior to the last meeting various documents/links to websites were emailed to Members. Those documents/links included information on other Housing Associations Policies. Contained as part of the Policies, they either included the supply/installation of fencing, or none at all.

He reported that the consensus between Members at the last meeting was to continue to supply/install fencing to properties with an emphasis on adopting something like the Cambridge City Council Policy.

He was asked at the last meeting to supply some information on both specifications and costs for fencing which were emailed to Members prior to the meeting. If Members were still keen on the Cambridge City Council Policy, he would liaise with the Housing Property Services Manager to formulate something similar.

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A Member referred to the discussion and asked if the Council had a specified budget for fencing and if this could be maintained. She also asked if Cabinet approval would be needed.

The Head of Housing and Corporate Assets and the Housing Maintenance Manager responded. The Member was advised that other Local Authorities would have this as planned capital repairs. The average cost this year alone for maintenance had been approx. £60K, however the weather conditions could increase this cost. They also advised that the current fencing on properties was ageing and needed to be replaced, and this would create the opportunity to have a detailed specification and plan some programmed works.

The Head of Housing and Corporate Assets advised that this was within the HRA and would need to go to Cabinet for approval.

Members discussed this and the Chair touched on the Local Government re-organisation which would mean changes for the Council by April 2028. It was of importance to 'future proof' the Council's housing stock both internally and externally.

In response to a question from the Chair, the Housing Maintenance Manager reported that the positives from the Cambridge Policy included a good layout, summary and easy to read.

He then showed Members slides on the fencing specification and pricing information previously emailed. He took Members through the fencing types and provided further detail on the chain mesh and chain link fencing. He then discussed with Members the various options and how fixed concrete posts were harder wearing, however costs always needed to be factored in with whatever options were considered.

The Housing Maintenance Manager also showed slides on the Cambridge City Council Policy. Members discussed this and the Chair discussed with Members how he liked the open plan approach on properties and new build estates where fencing was not installed.

In response the Head of Housing and Partnerships reported that Members had recommended that any newbuilds should not have fencing installed to the front of the properties.

The Housing Maintenance Manager reported that this had been discussed at the last meeting, however he advised that where a properties frontage would lead to the footpath, something may need to be installed.

Members discussed in further detail the type of fencing that should be installed as some types were not considered suitable such as chain link and post and wire, whilst composite although would wear well, was very expensive. They also considered the following:

- whether a scoring matrix should be used particularly around sustainability and value for money
- the acceptance of the tenant with changes and the new Policy
- the height of fencing to be used as this came in 2 sizes (just under 4ft and 6ft)
- size of gravel boards needed

- cost comparisons with using high fence and low gravel board OR low fence and high gravel board
- that concrete posts should be used with fencing as this was more sustainable
- a higher fence would be needed if on a public footpath
- the costs associated with installing 1.2 metre posts which could be more than £3K depending on the garden size

A Member suggested that the Council could install as standard the 1.2 metre post, and they could pay the extra cost for the higher posts. In response to this, the Head of Housing and Partnerships explained that this could cause some difficulties.

The Housing Maintenance Manager reported that the costs were based on the National Federation rates and an indicative cost only. He advised that if the Council went out to contract, this could be slightly more expensive or less. As Members could not decide on a specification today, he advised that he could prepare a Policy, and the specification could then be included separately with this.

A Member expressed concern with the financial implications and asked about the timeframe for this to take place, he also asked if the Council were using external contractors for the works.

The Head of Housing and Partnerships reported that work was already taking place. She explained that if the work was over budget, it would still take place as this was more about formalising the approach to fencing on properties, and it would be included with the Capital Works programmes for the next 10 years. She explained that she had made a request for further money to extend the budget to complete the backlog of repairs as this was mainly fencing.

The Housing Maintenance Manager advised that the Council do have an internal team, however due to the backlog, a contractor was being used. However, anything carried out under the upgrade of the 30-year plan would need to be procured.

Members discussed and all agreed that there should be a phased approach to moving towards open plan frontages of properties with no fencing being installed. However, where a property would boarder a public footpath, some sort of provision for fencing would need to be made.

5. Next Steps

Members and Officers had discussed in-depth, and the next steps would be:

- Additional meeting to be arranged for the middle of December
- The Housing Maintenance Manager would produce a scoring type matrix. This would include the pros and cons of each of the fencing types, considering sustainability and value for money
- The Housing Maintenance Manager would produce a Policy, and the specification could be included later.

The meeting closed at 5:20pm

Cannock Chase Council

Notes -

Review of the Council's Fencing Policy Working Group

Monday 19 January 2026 at 4:30pm

Remote Meeting via MS Teams

Present: Councillors:

Cllr. T. Johnson (Chair)
Cllr. V. Jones
Cllr. J. Aston
Cllr. M. Dunnett (joined later)

Officers:

N. Samrai	Head of Housing and Corporate Assets
R. Frumenzi	Housing Maintenance Manager
J. Hunt	Senior Committee Officer

1 Apologies

Apology received from Cllr. P. Haden.

2. Declarations of Interest from Members

None.

3. Notes

The Notes of the meeting held on 20 October 2025 were noted.

4. Council's Fencing Policy

Members went through each section of the draft new Fencing Policy and made comments on various sections.

1.0 Purpose of the Policy

The Chair referred to 1.3 and asked about the allocation of resources and whether the Council had a figure for this.

The Head of Housing and Corporate Assets advised that there was no set budget as there was an overall maintenance and repairs budget. She gave an example that this winter there could be a large number of roof leaks that require fixing, and this would be undertaken through the overall budget.

A Member asked about the balance between fencing repairs that were required to be undertaken now and planned maintenance works.

The Head of Housing and Corporate Assets advised that there was no planned fencing programme, and this would be picked up by Property Services in the future. She advised that this would be better as planned maintenance works as there were pressures and costs on the repair's teams.

The Housing Maintenance Manager advised that he had included within the Policy the need for hedgehog fencing to be considered, however this was added separately after the agenda was circulated to Members.

Objectives

The Housing Maintenance Manager in response to Members discussion advised that as part of the process it was important to ensure that the Council engaged with residents. He explained that performance would be managed as things progressed.

2.0 Scope of Policy

In response to a question from the Chair, the Head of Housing and Corporate Assets advised that the Policy would not go to the Housing Board however the Policy would be available on SharePoint.

The Housing Maintenance Manager referred to the Fencing Standards section highlighted 'yellow' and asked Members to consider these points which needed to be finalised. He also advised that Members at their first meeting they were keen on the standard that had been adopted by Cambridge City Council and he had therefore incorporated this.

Fencing Standards

A Member and the Chair referred to previous discussions and the idea that fencing would not be installed at the front of properties, but better quality fencing at the rear of properties.

The Housing Maintenance Manager advised that the section highlighted 'yellow' was the current Policy and Members needed to consider any changes they wished to make which included whether they agreed that fencing should not be installed at the front of properties.

The Members agreed that better quality fencing should be installed at the rear of properties and new builds would not have fencing at the fronts of properties.

Repair Responsibilities

Members noted this section.

6.0 Responsibility Under this Policy

Members noted this section and the Head of Housing and Corporate Assets advised that the Policy should be reviewed after 5 years.

7.0 Risk Management

Members noted this section.

8.0 Equality and Diversity

Members noted this section, however the Housing Maintenance Manager would check on the quality impact assessment.

9.0 Performance Reporting

Members noted this section and thanked Officers for their work on the Policy.

The Head of Housing and Corporate Assets advised that there were currently 5,035 Council properties and this included flats and sheltered schemes.

Members then discussed affordability, the highest standard that could be provided and the height of fencing. They then considered the size of gardens, value for money and looked at some figures based on £3m across all areas with 5,035 properties and fencing lasting on average 20 years.

The Housing Maintenance Manager advised that historically there would usually be a 6ft privacy panel and the remainder would be set at waist height. It was also possible that 3 6ft fence panels could be installed and then they would drop down.

He referred to the pricing matrix and provided some details on the cost for certain types of fencing and then discussed the budget available. He advised that the average lifespan of a panel was around 20 years depending on the quality and whether they had been treated.

The Housing Maintenance Manager suggested that if front fencing was removed, the Council would not be liable for repairing or replacing. Two or three high panels could be installed and then reduce the fencing size, use concrete posts and gravel boards which would alleviate issues with rotting and provide a longer life cycle.

(Cllr. M. Dunnett joins meeting).

Members then agreed that in terms of the fencing types, chain link, chain mesh, hit and miss, palisade and feather board would not be considered, they did however need to consider the height of fencing and whether they wanted to proceed with concrete posts and gravel boards.

Members then discussed in further detail and agreed that their preference would be using 3 6ft fencing panels, followed by a step down and using gravel boards and concrete posts. They also agreed to larch lap/interwoven fencing.

The Housing Maintenance Manager would provide some overall figures for Members preferred choice and he also advised that if fencing was not going to be installed at the front of properties, there would be no requirement for front gates, however Members agreed to installing the hit and miss gates at the rear of properties due to cost factors.

5. Next Steps

Members and Officers agreed that the next steps would be:

- The Housing Maintenance Manager would update the Policy to include the fencing types as agreed by Members and provide some pricing based on the preferred option outlined above.
- Addiitonal meeting to be arranged for the middle of February.

The meeting closed at 5:25pm

Cannock Chase Council

Notes -

Review of the Council's Fencing Policy Working Group

Monday 9 February 2026 at 4:30pm

Remote Meeting via MS Teams

Present: Councillors:

Cllr. T. Johnson (Chair)
Cllr. V. Jones
Cllr. J. Aston
Cllr. M. Dunnett
Cllr. P. Fisher (joined later)

Officers:

N. Samrai	Head of Housing and Corporate Assets (joined later)
R. Frumenzi	Housing Maintenance Manager
C. Hawkins	Housing Property Services Manager (joined later)
J. Hunt	Senior Committee Officer

1 Apologies

Apology received from Cllr. P. Haden.

2. Declarations of Interest from Members

None.

3. Notes

The Notes of the meeting held on 19 January 2026 were noted.

4. Council's Fencing Policy

The Housing Maintenance Manager went through the updated Policy with Members. He advised that the only areas that needed to be finalised were those highlighted 'yellow'.

He reported that the Housing Property Services Manager managed the Council's investment works. The Council had a 30-year business plan, and external fencing works would be included. He suggested that the budgets may need to be confirmed and finalised, and the specification tweaked depending on the budgets.

He explained that the Housing Property Services Manager had circulated 4 options to Members and costings were based on the National Housing Federation Schedule of Rates.

The Housing Property Services Manager referred to the costings and picked up from the last meeting where Members had showed a preference for concrete posts, gravel

boards and interwoven panels. The figures were shown on the overall cost for this, and he advised that overlap was generally fitted as the standard, however when going out to tender, it could potentially be a different cost.

He then showed a summary slide to Members with costings, and in response to a Member question, he advised that slide 3 showed the information that Members needed regarding their preferred option.

He informed Members that he had included a minimum policy of retaining chain link fencing and one privacy panel, with not much difference in the cost. He then advised that concrete posts had a 25–30-year lifespan, and wooden posts although cheaper to install, would only have a 10–15-year lifespan which would mean they would need to be renewed twice in comparison to the concrete.

In response to a question from the Chair asking where the funds would come from, the Housing Property Services Manager explained that traditionally this would be included in the external envelope works, however this had not been the case for 5-6 years. He advised that savings had been made on the Capital Programme over this time and the funds would be used when the new Policy was agreed. He informed Members that an external contractor was in place to carry out the work and savings would be made from repairs and maintenance given the lifespan of the concrete posts. He would not expect to see many repairs unless this related to severe weather.

The Housing Maintenance Manager then discussed the last meeting. Members confirmed that as part of the updated Policy, they agreed that new estates would not have fencing at the front of their properties and would be open plan. At the back of properties there would be 3 privacy panels, followed by a drop to smaller panels. It was noted that privacy panels being higher than the rest of the fence was fairly standard.

A Member asked whether a tenant could install their own fencing at the front of a property. Members discussed this and it was noted that there could be issues as tenants could install different types and heights and this would not be within keeping of the area. There could also be further expense if repairs were needed when the tenant left the property.

The Housing Property Services Manager advised that a tenant could install their own fencing unless something was written into the Policy to state that the estate would be open plan.

He advised that the normal process for when a tenant vacated a property was to check what was left and if it was in good condition, it would be gifted to the next resident, however it would be easier to manage if an estate was open plan.

A Member discussed those areas where there was a mix of private, rented and Council housing and asked if privet hedges in front gardens would be removed as some people looked after and maintained these reasonably well.

The Housing Property Services Manager advised that privets would not be removed unless the estate was already open plan. He advised that each estate would have the condition of their fences assessed and should concern be raised about a hedge and if removal was needed, this would be carried out in a controlled way, and a phased approach would be

used. The policy would need to refer to this, and consultation would need to be carried out when the Council went out to procurement.

A Member referred to the Policy, and if it was agreed by the Committee and Cabinet, and the Council go out to tender, could local labour be used.

The Housing Property Services Manager advised that the Council always try to do this, however the contract would also include fencing, doors, windows etc and would likely attract larger companies due to the cost which could run into millions per year. He did advise that the Council would stipulate that whoever was running the contract, use local sub-contractors, and he advised that using local labour would form part of the scoring process.

The Chair and Members then discussed the process and next steps, where Members would agree the Policy with the changes, these would then go forward to the Health, Wellbeing and The Community Scrutiny Committee on 17 March, and if agreed, they would then go forward to Cabinet. If agreed by Cabinet, some form of consultation would need to be carried out with residents which may include focus groups.

The Group agreed the Policy with the inclusion of an open plan phased approach to new estates, 3 privacy panels to the rear of the properties followed by the fencing dropping down and some form of consultation with residents.

The Housing Maintenance Manager would now formulate and finalise the policy with the necessary changes and email a finalised version to Members for comment prior to it going forward to the Health, Wellbeing and The Community Scrutiny Committee.

The Chair and Members of the Group thanked Officers for their work on the Policy.

5. Next Steps

Following the Working Group meeting and discussion by Members:

- It was agreed that the updated Council Fencing Policy including the changes agreed by Members be recommended to the Health, Wellbeing and The Community Scrutiny Committee on 17 March for consideration.
- The Housing Maintenance Manager would speak with Howard Campbell (Tenancy Services Manager) to ensure that the updated Policy did not conflict/contradict with the Estate Policy.
- The Housing Maintenance Manager would email the finalised version of the Policy to Members prior to it being considered at the Health, Wellbeing and The Community Scrutiny Committee on 17 March.

The meeting closed at 5:20pm