



Please ask for: Matt Berry
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12 August 2026

Dear Councillor,

Cabinet

6:00pm on Thursday 20 August 2026

Meeting to be held in the Esperance Room, Civic Centre, Cannock

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

Yours sincerely,

T. Clegg
Chief Executive

To:

Councillors:

Jones, P.	Leader of the Council and Regeneration and Corporate Strategy Portfolio Leader
Craddock, R.	Deputy Leader of the Council and Regulatory Services and Sustainability Portfolio Leader
Jeffery, G.	Community Safety and Wellbeing Portfolio Leader
Mandry, R.	Housing and Corporate Assets Portfolio Leader
Parkes, J.	Operational Services and Parks Portfolio Leader
Deakin, M.	Leisure, Culture and Heritage Portfolio Leader
Bell, M.	Resources and Corporate Services Portfolio Leader

Agenda

Part 1

1. Apologies

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

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

3. Minutes

To approve the Minutes of the meeting held on 16 July 2026 (enclosed).

4. Updates from Portfolio Leaders

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

5. Forward Plan

Forward Plan of Decisions for August to October 2026 (Item 5.1 - 5.3).

6. Recommendations Referred from the Economic Prosperity Scrutiny Committee

To consider recommendations from the Economic Prosperity Scrutiny Committee made at its meeting held on 7 July 2026 (Item 6.1).

7. Cannock Town Centre Regeneration Options

Report of the Head of Economic Development and Planning (Item 7.1 – 7.129).

The final appendix to the report (Item 7.128 – 7.129) is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council).

8. Complaints Monitoring 2025/26

Report of the Head of Law and Governance (Item 8.1 – 8.4).

9. Outturn 2025/26

Report of the Deputy Chief Executive-Resources & S151 Officer (Item 9.1 – 9.35).

10. Quarter 1 2026/27 Performance Report

Report of the Head of Business Support and Assurance (Item 10.1 – 10.27).

11. Strategic Risk Register Update

Report of the Head of Business Support and Assurance (Item 11.1 – 11.21).

12. Housing Services – Quarter 1 2026/27 Performance Report

Report of the Head of Housing and Corporate Assets (Item 12.1 – 12.23).

13. Housing Services Annual Complaints Performance and Service Improvement Report and Self-Assessment

Report of the Head of Housing and Corporate Assets (Item 13.1 – 13.42).

14. Museum of Cannock Chase Update

Report of the Head of Wellbeing (Item 14.1 – 14.5).

15. Permission to Spend – Local Authority Housing Fund 4

Report of the Head of Wellbeing (Item 15.1 – 15.6).

16. Redevelopment of Cotswold Road Play Area

Report of the Head of Operations (Item 16.1 – 16.10).

17. Revenues and Benefits Collection Report – Quarter 4 2025/26

Report of the Deputy Chief Executive-Resources (Item 17.1 – 17.6).

The appendix to the report (Item 17.6) is confidential due to the inclusion of:

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

Cannock Chase Council

Minutes of the Meeting of the

Cabinet

Held on Thursday 16 July 2026 at 6:03 p.m.

In the Esperance Room, Civic Centre, Cannock

Part 1

Present:

Councillors:

P. Jones	Leader of the Council and Regeneration and Corporate Strategy Portfolio Leader
R. Craddock	Deputy Leader of the Council and Regulatory Services and Sustainability Portfolio Leader
G. Jeffery	Community Safety and Wellbeing Portfolio Leader
R. Mandry	Housing and Corporate Assets Portfolio Leader
M. Deakin	Leisure, Culture and Heritage Portfolio Leader
J. Parkes	Operational Services and Parks Portfolio Leader
M. Bell	Resources and Corporate Services Portfolio Leader

16. Apologies

None received.

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

None received.

18. Minutes

Resolved:

That the Minutes of the meeting held on 11 June 2026 be approved.

19. Updates from Portfolio Leaders

(i) Deputy Leader of the Council and Regulatory Services & Sustainability

The Deputy Leader updated in respect of the following:

- **Recruitment**

“Whilst recruitment in some parts of the service continues to be a challenge, we have recruited into the following roles:

- o **Food Safety and Licensing:**

Principal Licensing Officer and Licensing Officer. Both roles will be across both Cannock Chase District and Stafford Borough Councils, and we are now reviewing the administration portions of the team. New Principal Environmental Health Officer-Food – in post, started on 18th May.

- o Housing Standards and Environmental Protection:
New Principal Environmental Health officer-Environmental Protection-internal promotion returning from maternity leave. Will be going out to recruit a replacement Environmental Protection Officer. We also have a new Housing Officer at Cannock Chase Council.
- o Building Control:
Still struggling to recruit a Principal Building Control specialist – currently have a consultant in this role to support the service manager. Have brought in a new Senior Building Control specialist-consultant. Have successfully recruited an Assistant Building Control specialist, waiting for them to go through onboarding process.”
- **Food Safety Plan**
“Should be available for September Cabinet – statutory document which details how we will deliver Environmental Health food safety across the district.”
- **Renters Rights Act**
“Significant change to laws around renting. There will be documents going through governance process over the next few months.”
- **Licensing Team**
“I would like to give special thanks to the Licensing team who have had a very busy few weeks during the football world cup. They’ve received a significant number of Temporary Event Notices (TENS) that were submitted very last minute from licensed premises to cover England matches.

Due to statutory timeframes for processing, this has put officers under increased pressure to turn them around in time. Venues across the district also received advice and guidance from officers on running these events safely and lawfully. No complaints have been received about any of the licensed premises showing the games.

The Chase Live concerts at the end of June were a great success. Officers from the Licensing unit were in attendance to assess compliance of licence conditions and requirements. Up to 50,000 people attended without any significant incidents occurring, which is a great reflection of the excellent work of everyone involved.”

(ii) Resources and Corporate Services

The Portfolio Leader updated in respect of the following:

Update on Gov improvement plan (see info from JA).

- **Deferred Item – Governance Improvement Plan Progress Report for 2025/26**
“Members may recall that the Governance Improvement Plan End of Year Progress Report for 2025/26 was deferred at the last Cabinet meeting.

Given the progress that has been made with the improvement plan and that this has been acknowledged by the external auditors, I have agreed with the Leader and the Chair of the Audit & Governance Committee that progress updates will revert to the Audit & Governance Committee who have responsibility for oversight of the Council’s governance arrangements. The Chair of the Committee will advise Cabinet if the Committee has serious concerns over the progress being made or wishes to escalate any specific issues.

The deferred progress report was considered at the Audit & Governance Committee meeting on 30 June and an updated improvement plan for 2026/27 has been agreed as part of the annual review of governance.”

- **Information Requests**

“In other news, we are hoping to have the outturn numbers available in the next two weeks and the Head of Business Support and Assurance will be pulling together departmental headcount reporting so that we can have a look at that, and also the details of purchase contracts renewals due in the forthcoming quarter, and so will be contacting heads of services to pull that together so we can review that in the next two to three weeks that will be.”

(iii) Leisure, Culture and Heritage

The Portfolio Leader updated in respect of the following:

- **Chase Leisure Centre**

“Yesterday I met with staff at the leisure centre in Cannock, for the opening of their new ‘Reformer’ studio which was a form of Pilates. Leisure centre members would be entitled to one free taster session, and it was hoped this would boost interest in the leisure centre as a whole and improve health and fitness in the local community. The gym refit at the leisure centre is hoped to be completed in the next two weeks and the soft play area is currently being delivered and scheduled for completion by September. It is situated in the main sports hall and will have a football pitch in the very top of the play area.

Also, plans were being formulated for two padel courts at the centre. There had been a huge rise in the populism of padel courts, but no specific location had been finalised as of yet and I will update in the future accordingly.

As a final note, I’d like to commend staff at the GP referral unit at the leisure centre who whilst during my visit, they gave medical assistance to an elderly gentleman who had collapsed. I’d like to commend their level of professionalism, and I thought they were very good in giving the man first aid assistance and an ambulance was on the scene within 10 minutes.”

(iv) Operational Services and Parks

The Portfolio Leader updated in respect of the following:

- **Green Flag Awards**

“I’d like to announce that parks and open spaces within the area were awarded on 14 July with six Green Flags for outstanding parks. Castle Ring was awarded the Green Flag for 2026/27 for outstanding heritage status. The awards were given yesterday by the Green Flag organisation at the Alexander Stadium. I’d also like to say an absolute congratulations to the hard-working grounds staff throughout the district for their hard work and achievements.”

(v) Housing and Corporate Assets

The Portfolio Leader updated in respect of the following:

- **Housing Update**

“The Housing Building Safety team has been nominated for a national award. And along with the Leader I have met with the Housing team.”

(vi) Leader of the Council and Regeneration & Corporate Strategy

The Leader updated in respect of the following:

- **Local Government Reorganisation**

“I have an update on local government reorganisation following a phone call this morning. There was going to be a north and south divide (for Staffordshire) whereby I believe the one proposed the six districts will be the one going by.

The work starts now for the elections in May 2027 for the Shadow authority and there won't be any elections for the District.”

Councillor Bell asked that it be recorded that she did not feel the proposed split was good for Cannock Chase and that Cannock would get lost as part of a bigger agenda and would not be able to deliver on the objectives for the people of Cannock Chase.

20. Forward Plan

Resolved:

That the Forward Plan of Decisions for the period July to September 2026 (Item 5.1 - 5.3) be noted.

21. Housing Board Minutes

Resolved:

That the Minutes of the Housing Board meeting held on 27 May 2026 be noted.

22. Housing Services – Quarter 4 Performance Report 2025/26

Consideration was given to the Report of the Head of Housing and Corporate Assets (Item 7.1 – 7.30).

Resolved:

That the progress at 2025/26 year-end related to the delivery of the Housing Services Improvement Plan as detailed in report appendix 1, and the performance information in report appendix 2, be noted.

Reason for Decision:

The performance information allowed Cabinet to monitor progress in delivery of the Housing Service's priorities and operational services.

23. Proposed New Surcharges for Development Management Services

Consideration was given to the report of the Head of Economic Development and Planning (Item 8.1 – 8.7).

Resolved:

That:

- (A) The implementation of a charging regime as set out in report appendix 1 be approved, which proposes the introduction of new surcharges that would be applied to amendments to planning applications; additional attempts to validate planning applications; processing applications submitted directly to the Council; costs associated with public footpath diversions and' removal of extant (existing) enforcement notices.

- (B) Authority be delegated to the Head of Economic Development & Planning and the Development Management Team Leader to waive or reduce the administrative fees in exceptional circumstances.
- (C) The date for implementation be delegated to the Head of Economic Development & Planning in consultation with the Regeneration and Corporate Strategy Portfolio Leader.
- (D) The Head of Economic Development & Planning be authorised to finalise the Development Management Surcharges Charging Schedules and restrictions imposed in liaison with the Regeneration and Corporate Strategy Portfolio Leader.

Reasons for Decisions:

The Development Management service was a statutory service and was providing additional support beyond statutory requirements. Applicants were frequently requesting flexibility in validation processes as well as submitting amendments to planning applications.

The team were also engaged in enforcement activities and processes to facilitate public footpath diversions that were also outside of statutory responsibilities. Authority was sought to introduce charges to recover the cost incurred by the Planning Service in progressing these types of requests.

The proposed charging schedules and reasons for their introduction would be set out and published on the Council's website alongside guidance for applicants. The pre-application service would be available to assist applicants, which may reduce the risk of applications not being validated as well as the need for later amendments.

24. Local Plan Regulation 20 Scoping Consultation

Consideration was given to the report of the Head of Economic Development and Planning (Item 9.1 – 9.106).

Resolved:

That:

- (A) The Scoping Document, Draft Communication and Engagement Strategy, and the Scoping Strategic Environmental Assessment (as set out in report appendices 1 to 3), be approved for public consultation.
- (B) A six-week consultation on the Local Plan Scoping Document be undertaken.
- (C) Authority be delegated to the Head of Economic Development and Planning, in consultation with the Regeneration and Corporate Strategy Portfolio Leader, for any non-substantive amendments within the documents.
- (D) Authority be delegated to the Head of Economic Development and Planning, in consultation with the Regeneration and Corporate Strategy Portfolio Leader, to approve and publish documents required for the summary of the scoping consultation as required under Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2026.

Reasons for Decisions:

The Planning and Compulsory Purchase Act 2004 (as amended) placed a statutory duty on Local Plan Authorities (LPAs) to have an up-to-date Local Plan.

Cannock Chase was required to undertake the development of a new Local Plan in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2026.

Regulation 20 of the 2026 Regulations required a scoping consultation to be undertaken, inviting representations to be made to the LPA about matters relevant to the preparation of the Local Plan as the Authority considered appropriate, including what the Plan should contain and how the Authority should engage with them in the preparation of the Local Plan.

Following the Gateway 1 Self-Assessment (Regulation 21), the Council was required to prepare a document in connection with the preparation of the Local Plan called the 'summary of scoping consultation'. Regulation 22 set out the parameters of the scoping document and that this must not be published prior to the Gateway 1 self-assessment being made publicly available.

25. Permission to Spend – Local Improvement Framework Funding

Consideration was given to the Report of the Head of Wellbeing (Item 10.1 – 10.5).

Resolved:

That:

- (A) The initiative to reduce health inequalities in Cannock Chase District be supported by granting permission to spend the grant allocation from the Staffordshire and Stoke-on-Trent Integrated Care Board of £74,640 in 2026, £100,000 in 2027, and £100,000 in 2028.
- (B) The wider project be supported by the Council, including promoting community micro-grants which Support Staffordshire would be making available to community organisations to deliver food related projects with the aim of reducing health inequalities.

Reasons for Decisions:

Health inequalities in Cannock Chase were very high and the funding from the Integrated Care Board aimed to reduce inequalities, promote good health and benefit residents in some of the more deprived areas of the District.

26. Cannock Chase Community Wellbeing Strategy 2026-28

Consideration was given to the Report of the Head of Wellbeing (Item 11.1 – 11.50).

Resolved:

That:

- (A) The Cannock Chase Community Wellbeing Strategy 2026-2028, as set out in report appendix 1, be approved and adopted, and the use of the Community Wellbeing Implementation Plan, as set out in report appendix 3, be endorsed as a living document to coordinate actions across the three delivery workstreams (People, Partnerships, Places).
- (B) Authority be delegated to the Head of Wellbeing, in consultation with the Community Safety and Wellbeing Portfolio Leader, to review, extend and make any further changes, amendments or updates to the Community Wellbeing Strategy 2026-2028, as appropriate.

- (C) The proposed performance and review arrangements be agreed, with performance to be demonstrated against the implementation plans and reported to the Chase Community Partnership.
- (D) It be noted there would be an annual presentation to the Health, Wellbeing and the Community Scrutiny Committee by the Head of Wellbeing, in consultation with the Community Safety and Wellbeing Portfolio Leader, on key achievements.

Reasons for Decisions:

The Cannock Chase Community Wellbeing Strategy 2026-2028 determined a clear, evidence-led vision and outlined the strategic outcomes the Council sought for the District - *“Healthy, active and fulfilled communities”* and *“Safe, resilient and connected communities”* and *“Safe, resilient and connected communities”*. It set out how the Council would lead, advocate, facilitate and collaborate with partners to achieve the aims and objectives of the strategy for the benefit of the District’s communities.

The environment the Council operated in was facing a period of significant change with Local Government Reorganisation expected in 2028, so whilst the strategy was proposed initially for the period 2026-28, there was scope to extend the duration if required.

The implementation plan operationalised the strategy and focused on collaboration with partners to reduce duplication, create efficiency and achieve shared objectives. It was flexible to enable continuous refinement for improvements. Regular monitoring and review would ensure the strategy and accompanying implementation plan remained responsive to evolving local needs and further system changes.

27. Revenues and Benefits Collection Report – Quarter 4 2025/26

Consideration was given to the report of the Deputy Chief Executive-Resources (Item 12.1 – 12.6).

Resolved:

That:

- (A) The information regarding collections be noted.
- (B) The arrears listed in the report’s confidential appendix be written off.

Reasons for Decisions:

Efficient collection of the Council’s revenues was of major importance to the funding of Council services and those provided by the preceptors.

Whilst the collection rates were traditionally good, regrettably not all of the monies owed to the Council could be collected and so the report recommended write-off of bad debts that could not be recovered.

Meeting closed at 6:36pm

Leader

CCDC Forward Plan of Decisions to be taken by the Cabinet: August to October 2026

For Cannock Chase Council, a key decision is as an Executive decision that is likely to:

- Result in the Council incurring expenditure or making savings at or above a threshold of 0.5% of the gross turnover of the Council.
- Affect communities living or working in two or more Council Wards.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item via email to membersservices@cannockchasedc.gov.uk.

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

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
August 2026						
Cannock Town Centre Regeneration Options	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	20/08/26	Yes	(Appendix 9 only)	Information relating to the financial or business affairs of any particular person.	N/A
Complaints Monitoring 2025/26	Head of Law and Governance / Resources and Corporate Services Portfolio Leader	20/08/26	No	No	N/A	N/A
Outturn 2025/26	Deputy Chief Executive-Resources & S151 Officer / Resources and Corporate Services Portfolio Leader	20/08/26	No	No	N/A	N/A
Quarter 1 Performance Report 2026/27	Head of Business Support and Assurance / Resources and Corporate Services Portfolio Leader	15/09/26	No	No	N/A	N/A
Updated Strategic Risk Register	Head of Business Support and Assurance / Resources and Corporate Services Portfolio Leader	15/09/26	No	No	N/A	N/A

Item No. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
Housing Services Annual Complaints Performance and Service Improvement Report and Self-Assessment	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio leader	20/08/26	No	No	N/A	N/A
Housing Services –Quarter 1 Performance Report 2026/27	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio Leader	20/08/26	No	No	N/A	N/A
Museum of Cannock Chase Update	Head of Wellbeing / Leisure, Culture and Heritage Portfolio Leader	20/08/26	No	No	N/A	N/A
Permission to Spend – Local Authority Housing Fund 4	Head of Wellbeing / Community Safety and Wellbeing Portfolio Leader	20/08/26	No	No	N/A	N/A
Redevelopment of Cotswold Road Play Area	Head of Operations / Operational Services and Parks, Portfolio Leader / Community Safety and Wellbeing Portfolio Leader	20/08/26	No	No	N/A	N/A
Revenues and Benefits Collection Report – Quarter 1 2026/27	Deputy Chief Executive-Resources / Resources and Corporate Services Portfolio Leader	20/08/26	No	Yes (Appendix only)	Information relating to any individual and likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person.	N/A
September 2026						
Climate Action Plans 2026/27	Head of Regulatory Services / Regulatory Services and Sustainability Portfolio Leader	15/09/26	No	No	N/A	N/A

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representations Received
Revised Housing ASB & Hate Crime Policy	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio leader	15/09/26	No	No	N/A	N/A
Hemlock Farmhouse	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio leader	15/09/26	No	No	N/A	N/A
October 2026						
Housing Services Annual Report to Tenants 2025/26	Head of Housing and Corporate Assets / Housing and Corporate Assets Portfolio leader	22/10/26	No	No	N/A	N/A
Cannock Chase Statement of Community Involvement Update	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	22/10/26	No	No	N/A	N/A
Cannock Chase Local Plan Communication and Engagement Strategy	Head of Economic Development and Planning / Regeneration and Corporate Strategy Portfolio Leader	22/10/26	No	No	N/A	N/A

Recommendations Referred from the Economic Prosperity Scrutiny Committee

Committee: Cabinet

Date of Meeting: 20 August 2026

Portfolio: Regeneration and Corporate Strategy

Cabinet is requested to consider the below recommendations agreed at the Economic Prosperity Scrutiny Committee meeting held on 7 July 2026 in respect of the Committee's review of the Staffordshire Local Visitor Economy and Partnership.

Recommendations:

(i) **Local Visitor Economic Partnership (LVEP) Engagement**

That the Council reviews its level of engagement with the Staffordshire LVEP, including the benefits of formal membership, to ensure the district maximises opportunities arising from the partnership.

(ii) **Tourism / Visitor Economy Strategy**

That consideration is given to the development of a Tourism or Visitor Economy Strategy for Cannock Chase to provide a clear framework for future activity, aligned with available resources.

(iii) **Private Sector Collaboration**

That stronger engagement is established with key private sector providers, including McArthurGlen, Foresty England and others, to support joint promotion, sponsorship opportunities and improved visitor offer.

(iv) **Town Centre Connectivity**

That opportunities are explored to better link key visitor destinations with town centres, including improved signage, digital promotion, and visitor information.

(v) **Events**

That the Council works with parish and town councils, businesses and community groups to explore opportunities to support and expand events and activities within town centres.

(vi) **Evidence and Local Plan**

That the Council continues to gather evidence on the visitor economy to inform future Local Plan policies, including opportunities for visitor accommodation and supporting infrastructure.

(vii) **Data and Performance Monitoring**

That ongoing engagement with the LVEP and partners is used to monitor visitor economy performance and inform future decision making."

The accompanying report for the above recommendations can be viewed on the [7 July 2026 Economic Prosperity Scrutiny Committee](#) meeting page on the Council's website.

Cannock Town Centre Regeneration Options

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Economic Development and Planning
Portfolio:	Regeneration and Corporate Strategy

1 Purpose of Report

- 1.1 To present Cabinet with the comprehensive information that Members will need to make key decisions to enable the Cannock Town Centre Regeneration Programme to be delivered.
- 1.2 To set out the chronology of the Cannock Town Centre Regeneration programme, the decisions taken to date and the rationale for those decisions to provide context to the decisions required to move forward.
- 1.3 To present a range of development options and seek Cabinet's agreement on the preferred option to enable progression of the regeneration programme.

2 Recommendations

That Cabinet:

- 2.1 Note the contents of the report, including the options for the regeneration of Cannock Town Centre and the associated deliverability, financial implications and risks.
- 2.2 Consider the preferred strategic approach for the regeneration of Cannock Town Centre in principle, either:
 - a) To progress the Development Framework approach, including the redevelopment of the Prince of Wales Theatre site as part of a wider mixed-use regeneration scheme and the further exploration of opportunities relating to the Civic Centre site, major retail provision, housing, commercial development, cultural uses and education facilities
 - or
 - b) To retain and refurbish the Prince of Wales Theatre, noting that the wider opportunities identified within the Development Framework would not be progressed at this stage.
- 2.3 Note that further detailed due diligence, design work and full business cases will need to be undertaken by officers before any final commitment is made to delivery of either option by the Council.

Reasons for Recommendations

- 2.4 A draft Development Framework has been produced by the Council's advisers (Continuum) for Members to consider, but there are other options to consider.
- 2.5 Members are asked to consider the options available and the associated opportunities and risks.
- 2.6 Once the preferred options have been confirmed it is necessary to then complete the associated detailed due diligence to enable future funding requirements to be established, the viability of the proposals, their phasing, and the outline programme for delivery.

3 Key Issues

- 3.1 Since Government funding for the regeneration of Cannock Town Centre was awarded in 2021 the proposed redevelopment scheme has been refined and amended to reflect the requirements of the funding award, the volatility of the construction market and wider economic influences. Since the bid was submitted the impact of inflationary pressures on the construction industry alongside increasing energy costs has created pressure from two directions. Firstly, the real value of the capital grant funding has decreased and the revenue costs of running buildings has increased meaning that the feasibility assessment of the original proposals can no longer be relied upon.
- 3.2 As the programme involves a number of interlinked projects a change in one area can and will affect a project in another development parcel. Reflecting on the position that the programme is currently at and how that point has been reached is important context that will enable Members to reach an informed decision on the vision for the town centre so that the delivery phase of the scheme can begin.
- 3.3 Members are reminded that whilst the regeneration projects are being delivered primarily through funding awarded by Government specifically for that purpose those projects have to be understood in the context of the Council as a whole. As the chronology of the programme sets out, both the financial position of the Council and the associated resource and capacity constraints have influenced the detail of the regeneration programme.

4 Relationship to Corporate Priorities

- 4.1 The Cannock Town Centre Regeneration Programme supports delivery of the following priorities within the Council's Corporate Plan 2026-28:
 - i. Economic Prosperity
 - ii. Health and Wellbeing

By leading on site assembly and clearance works the regeneration programme is addressing longstanding issues around deliverability that could continue to deter investment in Cannock town centre. A redevelopment opportunity that offers the potential for a variety of uses can support both the local economy and the delivery of housing.

The Programme is also consistent with the development strategy as set out in the adopted Cannock Chase District Local Plan 2018-2040.

5 Report Detail

Background

- 5.1 In March 2021 the Levelling Up Fund (LUF) was launched by Government with up to £20m available to councils on the basis of outline business cases for regeneration schemes. Following a 15 week bidding period, in which the Council sourced, appointed and worked with development consultants to create a comprehensive proposal, in October 2021 the Council secured £20m capital funding to support an ambitious town centre regeneration scheme that would seek to deliver:
- i. Re-development of the former Multi-Storey Car Park and Indoor Market Hall site; creating a new cultural hub which includes the refurbishment of the Prince of Wales Theatre.
 - ii. Business workspace linked with the leisure hub as part of the same mixed-use building.
 - iii. Creation of the Northern Gateway, removing the existing subway and connecting the town centre to the bus station and Beecroft Road car park via new high quality public realm and commercial space.
 - iv. Bike hub, storage, hire and repair within a dedicated new facility to encourage active sustainable travel.
 - v. Enabling work to pay for demolition and clearance works to unlock land for the scheme.
 - vi. New service access arrangements at street-level for existing tenants with servicing rights with removal of existing roof-top servicing to facilitate re-development of the existing shopping centre.
 - vii. Retirement living complex.
- 5.2 The original funding application documents are available on the Council website ([Cannock Town Centre is Changing | Cannock Chase District Council](#)) and the original site plan is enclosed at **Appendix 1**. The original deadline by which all LUF grant monies had to be spent was 31 March 2025. Cabinet should however note that the Levelling Up Fund is now referred to as the Local Regeneration Fund and the Council is not bound to the original scheme as above but now has flexibility to change elements of the scheme if no longer viable. Cabinet should also note that the deadline for spend of the remaining funding has also been extended to 31 March 2028.
- 5.3 The relationship between the conditions of the grant award and the finer detail of the redevelopment scheme is set out in the chronology enclosed at **Appendix 2**. Members are asked to note that the 15 week bidding period was only long enough to identify potential development schemes, carry out initial feasibility work and produce a high level cost plan to inform the funding application. The timescale did not allow for a complete and robust due diligence process to assess the deliverability of the

scheme within the parameters of the funding award. The Council were in the same position as all other bidding authorities. As a result, revisions have had to be made to ensure that no element of the funding was lost and funding timescales adhered to.

- 5.4 It is also important to note the rationale for the funding itself was driven by three investment themes – transport (for Unitary and County Councils), regeneration and town centre investment and cultural investment as set out in the Levelling Up Fund Prospectus¹. Applicants were advised that investment proposals should focus on supporting high priority projects that would make a visible impact in local areas. Within the Cannock Chase application documents, it is noted that the proposed scheme set out in 5.1 above would deliver urban regeneration to an area of 1.36 hectares of Cannock Town Centre, addressing the long term decline of the high street.
- 5.5 The funding application (referred to in 5.2) provides further information on the leisure hub with the principle being that a reconfiguration and refurbishment of the Prince of Wales theatre would benefit not only the cultural offer in the town centre but would diversify the use of the building to support entrepreneurship and business incubation.
- 5.6 At the point that the LUF bid was submitted the total cost of the scheme was estimated at £44 million. In addition to the £20 million of LUF funding, the Council committed a further £17.2 million to fund a new Civic Hub and improvements to public realm and infrastructure. The bid stated that there could be an additional £6.8 million of unsecured funding met by a private sector investor in respect of the retirement living complex. The level of Council funding was necessary to deliver a strong Benefit-Cost Ratio (BCR) which was a prerequisite to securing the LUF funding.

Scheme design and review

- 5.7 To progress the design of the approved scheme, Cabinet approved permission to spend of up to £1.9 million in June 2022, to enable the appointment of multi-disciplinary consultants (Tetra Tech). The design team worked with the Council to progress the design and development of the scheme components including the creation of the new cultural hub (including refurbishment of the Prince of Wales Theatre), creation of the Northern Gateway, outline design work for the proposed Civic Hub and enabling work such as the demolition of the multi-storey car park.
- 5.8 The bid winning scheme was complex with dependencies across the different elements. These dependencies range between land assembly, costs, timescales, access arrangements, vacation of commercial units and legal negotiations. It was noted early in the project, that the Theatre would need to close for a period of time to accommodate the regeneration works and the operator at the time was made aware of this with the view to considering contingency options.

¹ [Levelling Up prospectus.pdf](#)

- 5.9 The first instance of dependencies conflicting was encountered within the land assembly process. The Council attempted to acquire key land parcels such as the former Forum Shopping Centre and negotiate with a leaseholder occupying a unit within the regeneration area, to achieve a relocation. These negotiations were not successful necessitating a Compulsory Order Process (CPO) which was agreed by Cabinet in September 2022. The CPO process was lengthy and complex and took the project beyond the deadline for spending the LUF funding, which prompted the move to a phased delivery approach (as set out in the Project Chronology at Appendix 2).
- 5.10 Ultimately, it was not necessary to progress the CPO to its conclusion, as the Council reached negotiated agreements with key landowners which later led to decisions made by Cabinet in June 2024 to proceed with the acquisition of the Forum Shopping Centre. Negotiations resumed with a leaseholder occupying a key site within the regeneration area in 2025 and this is covered later in the report.
- 5.11 Other dependencies that created conflict was the challenge with engaging and retaining a contractor for the Northern Gateway scheme which were addressed by implementing a two stage construction contract which enabled a pause between the design phase and the delivery phase whilst the highway works could be progressed.
- 5.12 During 2022 and 2023, the Council's appointed design team progressed the detailed technical work necessary to understand the final design and cost of each scheme component before a decision could be made by the Council to approve the works and move to contractor procurement.
- 5.13 The design work progressed through the various RIBA stages² with a RIBA Stage 2 report for the Cultural Hub and Northern Gateway produced and received in summer 2022 and RIBA Stage 3 report produced and received in summer 2023. At the same time, a RIBA Stage 1 report for the proposed Civic Hub was produced.
- 5.14 An outline planning application for the original LUF scheme was submitted in March 2023 and approved in July 2024.
- 5.15 The original bid scheme was worked up into a more detailed design underpinned by technical work and surveys, and the cost plan was refreshed by the consultant team. The cost of the Cultural Hub and Northern Gateway elements of the scheme increased significantly from the bid level estimates to detailed design and the cost exceeded the funding envelope identified in the bid. During 2022 and 2023, the prevailing economic conditions and global events created significant volatility around construction costs and high inflation which affected the viability of the project.
- 5.16 Through the detailed design process, it became clear that it would not be possible to expand the seating capacity of the theatre as part of the proposed refurbishment of

²The RIBA Plan of Work consists of eight stages that guide construction projects from inception to completion, with Stage 3 finalising the design [2020ribaplanofworkoverviewpdf.pdf](#)

the Prince of Wales Theatre, due to the constraints of the building structure. This limited the ability to increase income from shows in the auditorium and therefore its viability.

- 5.17 Council officers worked with the design team to review the designs and the cost plans for the entire scheme with a view to identifying a deliverable scheme that could be contained within the previous approved budget and still deliver the anticipated outputs but concluded that the scheme needed to be reviewed before it could move forward. The complexities around the CPO process also created uncertainty around land assembly and had a significant impact on the delivery programme and timetable.

Ministry of Housing, Communities and Local Government (MHCLG) Involvement

- 5.18 Due to the challenges in progressing the delivery of the original scheme, the Council accepted support from a new MHCLG Discovery Team which had been set up to support councils in receipt of Levelling Up Fund grant awards. The Discovery Team's remit was to provide focussed support and advice to identify elements of the scheme that could be delivered within the funding timescales.³
- 5.19 The Discovery Team met with senior officers between January and March 2024 and undertook site visits. The extent to which MHCLG were required to approve any changes to the original scheme depended on the nature and scale of the proposed amendments, the potential impact on budget and the outputs and outcomes that would be delivered (the benefits of the scheme as a whole).
- 5.20 Where a change was considered significant by MHCLG a Project Adjustment Request (PAR) process was triggered. Regular communication with MHCLG, both with the Discovery Team and via the quarterly monitoring returns submitted by the Council, helped to determine whether the PAR process applied. For Cannock Chase this first occurred in June 2024, following the engagement with the MHCLG Discovery Team.
- 5.21 To address the concerns around land availability, cost control and deliverability and with support from the MHCLG team, the Council agreed a phased approach to delivery of the scheme.
- 5.22 Phase One was agreed by Cabinet in March 2024, with Members agreeing to the following project scope:
- Demolition of the former Multi-Storey Car Park and Indoor Market Hall site
 - Creation of the Northern Gateway; removing the existing subway and connecting the town centre to the bus station and Beecroft Road car park via high quality public realm and creation of a new café unit
 - Refurbishment of Beecroft Road car park

³ In July 2025 MHCLG published this report discussing the challenges Councils were experiencing [Levelling Up Fund Process Evaluation – Phase 1](#)

- 5.23 The second phase of delivery related to a wider area within the town centre. Phase 2 was focussed on creating a future re-development opportunity that could attract investment into the town centre. The scope of works was as follows:
- Acquisition and demolition of the former Forum Shopping Centre
 - Acquisition and partial demolition of retail units along Church Street, Market Street and Market Hall Street
 - Public realm works
- 5.24 The Council continued at this stage to explore options for the Theatre and engaged with the previous operator IHL to identify potential improvements that could enhance the theatre offer and experience for users and increase income generation. This led to Page\Park being commissioned to develop a concept plan for a more modest refurbishment and this report was completed in August 2024. This was accompanied by a high level cost plan produced by Tetra Tech. Due to ongoing discussions at that time around the leisure contract review, this workstream was paused at this stage.

Current Position

- 5.25 Based on the original scheme and the phased approach agreed by Cabinet in March 2024 (Phase 1) and June 2024 (Phase 2) and decisions taken by Cabinet in December 2025, progress across the programme is as follows:

Project	Workstream	Current Status
Original scheme		
Cultural Hub	Refurbishment of Theatre, business workspace	Not progressed due to prohibitively high construction costs and outcome of the leisure contract review and subsequent Council decision to close the Theatre.
Retirement living complex	Release of site within regeneration area	Not progressed due to inability to reach an agreement to relocate existing leaseholder.
Civic Hub	Council funded new Civic Hub	Not progressed due to prohibitively high construction costs and lack of certainty of wider scheme. In December 2025, the Cabinet did agree in principle to look at the potential to relocate to smaller office space within the town centre, subject to a detailed business case.
Phase 1 (Cabinet March 2024)		
Demolition	Multistorey Car Park	Demolition concluded, final groundworks being completed
Northern Gateway	Units 1-3, Cannock Shopping Centre	Leasehold acquired, vacant possession secured, demolition complete, remedial works underway.

Project	Workstream	Current Status
Northern Gateway	Beecroft Road Car Park Resurfacing	The Council has worked up a design for the refurbishment of the car park including landscaping and installation of EV Charging points. This work has been paused pending the outcome of the decisions made on the Development Framework and Theatre. There are options to be considered in relation to the future of the car park which are outlined later in the report.
Northern Gateway	Steps and ramps - entrance to the town centre	Following the completion of detailed technical design work the cost of the highway works element of the Northern Gateway and proposed café increased significantly from original estimates. Cabinet agreed in December 2025 to remove these elements from the scope of the project and to progress an appropriately scaled public realm improvement scheme that is within previously agreed budget and delegations for phase 1 works agreed in March 2024. Subject to consideration and confirmation of the development options set out in this report the revised scheme (without highway works) could be designed and progressed.
Phase 2 (Cabinet June 2024)		
Land Assembly	Forum Shopping Centre	Acquired February 2025, vacant possession from March 2025.
Land Assembly	Retail units along Market Hall Street, Market Place and Church Street	Acquired February 2025. Cabinet were advised that the retail units along Market Hall Street were mostly occupied and would be subject to a future review with a report to come back to Cabinet for further consideration. This would consider retaining or disposing of the units.
Demolition	Forum Shopping Centre	Planning consent issued October 2025 for demolition of the shopping centre; demolition complete, final groundworks underway.
Demolition	Church Street and Market Place Retail Units	Planning consent issued February 2026, one tenant in situ but vacation date now confirmed as September 2026. Pre-demolition works to vacant units completed Spring 2026.

- 5.26 In September 2025, MHCLG removed the need for PARs and simplified the monitoring regime associated with the funding and determined that local authorities should have more flexibility as to how they wish to use the regeneration funding. LUF is now referred to as the Local Regeneration Fund⁴ (LRF). The deadline for the spend of the funding was extended to 31 March 2028.

Previously Approved Workstreams Recommencing

- 5.27 In March 2024 Cabinet resolved to refurbish the existing Beecroft Road car park as part of the Northern Gateway project within the Cannock Town Centre Regeneration Programme. Permission to spend on both elements was confirmed and in January 2025 the Council engaged Speller Metcalf in a Pre-Construction Services Agreement (PCSA) to design and implement the Northern Gateway scheme. In December 2025 Cabinet acknowledged that the remainder of the Northern Gateway works which sought to alter the highway arrangement, infill the pedestrian subway, install new steps and ramps and create a new café at road level were no longer value for money and this element of the project was closed. A commitment was made to deliver improvements to the steps, ramp and underpass as part of the Beecroft Road car park refurbishment, without carrying out works to the highway. Members are advised that the design element of this project has now been commissioned.
- 5.28 In June 2024 the Cabinet resolved to demolish the recently acquired vacant retail units along Church Street, subject to planning permission being granted which occurred in February 2026. Whilst pre-demolition works have been carried out the demolition itself has been paused whilst the Council awaited clarification from the Halifax bank as to their intentions regarding their lease. Separately to this Halifax announced in June that the branch would close in September 2026 as part of a corporate strategy and therefore the demolition works can now be confirmed and are scheduled to start.
- 5.29 Both of these workstreams are already contained within the permissions to spend of March and June 2024.

Options for consideration

- 5.30 The Council now needs to determine a way forward for the Town Centre Regeneration programme by considering options for the delivery of regeneration opportunities utilising the remaining LRF / Council funding.
- 5.31 The first option is to progress the draft Development Framework that has been produced (Appendix 3) and to consider the sub-options relating to each land parcel within the Framework. This creates the potential opportunity for a broad mix of development uses to come forward to support the regeneration of the town centre and creates a scalable development site which could be of interest to developers and operators.

⁴ [Local Regeneration Fund - GOV.UK](https://www.gov.uk/government/news/local-regeneration-fund)

- 5.32 Alternatively, there is an option to retain and refurbish the Prince of Wales Theatre bringing it back into use. Whilst this could deliver benefits for the town centre and community, Cabinet will need to consider this alongside the opportunity to support a wider mix of uses within the Development Framework. Furthermore, this option presents risks and delivery challenges to the Council.
- 5.33 Consideration of the options and accompanying detail is set out in Appendix 4. This paper has been produced by the Council's appointed Development Consultants, Continuum, to help inform the Cabinet's deliberations and selection of a preferred option.

Draft Development Framework Option

- 5.34 In December 2025, Cabinet considered a report relating to the creation of a Development Framework document for the town centre. This would produce a concept masterplan for the Council owned sites setting out the types and amount of development the various plots would be capable of delivering. It is important to note that the Development Framework is a spatial document that sets out possible location and massing (size) of buildings, but it is not a planning application document. The proposals are indicative only but help to guide proposals from potential developers and operators. The Framework includes illustrative designs, plans and parameters, proposed uses within the red line of the regeneration area and planning context. If this option is selected, the Development Framework would become part of the formal developer selection and evaluation process.
- 5.35 Three in principle decisions were considered at Cabinet in December 2025 relating to:

(i) proposal for the Council to vacate the Civic Centre to facilitate redevelopment of that site

Cabinet were advised that the existing Civic Centre is larger than required to deliver Council services and due to the age of the building is expensive to run and has a backlog of maintenance.

The government have announced the decision on Local Government Reorganisation which will see a new South and Mid Staffordshire unitary council replace Cannock Chase Council in April 2028. It is unlikely that the new authority will require a large civic building in Cannock, but it is nonetheless important for residents to have a local point of contact with the new Council. There is the potential for an appropriately sized base within the town centre, which could be co-located with partners or other service providers.

If the Council moved out of the Civic Centre it creates a development site for a number of possible uses, including retail and social and other housing.

(ii) proposal to relocate an existing leaseholder onto the front of the Civic Centre site to facilitate redevelopment of the existing store on Market Hall Street

The report sets out a proposal to relocate an existing leasehold occupying a key unit within the regeneration area to the front part of the Civic Centre site, this was dependent on the above in principle decision for the Council to vacate.

Members were asked to agree to progress the negotiations with the leaseholder regarding their relocation and subsequent demolition of their existing premises. The proposed relocation of the store creates a larger and more viable development site in the town centre. It would also safeguard the presence of the leaseholder in the town centre, the footfall that it drives and the jobs it provides. The remainder of the Civic Centre site could be earmarked for residential purposes including provision of affordable housing or a retirement/older living scheme.

(iii) proposal to demolish the redundant theatre building, subject to securing planning permission

Following the Council's decision to close the Prince of Wales Theatre as part of a budget saving in February 2025 and noting the constraints of repurposing the existing building, Cabinet agreed to include the Theatre within the red line of the regeneration area with the intention to demolish, subject to securing planning consent.

5.36 The above in principle decisions were subject to the development of detailed business cases but work on these was paused in light of the announcement of the local elections in May. Despite the Council decision in January 2026 not to allocate further funding in the capital programme to support the proposals, Cabinet should note that those three proposals (and the associated assumption of redevelopment) still underpin the regeneration site boundary as confirmed by the Cabinet in December 2025. As a result, the document at **Appendix 3** was drafted at the request of the previous Cabinet. The draft Development Framework proposes the following phased development scheme:

- Up to 206 residential units across the existing Civic Centre site and along Church Street (including the former Prince of Wales theatre site).
- Up to 3614m² of commercial development at the front of the existing Civic Centre site and the former multi-storey car park site.
- An education and cultural space on the site, this could potentially accommodate any future expansion by Cannock College and/or a new Civic Hub, although members should note that this is currently an aspiration rather than a fully developed proposal.
- A decked car park at Beecroft Road and improved access into the town centre.
- New public realm in the main town centre.

5.37 The draft Development Framework was scheduled to be reported to Cabinet in the spring however the re-confirmation of local elections in February 2026 meant that any decision-making process would need to pause until after May. The time in between has been used to collate all of the information on the scheme to date, as set out in the report, to assist Members in making an informed decision on the proposals for the regeneration of the town centre.

5.38 The draft Framework could deliver a number of outcomes including:

- Delivers new housing (up to 206 homes), helping meet local need and increasing town centre living.
- Increases economic activity through new commercial space, supporting businesses and job creation.
- Enhances education and cultural provision, with potential for a college expansion new studio theatre.
- Improves accessibility and infrastructure with a new decked car park and better town centre access.
- Strengthens town centre vitality by bringing more residents, workers, and visitors into the area.

Prince of Wales Theatre Retention Option

5.39 To enable Members to take an informed decision on the future of the Theatre officers have commissioned further detailed cost estimates on the option of retaining the building.

5.40 The costs associated with retaining the existing building and addressing the capital works needed before the building could be brought back into theatre use have been updated and costs relating to asbestos, building condition and mechanical and electrical (M&E) requirements added in April 2026.

5.41 The detail of the reports commissioned is as follows:

Report	Prepared By	Date of Report
Refurbishment and Demolition Asbestos Survey	C&D Consulting and RDM Surveys Ltd	10/03/26
M&E Condition Report	Crooks Walker Consulting	15/04/26
Technical Due Diligence Condition Survey Report	Integra	29/04/26
Initial Budget Costs and Executive Summary	Tetra Tech	05/06/26

5.42 The capital costs as produced by Tetra Tech are informed by each of the other reports and are based on the Page\Park Concept Design Report of 14 August 2024. Using costs as at Quarter 1, 2026 and excluding inflation a minimum capital budget of £9,609,623 would be required. The Executive Summary produced by Tetra Tech (enclosed in **Appendix 5**) sets out the rationale for the estimates.

5.43 The designs upon which the estimates are based are at a concept stage only and would need to be developed to RIBA Stage 3 before revisiting the cost requirement. The cost plan is subject to change depending on the final design of the scheme.

- 5.44 Due to the significant work that would need to be progressed to design a detailed scheme for the Theatre and the cost uncertainties, it is not possible at this stage to determine with any certainty the balance of funding available to progress any further elements of the Development Framework. In the first instance, the balance of funding would need to be used to make good/or complete the demolition of the multi-storey car park, make safe the cleared sites and demolish the remaining Cabot buildings, along Church Street and Market Place.
- 5.45 The Council would not be able to commit to other capital elements of the regeneration scheme until the available budget is confirmed, beyond what has already been contractually committed. Progressing the Theatre retention option would create a hiatus with the wider regeneration of the town centre which would be detrimental to public and developer confidence.
- 5.46 At the request of the four political Group Leaders, the Theatres Trust (national) was commissioned to provide advice on a number of questions in relation to the Theatre to aid decision making. The Theatres Trust is the national public body for theatres, with a statutory remit to protect theatres for the benefit of the nation and to advise decision makers on the value, viability and long-term sustainability of theatres. Their advice is provided at **Appendix 6**. This advice recommends that the Council defer any final decision on the Prince of Wales Theatre until independent economic and social impact evidence has been commissioned, completed and determined by elected members. They are not able to support either retention or demolition at this stage, with the evidence available.

Theatre Operator Considerations

- 5.47 When considering whether to refurbish and reopen the Prince of Wales Theatre it's important to recognise that there is currently no operator to run it and the theatre has been closed for over 12 months.
- 5.48 In November 2024 when Cabinet agreed to the proposed closure of the Prince of Wales Theatre, there was no consideration of reopening it. It was only after significant interest from local groups did the Council consider there may be an opportunity for it to reopen. In March 2025, Members asked for a process to be established to assess whether any locally interested groups would be in a position to sustain the operation of the Prince of Wales Theatre, on the basis of a community asset transfer with zero financial subsidy from the Council. This was based on the decision made by full Council in February 2024 to remove the budget that subsidised the operation of the theatre in response to budgetary pressures.
- 5.49 In considering a future operator for the theatre, it is necessary to consider on what model this would be based. The Theatres Trust is the national advice and advisory body for the UK's theatres. In relation to subsidy requirements, they state that "While a few of the mid-scale and large-scale theatres have developed zero subsidy models it remains a rarity and most local authority venues previously transferred to an

independent operator still require a subsidy⁵.” They go on to say, “It is unusual for theatres under 800 seats to be viable under this model amongst the current commercial operating models, but this may change”.

The Midscale Theatre Venues Impact Study 2024 (enclosed at **Appendix 7**) discusses the challenges faced by similar venues across the country. It notes that “in order to sustain their missions and impacts, regional mid-scale theatres are drawing on their cash reserves at an unsustainable rate...if their financial capacity isn’t secured, mid-scale theatres may not be able to continue to deliver”. It is also the case that other theatres in Staffordshire operate with subsidy. One of the two groups interested in taking on the Prince of Wales Theatre as a Community Asset Transfer withdrew from the process because they accepted they could not run it without subsidy. On this basis, it should be assumed subsidy would be required from the Council to an operator to run the Prince of Wales Theatre.

- 5.50 The Council would need to procure and contract with an operator in accordance with the requirements of the Procurement Act 2023. The likely timescale for completion of the procurement process is around 12 months. Consideration will need to be given whether as part of this process, the potential operators views are sought on the redesign elements of the theatre as this could have implications for their tenders and the level of subsidy required. To minimise the financial and reputational risk, it is essential that an operator is secured in advance of commencing the refurbishment works. It is anticipated that while the procurement process is underway, detailed designs would be worked up for the refurbishment of the theatre. If the Council were to pause the design works on the theatre until an operator was contractually committed this would build in a delay of around 12 months across the programme as a whole.
- 5.51 It must be noted that procurement of an operator for the Prince of Wales Theatre carries a significant level of risk. There is likely to be interest from operators to take on a mid-sized theatre, however there is a risk that the procurement opportunity in Cannock does not attract any operators, or it attracts operators but at a cost the Council cannot afford. Factors that will influence this include:
- The Prince of Wales Theatre has been closed for over a year and audiences and productions have gone elsewhere. A new operator would have to build this up over a period of time;
 - There isn’t a final design for the Theatre;
 - There will be a time lag between the operator being awarded the contract and the theatre opening;
 - There isn’t a date for the Theatre to open;
 - The Theatre was closed because the council couldn’t afford the subsidy;

⁵ Theatres Trust advice on outsourcing theatre operations [Outsourcing theatre operations original.pdf](#)

- The size of the Theatre will mean some of the larger, commercial operators are unlikely to be interested;
- There is no certainty of local government budgets and,
- Local government re-organisation means that Cannock Chase District Council won't exist by the time the Theatre reopens, and we cannot assume that a successor council will allocate a budget to subsidising the running costs of the theatre.

5.52 The Theatres Trust (**Appendix 6**) have provided elements to consider that would increase the likelihood of a successful procurement, which would be considered as part of any procurement alongside ongoing costs to the Council. They have also included examples of theatres that have been closed but successfully secured a new operator.

5.53 Whilst the Theatre retention option requires significant investment and creates significant risk, it could potentially deliver a range of positive outcomes and benefits including:

- Support the town centre economy by increasing footfall and spend in nearby businesses
- Creates employment opportunities in both the Theatre and wider supply chain
- Strengthens community pride and cohesion by providing a shared cultural space for residents
- Improves wellbeing and access to culture, offering inclusive entertainment and creative opportunities
- Brings an empty building back into productive use

As with both options, this is subject to further detailed due diligence, design work and full business cases being undertaken by officers before any final commitment is made to delivery.

Financial assessment

5.54 The draft Development Framework can be delivered in phases within the existing funding allocated to the regeneration programme.

5.55 The significant capital funding required to reopen the theatre will leave limited funding to progress the other elements in the draft Development Framework, and subject to detailed design and fit out considerations these are likely to increase further. If Members are minded to progress the retention and refurbishment of the Prince of Wales Theatre, it should be noted that whilst the initial costs relating to that building are set out in detail in **Appendix 5** the budget for site preparation works for the residential and commercial schemes, Beecroft Road and the public realm improvements cannot be committed until the final theatre costs are confirmed.

5.56 Detailed financial and viability data is contained within the **Confidential Appendix** due to the commercially sensitive nature of the information and the potential to prejudice the Council's position in current and future negotiations. The financial assessment provided has been produced by the Council's consultants Continuum

and any values relating to the disposal of land interests should not be treated as red book valuations, but estimates based on comparable transactions either in Cannock or adjacent areas.

Phasing and timing considerations

- 5.57 A key consideration in determining a preferred option is the phasing of each option and what can be delivered before the funding deadline of 31 March 2028. Furthermore, Cabinet will be aware that the government have confirmed its intention to reorganise local government in Staffordshire with the dissolution of existing councils and the creation of two new unitary authorities. Shadow Unitary Authorities are expected to come into effect from May 2027, with all functions, assets and liabilities being vested into the new Authority from 1st April 2028.
- 5.58 It should be noted that it will be challenging to deliver either of the options due to these factors. A decision to reorganise is brought into effect by a Structural Change Order. Once that order is made, it is anticipated that the government will make a section 24 direction. The section 24 direction will restrict the ability of all current Staffordshire Authorities to enter into significant contracts without the written consent of the new Shadow Authority. This will almost certainly mean that the Council will need to obtain written consent from the Shadow Authority before completing either a theatre operator contract or a works contract for refurbishment of the building.
- 5.59 Delivery of the opportunities set out in the draft Development Framework goes beyond the lifespan of Cannock Chase District Council. Whilst the Council should be able to progress certain workstreams such as the demolition of the Theatre and complete the clearance of sites and it may be possible to secure developers/operators to build out some of the residential plots, decisions around the future of the Civic Centre may be deferred to the Council's successor authority, meaning proposals around the Education/ Cultural space and relocation of the leaseholder could extend beyond the LGR timescale.
- 5.60 If the Theatre retention option is selected, then further work will need to be undertaken by officers to progress the procurement of an operator, to undertake precontract design work and to procure a suitable contractor. It is anticipated that procurement would take at least 12 months. Timescales for detailed design and cost uncertainties associated with the Theatre refurbishment will preclude any progression of the Development Framework that supports the wider regeneration of the town centre.

Decisions Required to Confirm the Preferred Development Framework mix

- 5.61 The Council needs to determine the preferred way forward for the regeneration of Cannock Town Centre. This requires Cabinet to make a strategic choice between two distinct approaches:
- i) Progressing the Development Framework, which enables a comprehensive, mixed-use redevelopment of the town centre and assumes the redevelopment of the Prince of Wales Theatre site; or
 - ii) Retaining and refurbishing the Prince of Wales Theatre as a standalone project, with other regeneration works identified once the balance of funding is known.

5.62 Should Cabinet prefer to progress the Development Framework approach, further decisions would be required to confirm the preferred redevelopment option for each plot within the regeneration area. A number of options have been identified for each plot, reflecting different approaches to land use, delivery, and phasing. These options are set out in detail in Appendix 4 together with pros and cons and relate to the following plots:

- Future of Civic Centre site
- Leaseholder site
- Beecroft Road car park
- Proposed residential and mixed-use plots
- Public realm

Conclusion

5.63 For the regeneration programme to now move forward Cabinet is therefore asked to determine which of the two approaches set out in this report best meets the Council's objectives for deliverability, affordability and regeneration impact.

5.64 Once the preferred option is confirmed detailed design, feasibility and deliverability studies will be prepared and presented to Cabinet for final approval.

6 Implications

6.1 Financial

The budget allocated to all phases of the project is £26.265 million.

Scheme delivery is expected to operate within this financial envelope.

To date £8.994 million of capital funding has been spent and deducting projected financial commitments of £2.308 million leaves a balance of £14.083m to be allocated and spent on the project. Future spend is dependent on decisions made by Cabinet/Council and an assessment of the estimated cost of each option is set out in the Confidential Appendix.

6.2 Legal

As the Local Regeneration Fund award is a grant Officers need to ensure that all associated grant conditions are monitored and met. Procurement of any works, or services, enabling development will need to be conducted in accordance with rules set out in the Councils Procurement Regulations and the Procurement Act 2023.

Section 1 of the Localism Act 2011 gives the Council the general power to do anything that individuals generally may do (general power of competence). Section 111 of the Local Government Act 1972 allows the Council to do anything which is calculated to be facilitate, or is conducive or incidental to, the discharge of its functions. Section 145 of the Local Government Act 1972 gives the Council the power to provide theatres, or other premises suitable for the giving of entertainments.

The government has indicated its intention to make an order for dissolution of the Council by 1st April 2028 and transfer if its functions to a new South and Mid Staffordshire Unitary Authority. As part of the process, it is intended that elections to

the Unitary Authority will take place in May 2027 (with the new Authority acting as a Shadow Authority in its first year). Section 24 of the Local Government and Public Involvement in Health Act 2007 gives the Secretary of State the power to issue directions to any Council that is to be dissolved as part of local government reorganisation. The direction can prevent the Council from (a) disposing of land over £100,000 in value, (b) entering into any capital contract with consideration exceeding £1million or (c) entering into any non-capital contract with consideration over £100,000 where the period of the contract extends beyond 1st April 2028 (or which allows for such an extension), unless they first obtain written consent from a person specified by the SoS (this is likely to be the new Shadow Authority). A direction is expected to be issued following the May 2027 elections.

The Council is at risk of challenge by way of judicial review where any party with standing can demonstrate that the Council has acted unlawfully in public law terms. Accordingly, decision makers are advised to reach a decision by reference to all relevant considerations, disregarding irrelevant ones, and be satisfied that the recommended course of action is a rational course of action for the Council to take. Decision makers should consider whether the financial consequences of their decisions are prudent, having regard to the Councils general fiduciary duties.

6.3 Human Resources

The delivery of the town centre regeneration project will require sufficient resource and capacity to ensure that the selected scheme can be delivered to the agreed specification and within budget. The Council will need to assess the resource implications of either option and determine what level of additional resources are required across various service areas including Regeneration, Legal, Finance, Communications and Corporate Assets.

6.4 Risk Management

Delivery of the Town Centre Regeneration scheme is already identified as a risk on the Council's strategic risk register. The elements of this risk pertinent to this report are:

- There is a risk that the high profile large regeneration projects may not deliver as anticipated, to time or to budget, leading to reputational risks to the Council and creating financial risks that impact on the Council's financial position and could impact on service delivery and hinder the Council's wider ambition to secure economic prosperity for the District.
- There is a risk that the Council may not be able to secure a development partner to re-develop the cleared sites.

The consequences of this risk are:

- Major reputational risk for the Council in terms of not delivering the schemes that local residents expect; potential that Council may be unsuccessful with future funding bids
- Reduced growth and economic prosperity for local residents
- Decline of town centres / impact on major redevelopment proposals

- Council exposed to unplanned financial risks and pressure on revenue resources which impacts on delivery of core services
- Clawback of funding for non-delivery
- Increased pressure on already stretched services/functions of the council which have capacity issues.
- Cleared sites could sit empty for indeterminate period if developer interest doesn't materialise

The risk is currently scored as 12 which means that it is a high/red risk. A high risk sits outside of the Council's risk appetite. However, in view of the opportunities offered by the successful regeneration of the town centre, the Council has chosen to accept this risk and ensure that there are sufficient controls in place to manage it.

Current Position

The Cabinet is now being asked to determine the way forward at a crucial stage in the delivery of the project. The strategic risk as set out above will continue to be a risk going forward. The project is of a significant scale and complexity; rigorous project management and professional support will be needed to manage this risk.

For both options, there are risks that:

- The scheme doesn't deliver the intended outcomes or best outcomes for the district. This risk could be mitigated in part by seeking the views of residents through a consultation process; and
- The cost estimates and other data underpinning the options may not be robust. Further checks and due diligence are required to mitigate this risk.

In addition, there are specific risks associated with each of the options.

1. For delivery of the Development Framework and the key risks are:

- Failure to secure development partner(s) for the different elements of the scheme.
- The College decides not to proceed or fails to secure the additional funding it will need to deliver its additional accommodation/the cultural hub.
- The existing leaseholder does not wish to relocate, or the council is unable to demonstrate the value for money in the relocation.
- Planning consent is not granted.

The current assessment of risk for securing a development partner is considered to be high due to current market conditions and macro uncertainties.

In terms of the college and the leaseholder, if one or both decided not to proceed, alternative options for these sites could be pursued. Albeit this would delay the scheme. This could lead to risk of failure to spend the grant funding by March 2028.

2. For delivery of refurbishment of the Prince of Wales Theatre and the procurement of a successful operator, the key risks relate to the complexity of the timing and delivery of this project.

If works on the refurbishment of the theatre proceed ahead of securing an operator, there is a risk that we may not secure an operator and will have spent considerable sums on a building which will not be able to open.

Alternatively, if a theatre operator is secured before works commence, there is a risk that the Government could stop the work from proceeding due to the issuing of a Section 24 Notice which would prevent the Council from making major financial or contractual commitments without the consent of the incoming shadow authority during local government reorganisation.

There is also a risk that a delay would increase the costs of refurbishing the theatre, due to inflation etc and reduce the funding available for other elements of the scheme.

If the Council were to be successful in securing an operator for the theatre, there is a financial risk to the Council with regard to the level of subsidy that the operator would require. Whilst an estimate would need to be made for budget planning purposes, it should be noted that when LGR proceeds the Council will be binding a future authority to this level of subsidy. This will require legal advice.

There is the additional risk that an operator may not be able to deliver the service to the terms of the contract, and the subsidy in particular, particularly given the length of time that the theatre will have been closed and the loss of clients. The Council would look to mitigate this risk through a formal procurement process in accordance with the Procurement Act 2023, seeking interest from organisations that are experienced in operating theatres and have a suitable infrastructure to support service delivery.

There is considerable uncertainty in the project to restore and re-open the Prince of Wales Theatre and overall the risk is assessed as being High.

Either option presents significant risks although these need to be balanced against the potential outcomes and benefits set out at paragraphs 5.38 and 5.53.

6.5 Equalities and Diversity

An Equalities Impact Assessment (EIA) was previously carried out when the Council considered closure of the theatre in 2025 (See Appendix 8). It is recommended that the Council undertakes public consultation to gather views on the proposed options in this report. The feedback obtained will then inform the preparation of further EIA's for each option, ensuring that potential impacts on different groups are fully considered before a final decision is made.

6.6 Health

It is recognised that a redevelopment of this scale will have significant impacts on many of the wider determinants of health and the Council will work with partners to ensure opportunities to reduce health inequalities are maximised.

6.7 Climate Change

Either option has the potential to deliver positive impacts in relation to climate change. There will be a strong emphasis on maximising opportunities to design buildings and developments to achieve the highest possible standards of energy efficiency and sustainability. It should also be recognised that new build development typically provides greater scope to incorporate modern, low-carbon technologies and sustainable construction methods when compared to the adaptation of older buildings, such as an existing theatre.

7 Appendices

Appendix 1: LUF Application Site Boundary

Appendix 2: Project Chronology

Appendix 3: Draft Development Framework Summary

Appendix 4: Cannock Town Centre Regeneration Options Paper

Appendix 5: Cost information relating to the Prince of Wales Theatre

Appendix 6: Theatres Trust Report

Appendix 7: Midscale Theatre Venues Impact Study 2024

Appendix 8: Equalities Impact Assessment

CONFIDENTIAL APPENDIX Financial & Viability assessment (Continuum)

8 Previous Consideration

Cabinet: 2 February 2022, 16 June 2022, 15 June 2023, 28 March 2024, 12 June 2024; 4 December 2025

Council: 21 January 2026

9 Background Papers

Theatre Surveys.

Contact Officer:	Michelle Smith
Telephone Number:	01785 619 335
Ward Interest:	Cannock Longford and Bridgtown
Report Track:	Cabinet: 20/08/26
Key Decision:	Yes

LUF Bid Site Plan



Northern Gateway



Cafe/Bar from Church Street



Leisure Hub and Theatre from Church Street



Business Incubator
Managed Workspace



Culture and Leisure Hub
Atrium

Project Chronology

Date	Activity	Links
Levelling Up Fund Bidding Process		
03/03/21	LUF Prospectus published and 15 week bidding window opens.	Levelling Up prospectus.pdf
04/05/21	LUF Technical Note published. This document was an integral part of the bidding process but released 9 weeks into the bidding window.	Levelling Up Fund - Technical note - UK wide
18/06/21	Deadline for bids.	
21/10/21	Successful bids announced as part of the UK Spending Review. Deadline for funding to be spent confirmed as 31 March 2025.	Levelling Up Fund: first round successful bidders - GOV.UK
FUNDING DEADLINE 31 MARCH 2025		
LUF: Design Development – Original Scheme		
16/06/22	Cabinet permission to spend to appoint multi-disciplinary consultants to develop the redevelopment scheme. TetraTech appointed following a competitive procurement process.	
08/09/22	RIBA Stage 2 draft issued to CCDC. Cost plan for scheme identified that scheme cost was unaffordable. Council officers worked with the design team to review the scheme to reduce costs. Feedback provided from CCDC officers to inform final draft.	
LUF: Requirement for Compulsory Purchase Order		
15/09/22	Cabinet approve the making of a Compulsory Purchase Order (CPO) in respect of multiple parcels of land within the town centre to facilitate delivery of the grant funded scheme. Action taken following the inability to negotiate a settlement with principally Homes Bargains, the Forum or Cabot.	
18/10/22	Updated RIBA Stage 2 report issued to CCDC.	

Date	Activity	Links
04/05/23	RIBA Stage 3 draft issued to CCDC. Feedback from CCDC/IHL to inform final draft. Cost for amended scheme still higher than available financial envelope.	
15/06/23	Cabinet approve permission to spend in respect of the acquisition of Units 1-3 Cannock Shopping Centre (outside of CPO). Report notes best case scenario for CPO completion to be 16/02/26 (11 months after the LUF deadline).	Full Papers - Cabinet 150623 (Public Copy) Minutes: Full Papers - Cabinet 180724
05/07/23	Updated RIBA 3 detail issued to CCDC. Despite designs being amended, the costs remain above the available financial envelope.	
LUF: Introduction of Phased Approach		
31/01/24	MHCLG Discovery Team inception meeting with CCDC to discuss the deliverability of the existing scheme and potential alternative options given the increased costs and CPO timescale.	
27/02/24	Discovery Team content that works to Beecroft Road car park, the Northern Gateway and multistorey car park demolition can proceed as Phase 1; more detail required on Phases 2 and 3. No objection to descope the existing theatre proposals.	
28/03/24	Cabinet approval for new phased approach to delivery. Permission to spend in respect of Phase 1 activities. CPO formally withdrawn.	Full Papers - Cabinet 280324 (public copy) Minutes: Full Papers - Cabinet 250424 (public copy).pdf
10/04/24	Meeting between CCDC officers and IHL to review theatre design and identify options to reduce build costs and maximise commercial opportunities.	
20/05/24	Discovery Team confirm MHCLG acceptance of Phase 2 subject to submission of a Project Adjustment Request (PAR). Discovery Team also reviewed Phase 2 Cabinet report	
12/06/24	Cabinet approval for Phase 2 land acquisitions and permission to spend for Phase 2 activities	Full Papers - Cabinet 120624 (public copy) (updated 060624) Minutes: Full Papers - Cabinet 180724

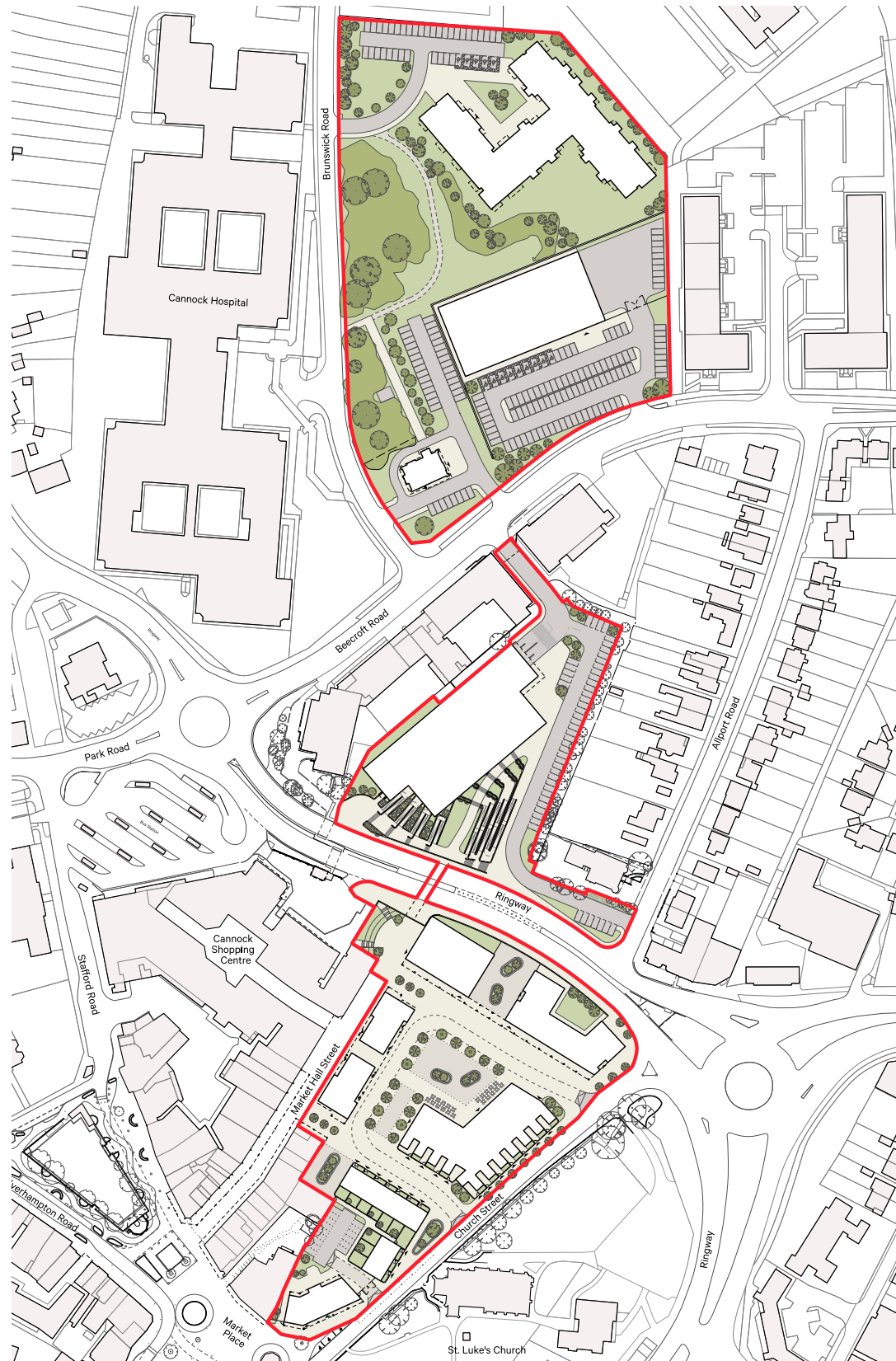
Date	Activity	Links
GENERAL ELECTION 4 JULY 2024		
19/07/24	PAR submitted in respect of Phase 2 Cabot land acquisition. Approval of the PAR necessary to then implement Cabinet approvals of 12/06/24	
28/11/24	Cabinet support recommendations proposing to close the Prince of Wales Theatre based on budget position.	Full Papers - Cabinet 281124 (public copy) (updated 251124)
29/11/24	MHCLG confirm July 2024 PAR not being reviewed, confirmation provided that Cabot purchase can proceed. Change of Government led to a change of PAR processes	
January 2025	Spend deadline extended to 31 March 2026. Extension only granted 2 months before the original deadline meaning unspent monies would otherwise have been at risk of repayment	
30/01/25	Cabinet approve the budget for 2025/26 noting the closure of the Prince of Wales Theatre from the end of April 2025	Full Papers - Cabinet 300125 (updated 230125) Minutes: Full Papers - Cabinet 091025
12/02/25	Full Council approve the budget for 2025/26 noting the closure of the Prince of Wales Theatre from the end of April 2025. Equalities Impact Assessment re Prince of Wales closure included in the papers and consultation results on an alternative culture and heritage offer.	Full Papers - Budget Council 120225 Minutes: Full Papers - Council 260225
April 2025	LUF Spend deadline extended to 31 March 2027	
30/04/25	Prince of Wales Theatre closes	
FUNDING DEADLINE 31 MARCH 2028		
02/09/25	MHCLG confirm the spend deadline is extended to 31 March 2028	
September 2025	Cabinet agree not to proceed with a Community Asset Transfer of the Prince of Wales Theatre on the basis that it could not be demonstrated that CCTT could run it without subsidy.	Full Papers – Cabinet 040925 Minutes: Full Papers – Cabinet 091025

Date	Activity	Links
04/12/25	Cabinet resolved to agree the updated programme scope, gave permission to spend the remaining capital budget of £6.615m, agreed in principle, subject to a detailed business case to relocate CCDC from the Civic Centre and to include an existing large retail unit and Prince of Wales theatre building within the red line for the regeneration programme with the intention to demolish both, subject to planning permission. Cabinet also agreed to the creation of a revenue budget and to support future funding applications. Capital programme amendments referred to full Council in accordance with the Constitution	Full Papers - Cabinet 041225 (Public Copy) 0.pdf Minutes: Full Papers - Cabinet 290126 (updated 230126)
09/12/25	Verbal update given to the Economic Prosperity Scrutiny Committee on the regeneration programme.	Economic Prosperity Scrutiny Committee 091225 full papers.pdf Minutes: Economic Prosperity Scrutiny Cttee agenda 12 March - full papers 0.pdf
15/01/26	Economic Prosperity Committee consider the two call ins of the Cabinet decision of 04/12/25. Committee resolved to reject the two call ins and that Cabinet's decision of 04/12/25 be implemented. Meeting postponed from 07/01/26 due to bad weather.	Full Papers - Economic Prosperity Scrutiny Committee (call-in) 070126 (Public Copy) 01-Amended Agenda Economic Prosperity Scrutiny Committee (call-in) 150126.docx Minutes: Economic Prosperity Scrutiny Cttee agenda 12 March - full papers 0.pdf
21/01/26	Full Council do not approve the changes to the capital programme	Full Papers - Council 210126 Minutes: Full Papers - Budget Council 160226
LOCAL ELECTIONS CONFIRMED FOR 7 MAY 2026		
16/02/26	The Cabinet report scheduled for April, presenting the draft Development Framework for town centre regeneration is postponed due to the pre-election period.	



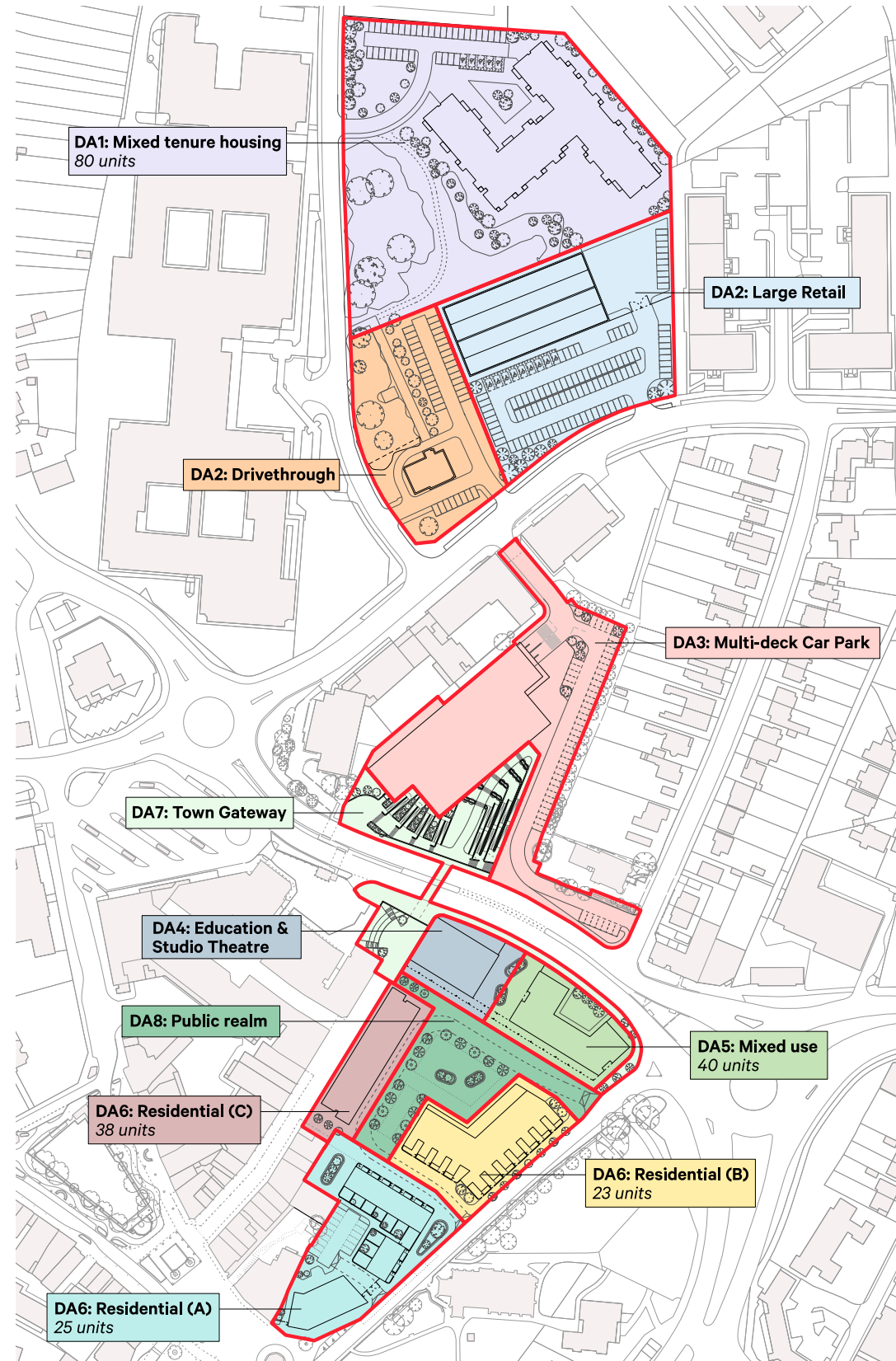
1.0 Development Framework.

1.1 Development Framework - Masterplan



Development Framework Masterplan drawing. Not to scale.

1.2 Development Framework - Sites overview



Development Framework Sites overview drawing. Not to scale.

1.0 Development Framework.

1.3 Development Framework - Area schedule

The Development Framework masterplan consists of three distinct parts; the site of the current Civic Centre, Beecroft Road car park, and a site to the northwest of Church Street which includes Home Bargains, part of Cannock Shopping Centre, the Forum shopping centre, the Prince of Wales Theatre, and commercial buildings facing onto Market Place.

In the proposed masterplan these are split into smaller sites as illustrated in the Sites Overview drawing t the left and the schedule below.

25019 - Cannock Prospectus

Sites and buildings area schedule

Revision D

ArkleBoyce.

Site name	Site area (m ²)	Site area (ft ²)
Mixed tenure housing	12,905	138,908
Large retail	6,772	72,893
Drivethrough	4,155	44,724
Multi-deck Car Park	6,252	67,296
Town Gateway	3,417	36,780
Cultural Building	1,290	13,885
Mixed use	1,859	20,010
Residential (A)	3,505	37,728
Residential (B)	2,403	25,866
Residential (C)	1,445	15,554
Public Realm	2,679	28,837
Totals	46,682	502,481

Building name	Ground floor GIA (m ²)	First floor GIA (m ²)	Second floor GIA (m ²)	Third floor GIA (m ²)	Fourth floor GIA (m ²)	Fifth floor GIA (m ²)	Building GIA (m ²)	Building GIA (ft ²)	No. Dwellings	Commercial NIA (m ²)	Notes
Mied tenure housing	2,422.37	2,441.28	2,441.28	-	-	-	7,304.93	78,629.61	80	-	
Large retail	1,878.44	-	-	-	-	-	1,878.44	20,219.36	-	1,878.44	(1)
Drivethrough	171.82	-	-	-	-	-	171.82	1,849.46	-	171.82	
Multi-deck Car Park	2,390.60	2,390.60	2,390.60	-	-	-	7,171.80	77,196.61	-	-	(2)
-	-	-	-	-	-	-	-	-	-	-	
Cultural building	600.00	-	-	-	-	-	600.00	6,458.35	-	-	(3)
Mixed use building	744.05	744.05	612.88	612.88	612.88	612.88	3,939.62	42,405.72	40	730	(4)
Resi block 1	305.31	361.31	361.31	361.31	-	-	1,389.24	14,953.65	15	127.41	
Resi block 2	135.72	135.72	135.72	-	-	-	407.16	4,382.63	3	-	
Resi block 3	320.16	320.16	320.16	-	-	-	960.48	10,338.52	7	-	
Residential building	1,169.64	981.44	501.96	-	-	-	2,653.04	28,557.08	23	464.75	
Residential building	541.78	706.07	706.07	706.07	396.29	-	3,056.28	32,897.52	38	241.92	
-	-	-	-	-	-	-	-	-	-	-	
Totals							29,532.81	317,888.52	206	3614.34	

NOTES

(1) Area of ground floor only. Additional area may be possible through provision of mezzanine.

(2) Car park deck area is used in place of GIA since decks are open sided.

(3) Area of Cultural Building is indicative only.

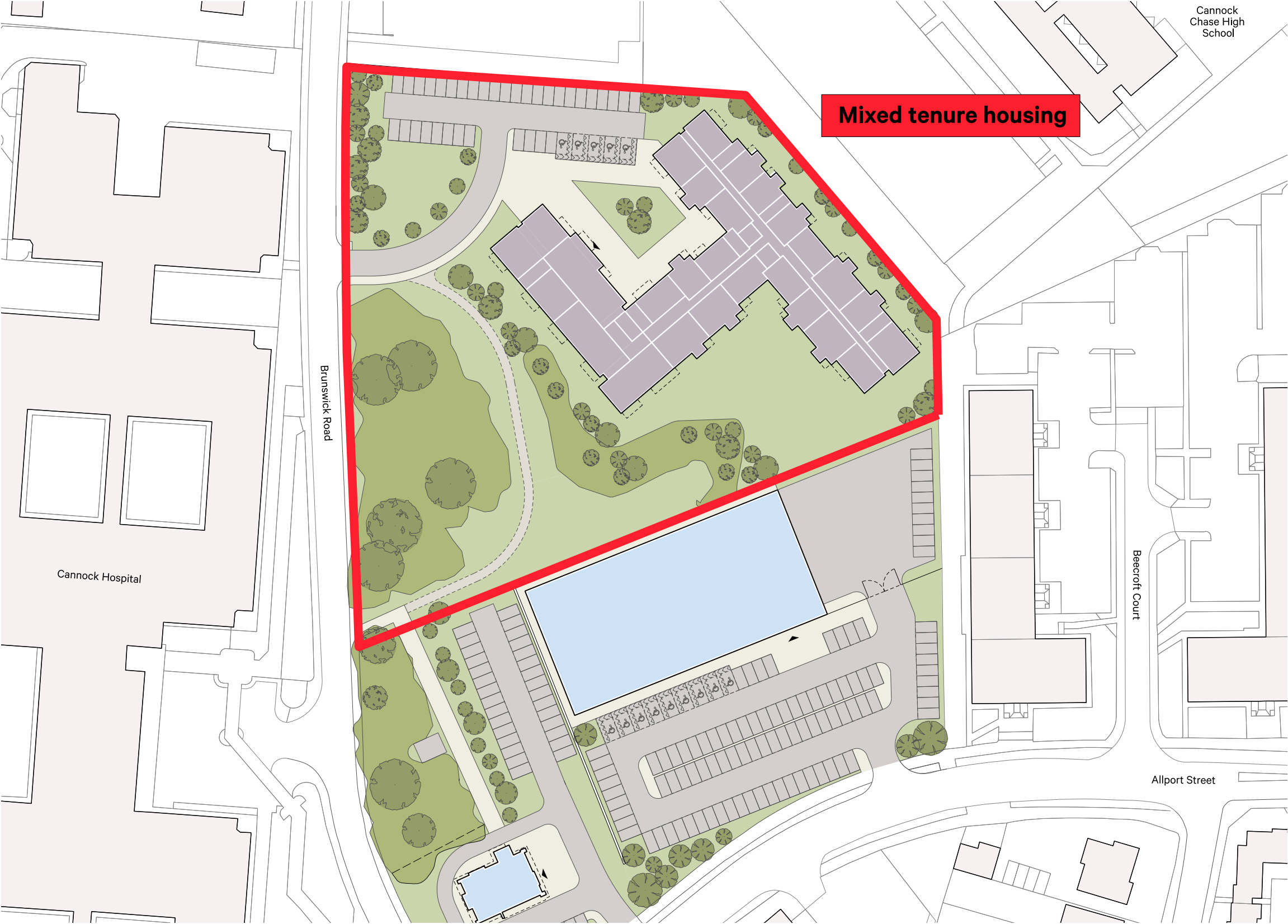
(4) Commercial area is office space over two storeys

The schedules above describe the site areas at the current stage of design.The design is subject to Statutory approvals and specialist design input.

Any decision to be made on the basis of these numbers, such as project viability, pre-letting, lease agreements or the like, should include due allowance for the changes inherent in the design development and building processes.

1.0 Development Framework.

1.4 Site overview - Mixed Tenure Housing



Accommodation key.	
	Apartment/Residential ancillary
	Townhouse / Maisonette
	Retail / Commercial
	Office
	Education & Studio Theatre
	Mixed tenure housing
	Multi-storey car park

The Mixed Tenure Housing site occupies the northern part of the current Civic Centre site. It is a three storey apartment building within a landscape which is defined by existng topography.

Site overview drawing: Mixed Tenure Housing. Not to scale.

1.0 Development Framework.

1.5 Site overview - Large Retail and Drivethrough



Accommodation key.

- Apartment/Residential ancillary
- Townhouse / Maisonette
- Retail / Commercial
- Office
- Education & Studio Theatre
- Mixed tenure housing
- Multi-storey car park

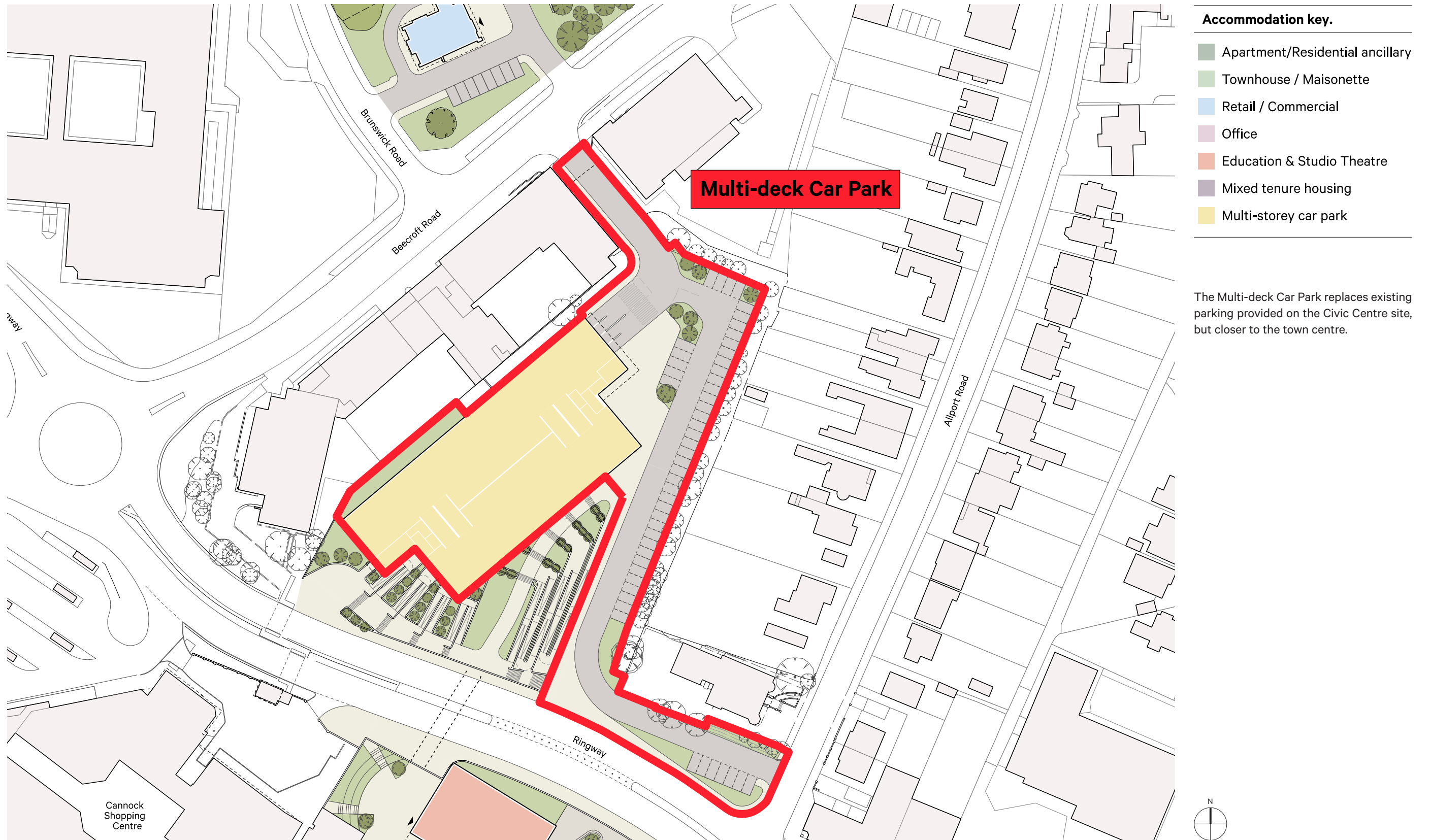
The Large Retail site houses a substantial retail shed, customer parking, and service yard.

Site overview drawing: Large Retail and Drivethrough. Not to scale.

1.0 Development Framework.

Appendix 3

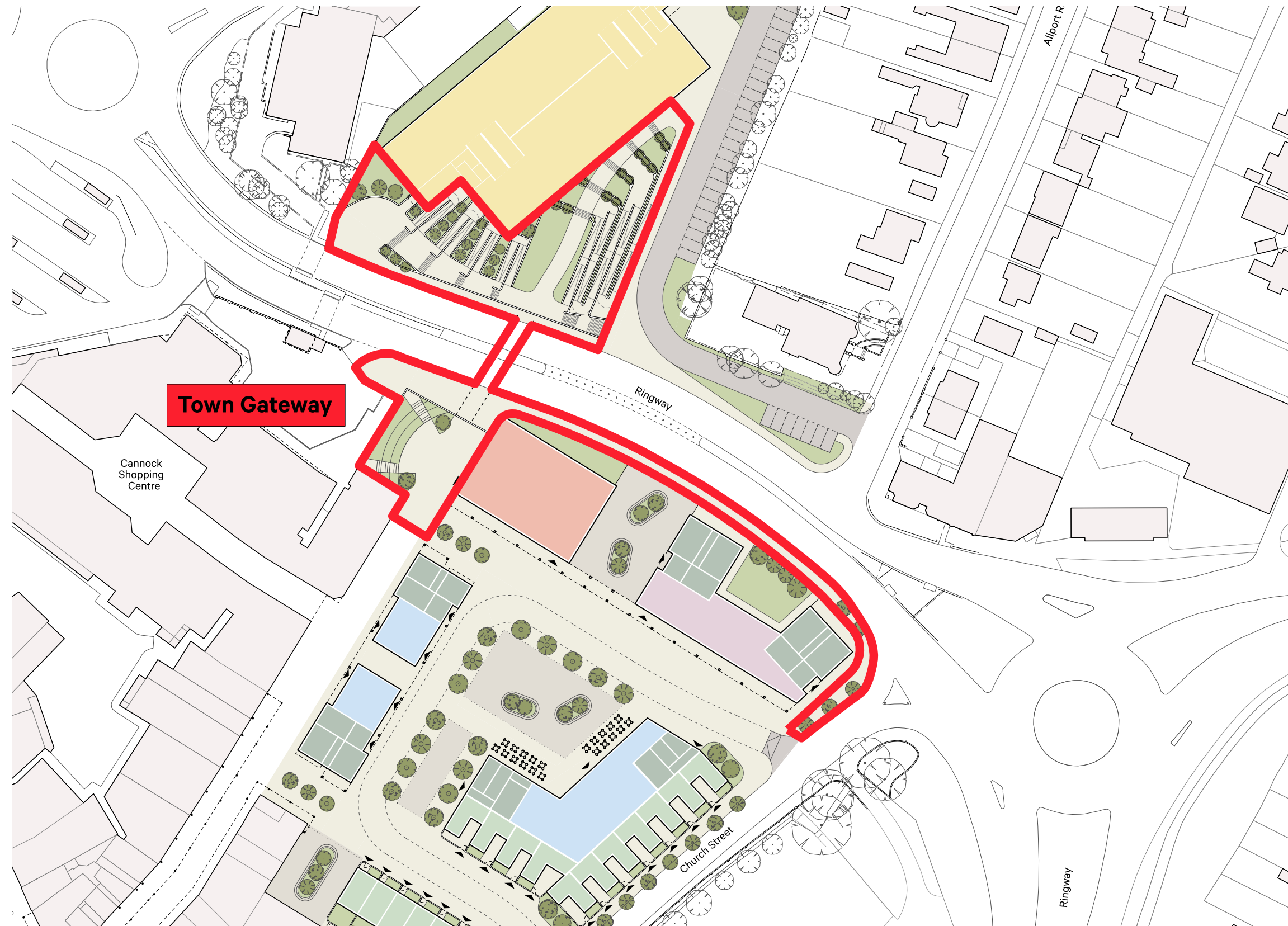
1.6 Site overview - Multi-deck Car Park



Site overview drawing: Multi-deck Car Park. Not to scale.

1.0 Development Framework.

1.7 Site overview - Town Gateway



Accommodation key.	
	Apartment/Residential ancillary
	Townhouse / Maisonette
	Retail / Commercial
	Office
	Education & Studio Theatre
	Mixed tenure housing
	Multi-storey car park

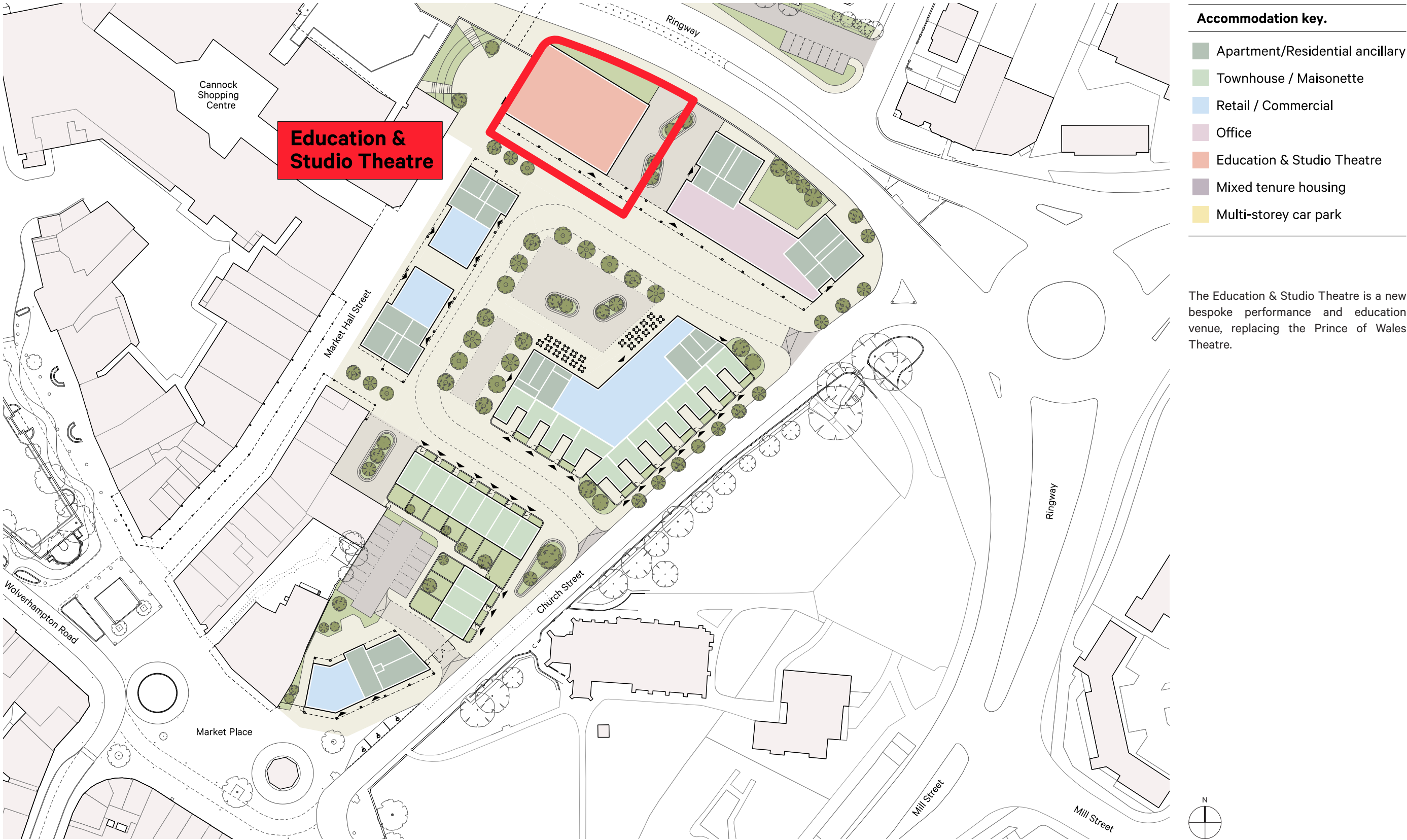
The Town Gateway site includes enhancements to public realm either side of the existing underpass beneath the Ringway. It includes stepped and ramped level changes to negotiate the change in level down to the underpass as well as an amphitheatre for informal seating and performance.

Site overview drawing: Town Gateway. Not to scale.

1.0 Development Framework.

Appendix 3

1.8 Site overview - Education & Studio Theatre

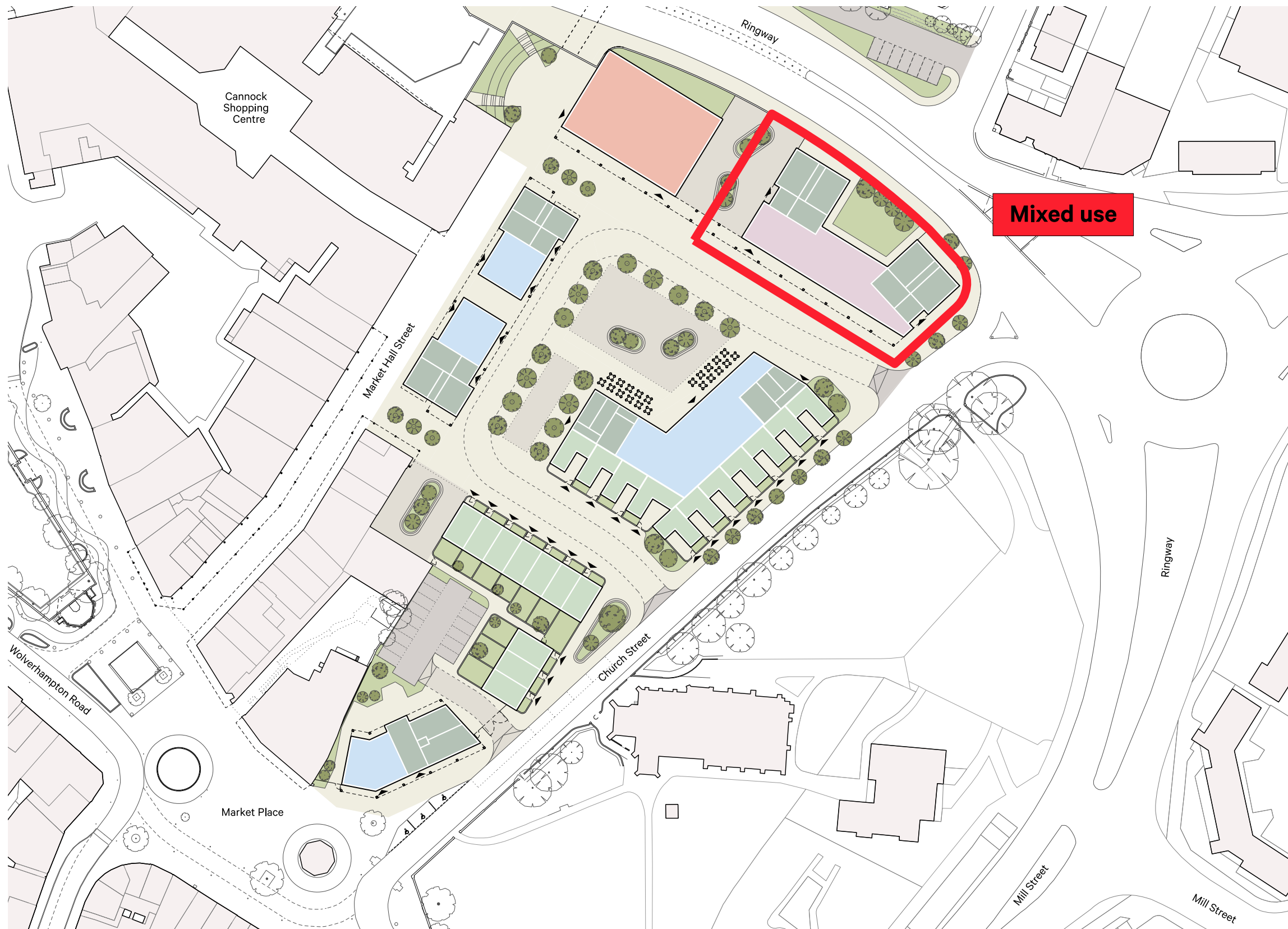


Site overview drawing: Education & Studio Theatre. Not to scale.

1.0 Development Framework.

Appendix 3

1.9 Site overview - Mixed Use



Accommodation key.	
	Apartment/Residential ancillary
	Townhouse / Maisonette
	Retail / Commercial
	Office
	Education & Studio Theatre
	Mixed tenure housing
	Multi-storey car park

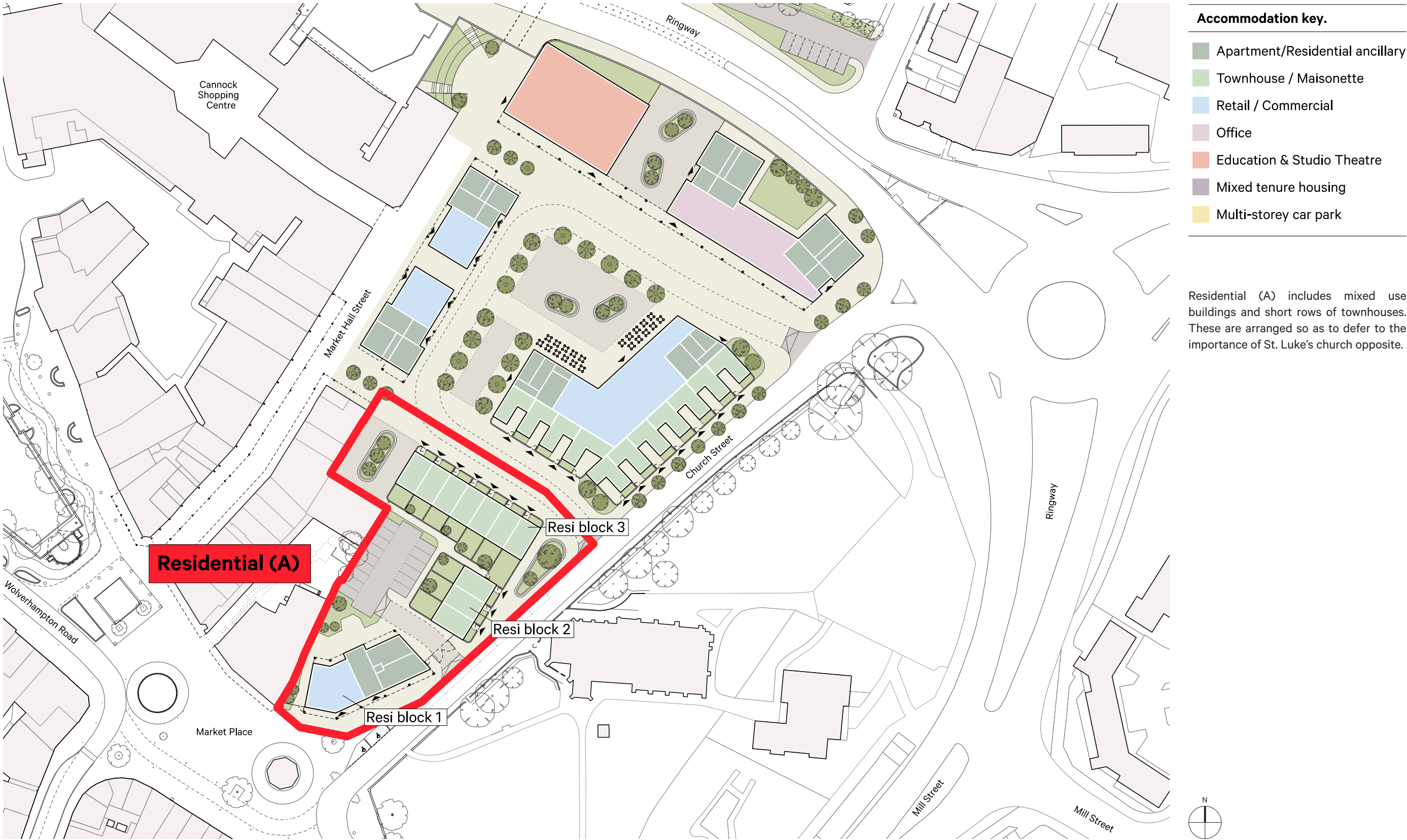
The Mixed Use site has a plinth with active ground and first floor commercial or office uses, with residential in smaller blocks rising above.

Site overview drawing: Mixed Use. Not to scale.

1.0 Development Framework.

Appendix 3

1.10 Site overview - Residential (A)

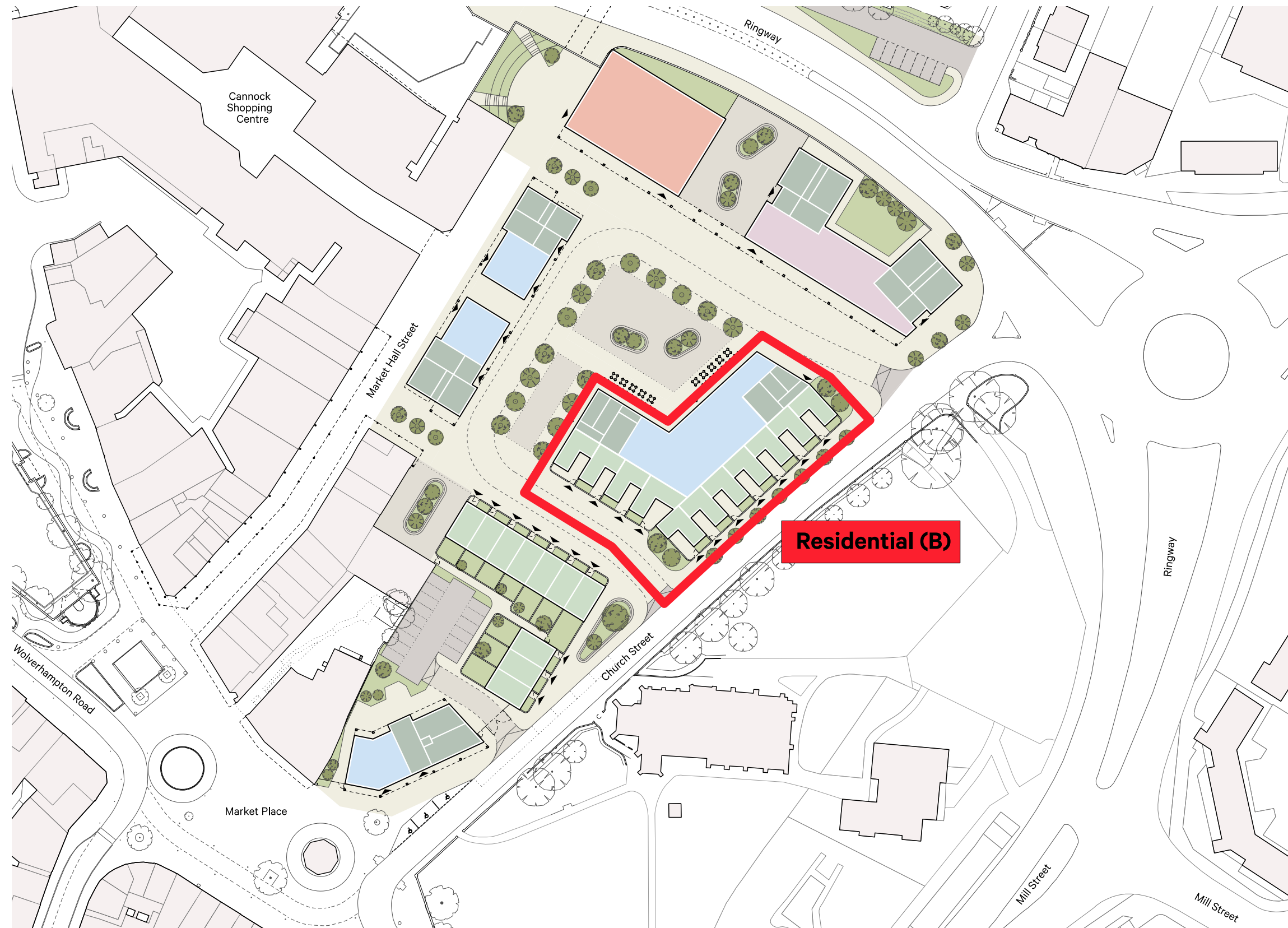


Site overview drawing: Residential (A). Not to scale.

1.0 Development Framework.

Appendix 3

1.11 Site overview - Residential (B)



Site overview drawing: Residential (B). Not to scale.

Accommodation key.

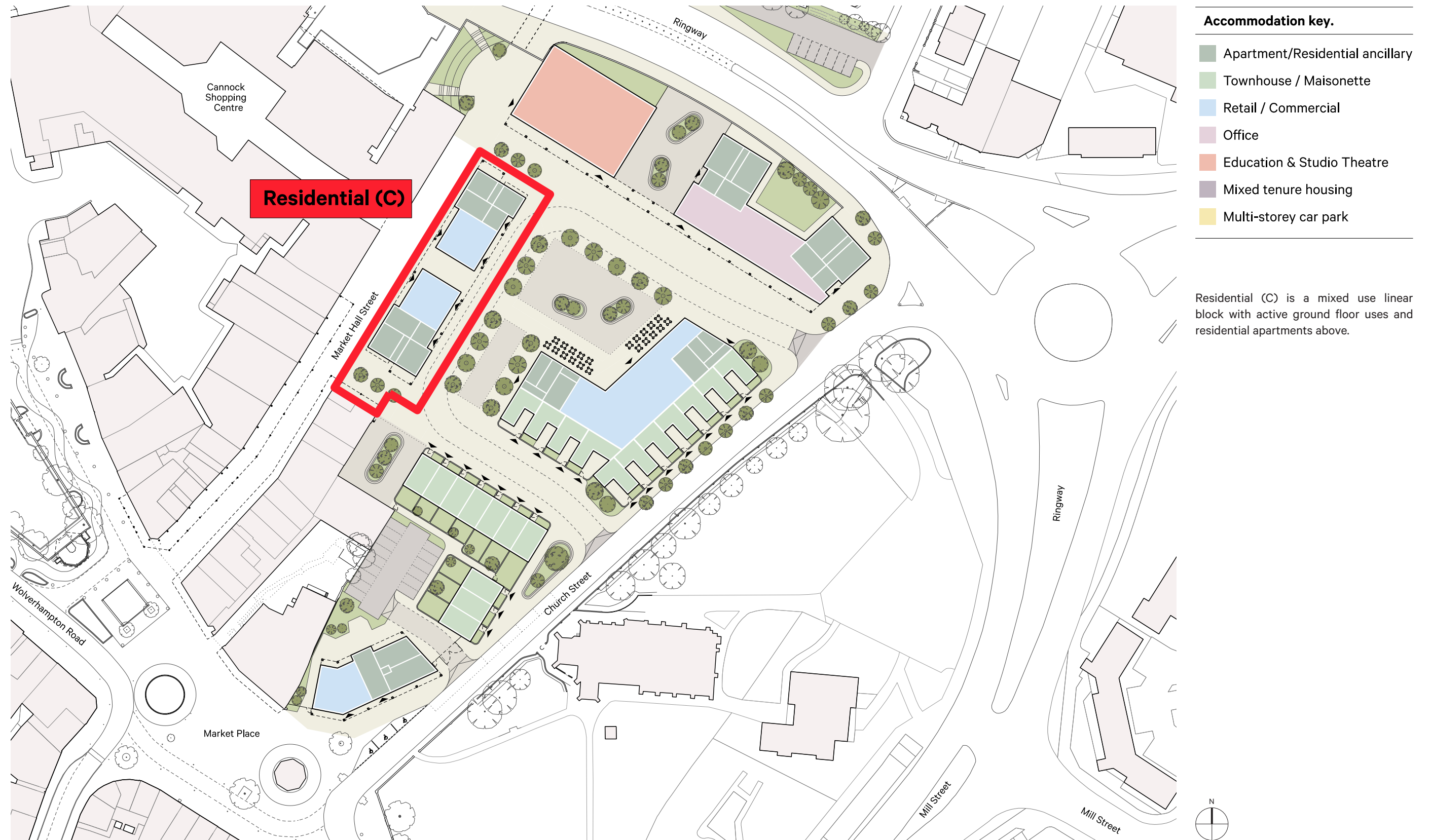
- Apartment/Residential ancillary
- Townhouse / Maisonette
- Retail / Commercial
- Office
- Education & Studio Theatre
- Mixed tenure housing
- Multi-storey car park

Residential (C) negotiates the different characters of Church Street and the new Public Realm. Terraced houses front onto Church Street. On the public realm side, active ground floor uses spill out into the square, with apartments above.

1.0 Development Framework.

Appendix 3

1.12 Site overview - Residential (C)

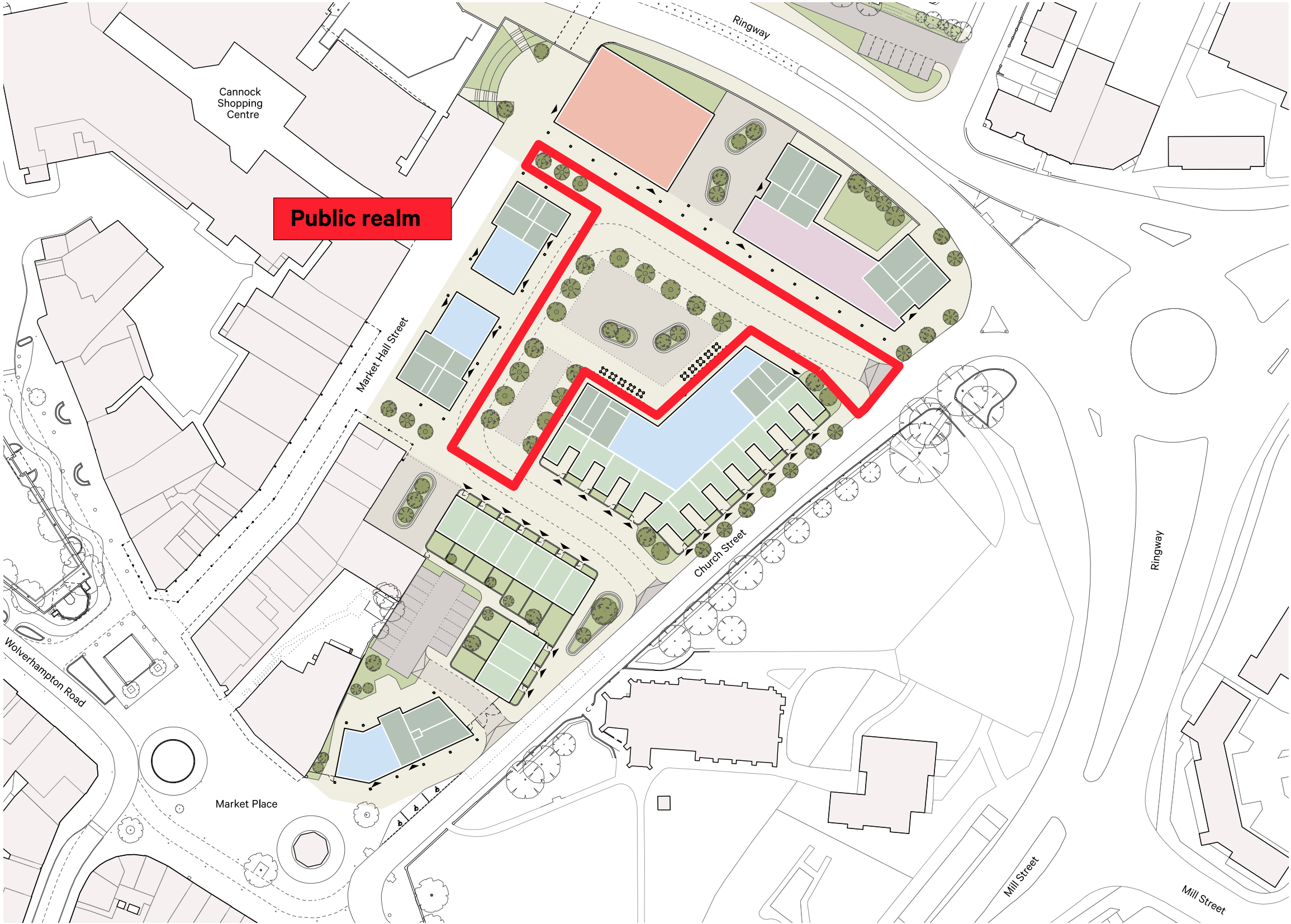


Site overview drawing: Residential (C). Not to scale.

1.0 Development Framework.

Appendix 3

1.13 Site overview - Public Realm



Site overview drawing: Public Realm. Not to scale.

Accommodation key.	
	Apartment/Residential ancillary
	Townhouse / Maisonette
	Retail / Commercial
	Office
	Education & Studio Theatre
	Mixed tenure housing
	Multi-storey car park

New Public Realm knits the others development sites together and creates a new civic destination activated by food, beverage, retail, and performance uses.

1.0 Development Framework.

Appendix 3

1.14 Indicative visualisations



Indicative aerial view of masterplan. Not to scale.

1.0 Development Framework.

Appendix 3



Indicative view from underpass looking South. Not to scale.

JUNE 19, 2026



05(E)-APPX 4 - CANNOCK TOWN CENTRE REGEN OPTIONS PAPERS

1.0 Development Framework

Objectives

This paper has been prepared to summarise, the contents of the current proposed Development Framework including proposed plots, land use and development density. It considers the potential phasing, timings, pro and cons and financial implications in delivering comprehensive regeneration proposed for Cannock Town Centre.

The paper also sets out the potential routes that could be taken on a plot-by-plot basis, together with the implications of each approach. Its purpose is to help develop a clear and concise view of a preferred plots to be include in a refined Development Framework moving forward.

Additionally, this paper contains information relative to the refurbishment of the PoW Theatre in terms of recent surveys, associated refurbishment costs and the implications on the Development Framework, should the building be restored and brought back into operational use.

2.0 Market Assessment

In February 2025, a market demand assessment was carried out by Savills UK to provide a guide to commercial opportunities to support the development of a town centre regeneration prospectus. The stage 1 assessment provided a market overview of the demand in relation to possible town centre uses including retail, leisure, food & beverage, office and residential.

The market assessment also made reference to previous reports such as the Cannock Chase Retail Town Centres Uses (January 2021) study, which considered the potential for growth in retail and other town centre uses. This report was prepared to inform the development of the local plan over a period of 20 years. In relation to Cannock and the performance of its town centre, the study stated:

- Although the town centre provides convenience retail offer, there is a limited leisure and food and drink offer
- The town centre has a high vacancy rate
- There is a poor level of quality environment close to and within the shopping areas
- There is no quantitative need for additional convenience floorspace
- There is no quantitative need for additional comparison retail floorspace (taking account of the Designer Outlet Village).

Since the 2021 report, the above conditions have deteriorated further with higher vacancy rates, less food and drink offer with a poor environmental townscape which fails to attract sustainable users.

The market assessment has more detail within it; however, the table below summarises the market demand outputs derived from the Savills 2025 study:

Town Centre Uses	Demand
Retail, Leisure, F&B,	• Limited capacity for new convenience or comparison retail. Any retail should focus on provision for independent stores • Potential for complementary F&B which is underrepresented • Potential for non-retail town centre uses e.g. cinema, bowling alley* • Underprovided Art & Cultural provision • Unlikely demand for a hotel unless supported by the Council
Offices	• Little demand for purpose-built office development in secondary locations. Re-purpose existing office space to alternative uses • There is potential for co-working space to be delivered, but this would need to be alongside wider community uses with improved connectivity to train station
Residential	• There is limited demand for non-traditional family housing based on the current market. However, the apartment market could be a component of any town centre regeneration • Potential for Affordable Housing within the town centre on the basis of Registered Providers being able to access grant funding • Senior Living and Care Home provision has potential, subject to further market testing. Needs to be located near to public transport & amenities

*note – although there appears to be potential local demand for a cinema and bowling alley, this development is predominantly private sector led and not funded by the Public Sector. Based on our understanding there is no private sector developer demand to bring forward these facilities in the town centre due to the viability issues of these types of uses.

What the demand assessment has indicated, it that there is very little current demand in Cannock town centre for a number of key uses essential to sustain a stable town centre economy. As such, the council is seeking to act as enabler, using its powers, land and funding from government to create new markets for uses that will stimulate regeneration of the town centre, thus halting its current decline, and acting as a catalyst for future private sector investment.

Following the Government's lead in best practice in the revitalisation of town centres, the proposals for the town centre have been informed via an engagement process with a number of operators and developers who have shown an interest in the development opportunities offered in the Cannock town centre.

This process started with the launch of the Cannock town centre Prospectus at UKREiiF in May 2025. The information gained from the Savills market assessment study was used as a guide to inform the development of the Prospectus. Through informal discussions, the council has engaged with market leaders in the investment and delivery of town centre regeneration programmes.

This has informed all aspects of the master planning process including development mix/uses, quantum, scale and massing. All of which are key elements of modelling and subsequently delivering commercially viable proposals.

In addition to the above, South Staffordshire College have been positively working in partnership with the council to address regional skills gaps in the market. At their presentation to the Council's Economic Prosperity Scrutiny Committee in December 2025, they set out their proposed Strategic Overview moving forward which included:

Strategic Partnership

- Cannock College reopened through a partnership with the local council to address regional skills gaps.

Inclusive Education Mission

- The college offers education for full-time students, adults, and apprentices, promoting inclusivity.

Workforce and Economic Growth

- Focus on workforce development supports local economic resilience and social mobility.

Community Regeneration

- The college plays a key role in long-term community development and employer engagement.

In terms of curriculum expansion, the college would like to introduce new courses in Hair and Beauty, Arts, Business, Law, and Sport to broaden learning opportunities for students.

Unfortunately, due to the college's success, they now face capacity challenges. This demand provides a great opportunity in working together to secure space for delivery as well as expanded provision in leisure courses such as creative arts to promote inclusivity and ongoing education. It is here where there is an exciting opportunity to deliver a new dedicated education and cultural space within the town centre. If supported, the facility could support the future requirements of South Staffordshire College, providing purpose-built accommodation for teaching, rehearsal, performance and wider creative learning activities linked to the needs of their expanding curriculum. Further dialogue and work will be required with the college to consider the feasibility of a new educational offer in the town centre.

Continuum was instructed by Cannock Chase Council in 2024 to undertake a development feasibility study pursuant to the land located off Beecroft Road in Cannock which is the current location of the Councils Civic Centre offices. The study was carried out to inform a Brownfield Land Release Fund (BLRF) bid for the demolition of the Civic Offices to unlock local authority-owned land for new homes. A number of residential layouts were produced with supporting appraisals which concluded, that subject to funding the demolition works, the site could support residential development. Interest has been shown in this site via a number of parties including retail operators, residential operators and senior living / care home operators.



Fig. 1 – Civic Site

3.0 Planning Policy

Separate planning reviews in relation to the town centre opportunities have been carried out by Savills as part of their demand assessment and by Arkle Boyce in the development of the town centre masterplans. Both reviews covered National and Strategic Guidance including, The National Planning Policy Framework, Draft National Decision-Making Policies, Planning Practice Guidance, Redefining Staffordshire, Cannock Council Corporate Plan (2022-2026) and at the time, the Draft Local Plan.

The Cannock Chase Local Plan 2018 to 2040 was adopted at the 23rd March 2026 Council.

The new plan contains local planning policies and site allocations which will meet the development needs of the district over the plan period to 2040. The Local Plan addresses needs and opportunities in relation to housing, the local economy, community facilities and infrastructure. Policies will safeguard the environment, enable adaptation to climate change and help secure high quality accessible design.

The Local Plan outlines strategic objectives for the town centre's development.

Policy SO6 Designates Cannock Town Centre as a strategic hub for services and a night-time economy. Policies encourage **mixed use developments**, protecting existing services while allowing for **residential opportunities**. Specific sites in Cannock Town Centre have been identified for redevelopment with various potential uses

Policy SO6.1 Designates Cannock Town Centre, as the Strategic Town Centre, with the role to provide the focus for District Town Centre Services and be the District focus for a **nighttime economy**;

Policy SO6.4 Provides the detailed policy framework for Cannock Town Centre's regeneration, requiring **mixed-use development, strong design standards, better connectivity, and heritage-sensitive renewal**. It ensures Cannock evolves into a **resilient, attractive, and community-focused town centre**.

Policy SO6.5 - Transforming Cannock Town Centre Redevelopment Areas provides a spatial focus for regeneration by designating key redevelopment sites in Cannock Town Centre and builds on the strategic objective (SO6) to revitalise Cannock, ensuring investment is directed to priority locations.

Redevelopment Areas include Site Allocation M1 - A multi-storey car park, Market Hall and retail units, Church Street (0.78ha) – retail, leisure use, food and beverage uses, upper floors could also provide residential apartments, hotel or office space.

- Development proposals should promote the function of Cannock Town Centre as the **main retail, leisure and cultural hub of the district. A wide mix of town centre uses will be considered on regeneration sites to promote higher footfall and reduce vacancy rates.**
- Opportunities for residential above shops, where this does not detract from the operation of town centre uses on ground floor will be encouraged.

- Redevelopment proposals involving the redevelopment of existing buildings and other land uses in the town centre will be supported where they improve the appeal and attractiveness of units to modern occupiers, are of high-quality design and materials and improve the quality and accessibility of the public realm.
- **Proposals which respond positively to historic heritage assets in the town centre**, including the Cannock Town Conservation Area, St Lukes Church, Cannock War Memorial, Conduit Building and Water Pump and other listed buildings promoting distinctive architectural design and character features will be supported.
- The central Market Place remains an important defining centre of the public realm in Cannock Town Centre. **Proposals should encourage activity and footfall in the Market Place and support open air markets and events in this location.**
- Redevelopment opportunities should be compatible with the **Councils Cannock Chase Town Centre Development Prospectus or successor documents, and support priorities and the Councils vision for the town centre.**
- Development within the Town Centre will be of **high quality** and will conform to the guidance set out in Policy SO6.4: 'Town Centre Design', and relevant Local Design Guidance. Development proposals will incorporate high quality digital connectivity where appropriate.

The masterplan proposals contained in this paper are supported by town centre planning policies adopted as part of the Cannock Chase Local Plan 2018 to 2040.

4.0 Development Framework

Cannock Chase Council commissioned Continuum and ArkleBoyce to produce a Development Framework for Cannock Town Centre to provide clarity for prospective investors and inform the local community about the long-term vision for Cannock's transformation.

The Framework is a guide for developers, operators and investors describing the opportunity that has been created within Cannock Town centre. The vision described in the development framework will help deliver Cannock's growth, productivity and quality of life. The development sites identified in the Development Framework are strategically positioned adjacent to key town centre assets. The planned regeneration will form strong physical and functional connections with the existing built environment which will support continued development and success.

Cannock is ideally positioned with excellent connectivity to several major cities, including Birmingham and Manchester. With strong transport links and a growing local economy, the Development Framework describes the opportunity to deliver high-quality, commercially attractive development that will enhance the town centre offer for current and future generations.

The Development Framework is based on feedback from informal discussions with potential developers and operators, conducted over the last 12 months and considers the town centre regeneration that would follow the demolition of the Prince of Wales Theatre, subject to planning permission, and the cleared development site around it. The plan includes a new dedicated education and cultural space (Education & Studio Theatre), using land unlocked by relocating Homes Bargains to a new premises on a cleared civic site, ensuring that cultural provision remains an integral part of the town centre regeneration proposals. The facility would support the future requirements of South Staffordshire College, providing purpose-built accommodation for teaching, rehearsal, performance and wider creative learning activities linked to the needs of their expanding curriculum.

The Development Framework promotes a mix of residential and mixed-use accommodation across the town centre and civic site, totalling up to 206 units. In addition, a new decked car park at Beecroft Road is proposed to help offset the loss of parking provision resulting from the demolition of the former multi-storey car park and the car park to the rear of the Civic Centre site.



Fig 2. Development Framework Plan

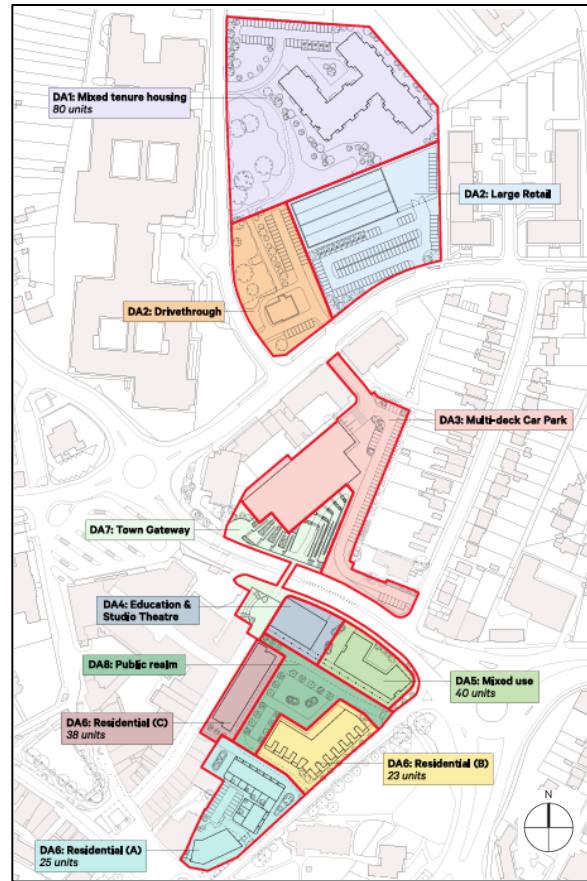


Fig 3. Proposed Land Uses

The Development Framework consists of three distinct parts; the site of the current Civic Centre, Beecroft Road car park, and a site to the northwest of Church Street which includes large retail unit, part of Cannock Shopping Centre, the Forum shopping centre, the Prince of Wales Theatre, and commercial buildings facing onto Market Place. The summary Development Framework is contained in Appendix A.

The plans below provide further detail in relation to the proposed uses for the distinct parts of the Development Framework.

Civic Site

- *Mixed-use tenure housing - (up to 80 units)*
- *Large retail development - (20,200 sq ft)*
- *Drive through retail – (1,850 sq ft)*

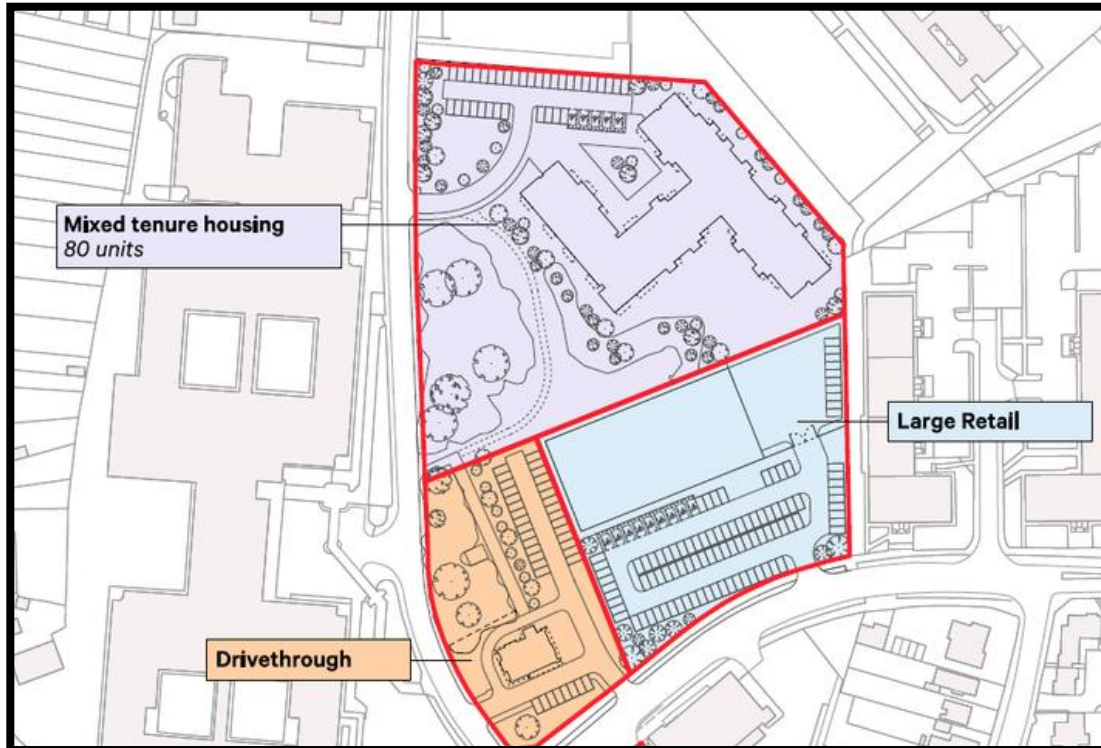


Fig 4. Civic Centre Site

Beecroft Road Car Park

- *Decked car park*
- *Town centre gateway including public open space*

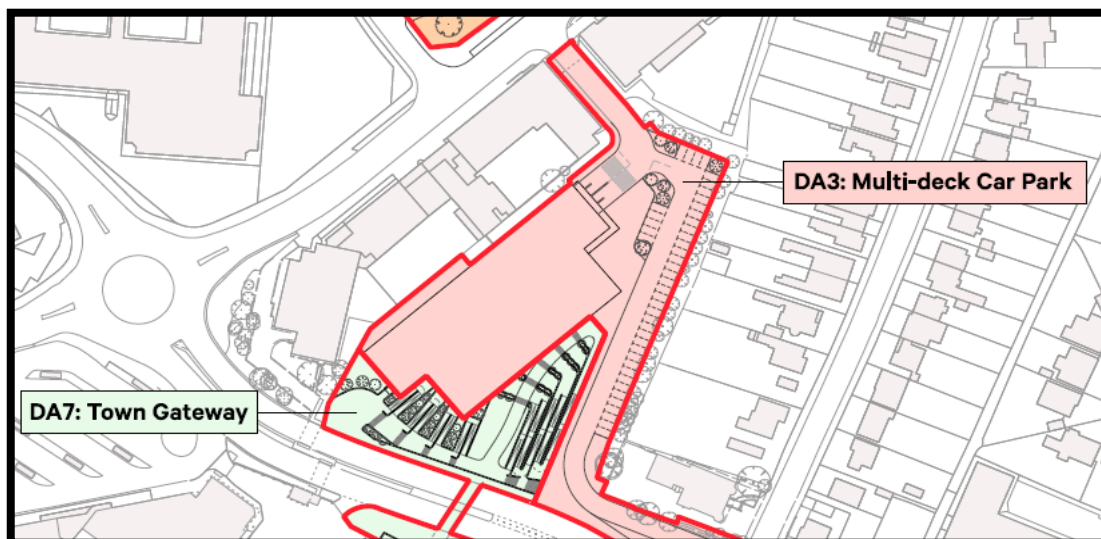


Fig 5. Beecroft Road Site

Town Centre

- Education and Studio Theatre - (160-180 seats)
- Residential development – (up to 86 units)
- Mixed-use development – (up to 40 residential units + 7800 sq ft commercial)
- New public realm including new public square

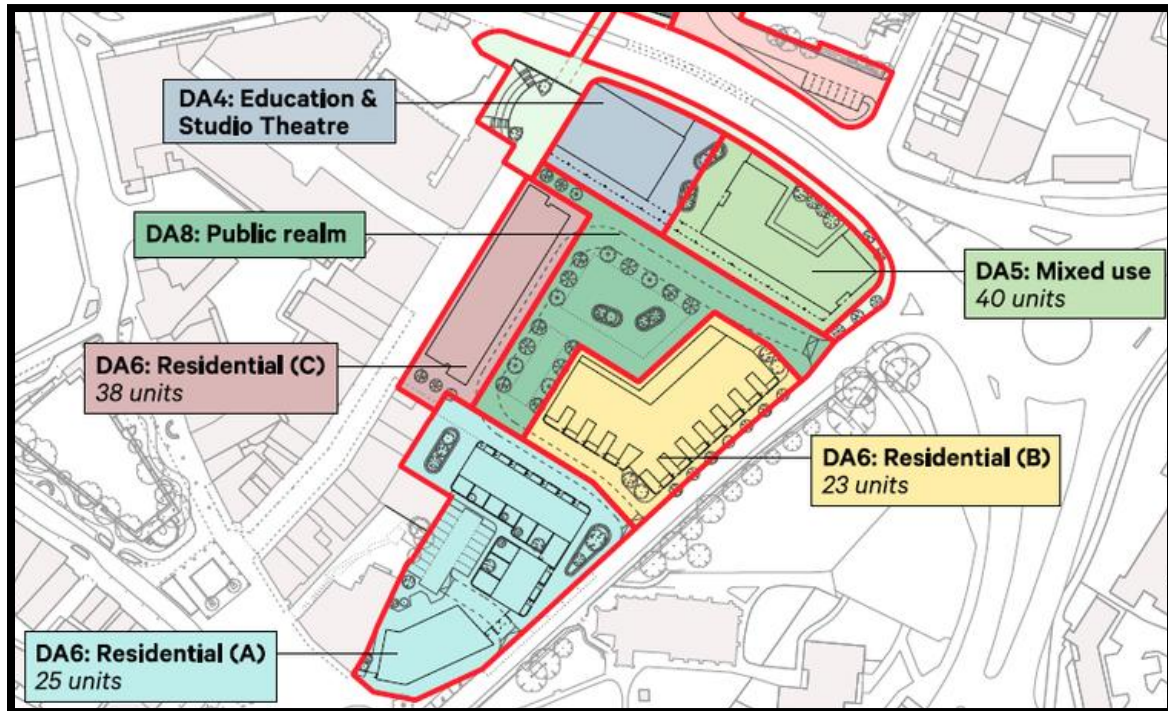


Fig 6. Town Centre Site

The Education and Studio Theatre has been carefully located within the Development Framework and sits against the high retaining wall adjacent to the ring road, where the building's limited need for external frontage or multiple aspects makes efficient use of a constrained site.

5.0 Education and Cultural Space

New Education & Studio Theatre Building

In masterplan 1, a new Educational and Studio Theatre Building is proposed to ensure that there is a cultural / theatre offer that remains in the Town Centre following the demolition of the Prince of Wales Theatre. The new building will have a Gross Internal Area (GIA) of 600 m² and is proposed to act as a landmark building which will be a focal point for the Town Centre. The building will be up to 2 storeys in height with active ground floor. The internal layout of the building will be flexible and be able to support a mix of community, educational and cultural functions.



Fig. 7. Visual of the Windmill Performance and Education Centre

The proposed building is based on the Windmill Performance and Education Centre which is a new Educational and Studio Theatre Building that was recently completed in April 2025 and located at the Lowther Pavillion, Lytham. The building cost £3m to build (including fit out) and had a GIA of 400 m² and includes a 162 seated performance venue (350 standing), outdoor classroom, foyer / community space (with kitchenette / bar), toilets and plant. The Windmill did not include any changing rooms for performance which was provided in another building and had an area of 115 m². Based on the Windmill, a new Educational and Studio Theatre Building would need a minimum GIA of circa. 515 m² to develop a facility that would include a 162-seat performance venue with changing rooms, foyers, toilets and plant.

The Windmill hosts a number of cultural and community events including:

- Professional shows
- Amateur dramatic shows
- Youth theatre groups
- Holiday courses for children on free school mills
- Community choirs
- Art groups

- Dance groups
- Education classes
- Health groups
- Live music
- Sandwich and soup lunchtime film club

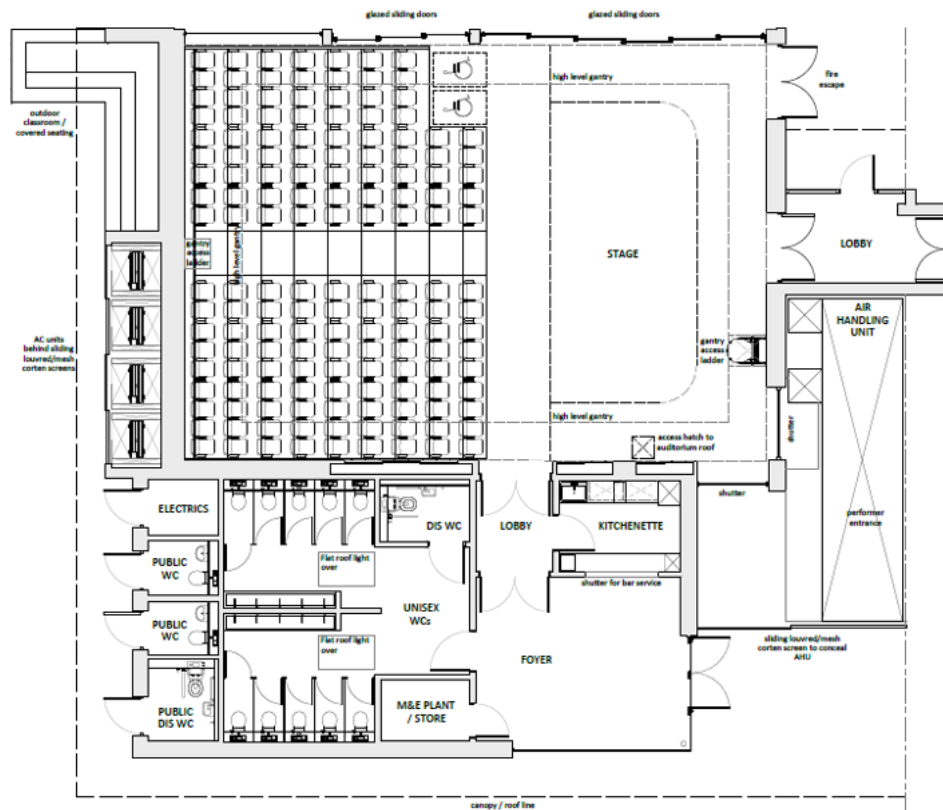


Fig. 8. Floor plans of the Windmill Performance and Education Centre



Fig. 9. Theatre Seating in the Windmill Performance and Education Centre

The proposal for the Development Framework is to offer a similar multi-purpose facility which will include a 160-180 seated performance venue, community space, changing facilities, toilets, foyer and plant over 600 m2 of floor space. Based on the Windmill costs it is estimated that the all in costs associated with delivering the facility would be approximately £4.5m, although significant dialogue will be required with South Staffordshire College and other relevant stakeholders to determine the exact requirements for such a new facility.

As mentioned previously in section 2 of this report, demolition of the Prince of Wales Theatre, subject to planning permission, and land unlocked by relocating would provide an exciting opportunity to create a new dedicated education and cultural space in the heart of the town centre. The facility would also support the future requirements of South Staffordshire College, providing purpose-built accommodation for teaching, rehearsal, performance and wider creative learning activities linked to the needs of their expanding curriculum.

6.0 Phasing

In relation to the Development Framework, the Council can seek to deliver the ambitions of the regeneration programme over a prolonged period, mitigating the risk of major events such as local government reorganisation or economic uncertainty. The Development Framework makes a number of phasing assumptions in regard to timings, specifically as to when the Halifax will vacate their premises on Church Street and when the Council could leave the Civic Centre Offices. However, the announcement of the Halifax closing their town centre branch in September 2026 de-risks demolition of the Cabot units around the Halifax and provides confidence in opportunity to sell plot DA6 for re-development.

Development Framework Phasing and Indicative Timings

Phase	Activity	Indicative Start Date
1	Planning and Demolition of the Theatre	Quarter 3/4 2026
	Operator Selection: Beecroft Road Car Park	
	Public Realm (Commence Design)	
2	Sale of Residential A,B,C	Quarter 1 2027 (assuming Halifax vacate Sept 2026)
3	Civic Demolition (low rise elements)	September 2027
4	Sale of Civic Site for relocation of retail occupier , residential/senior living and Drive Through	March 2028
	Lease Extinguishment of Existing Retail Operator	
5	Existing Large Retail Unit Demolition	2029
6	Studio and Educational Theatre Build	2029
	Land Sale for Mixed Use Development	

Based on a decision to demolish the Prince of Wales Theatre, the Council would be able to deliver all phases of the Development Framework within an indicative timescale as set out above.

*The Studio and Education Theatre could be brought forward sooner if the council was able to vacate the Civic Offices and demolish the low-rise elements sooner. The demolition of the low-rise Civic Offices provides the opportunity for the existing retail operator to be relocated, thus allowing the demolition of the current retail store and deck carparking above. This in turn creates a cleared site for the delivery of the Studio Theatre (DA4) and adjacent mixed-use development (DA5) to be delivered.

**Alternatively, the Education and Studio Theatre could be delivered quicker if located on a vacant site contained within the Development Framework boundary, however as mentioned previously in this report, The Education and Studio Theatre has been carefully located to make efficient use of a constrained site.

7.0 Development Framework – Pros and Cons

The table below sets out the pros and cons of delivering the Development Framework:

Development Framework	
Pros	Cons / Risks
• Largest overall development opportunity • Wide-reaching regeneration opportunity creating significant social and economic outputs for the town centre • Greater scale so will be more desirable to the private sector • Can be phased over time to deal with Local Government Re-organisation • Large variety of uses within the town centre including residential, mixed tenure housing, mixed use, F&B, large retail, cultural, leisure and a multi-storey carpark • Delivery of high-quality public realm • Demolition of existing retail store and derelict car park above • Delivery of a new dedicated education and cultural space, providing purpose-built accommodation for teaching, rehearsal, performance and wider creative learning activities • Supports college plans to enhance their teaching curriculum • Addresses end-of-life civic accommodation • Eliminates on-going backlog maintenance/running costs - civic building • Maximises land receipts • Can deliver development as whole with funding identified incl. land receipts • Aligns with adopted Local Plan policies • Potential leverage of other future funding opportunities i.e. Brownfield Land Release Fund, Homes England, City Densification fund	• Development risk • Market downturn • Reliance on existing retail operator cooperation • Reliance on lease extinguishments of Civic tenants • Reduced public access to council services (though could be managed elsewhere in the town centre) • Staff and Council relocation management • Loss of Council chamber in Cannock

8.0 Prince of Wales (PoW) Theatre

Due to the significant public interest in the POW, between March and June 2026, CCDC took the opportunity to commission further work on elements of the programme that would assist Members in reaching a conclusion about the preferred way forward for the PoW Theatre.

An initial budget estimate had been produced in August 2024 that reviewed all of the costs associated with retaining the existing building and addressing the capital works needed before the building could be brought back into theatre use. This estimate was subject to a number of exclusions as reports relating to asbestos, building condition and mechanical and electrical (M&E) requirements were still to be produced.

Surveys

To understand the scope and cost of the remedial works required to reopen the POW Theatre, CCDC commissioned in 2025 the following building surveys and reports through Tetrattech and C&D Demolition Consultants.

- Refurbishment & Demolition Survey (Asbestos)
- Building Condition Survey Report
- M&E Condition Report

Refurbishment & Demolition Survey (Asbestos) Findings

The refurbishment and demolition survey has identified asbestos within the building that will need removing prior to any works being carried out in the building. There remains an inherent risk associated with refurbishment works to buildings of this age, where concealed asbestos-containing materials may be uncovered once intrusive works commence. This approach is also informed by recent experience of works to an adjacent building of similar age and construction, where unexpected asbestos was encountered during the works.

Building Condition Survey and M&E Condition Report

The Building Condition Survey notes the following items need to be considered as part of any refurbishment of the building.

1. The building structure (foundations / concrete / steelwork) is in sound condition however any alteration of this to suit a new layout/extension / use should be investigated further.
2. The fabric of the entrance tower is in poor condition (GRP cladding) and requires replacement. This is compounded by the use of flammable insulation (expanded polystyrene), which should be replaced.
3. The now exposed gable wall (adjacent to the former Forum) requires treatment in the longer term to provide weatherproofing/thermal, and acoustic performance. Existing brickwork in satisfactory condition, subject to minor remedials however, thermal performance to be reviewed.
4. The roof finish and structure are in poor condition and structure could be deemed fragile under HSE Guidance (reinforced woodwool slabs) and requires replacement. Edge protection measures on the roof also need to be upgraded/provided.

5. Windows/glazing are in poor condition throughout and should be replaced. Leak/staining visible to surrounding finishes and areas.
6. Ground Floor roller shutter doors are operable; however, some are in poor condition/require upgrade.
7. Doors/floor/wall/ceiling finishes are generally dated/worn, and consideration should be given to replacement throughout. The main staircase appears in good condition.
8. WC's are generally dated/worn (but functional) and consideration should be given to replacement throughout.
9. Fire stopping is considered inadequate in several areas.

The M&E Condition Report notes the following items need to be considered as part of any refurbishment of the building.

1. Mechanical installations are in poor condition or past their economic life expectancy and therefore require replacement. The AC unit to the first-floor bar and water heater are in good condition (both approx. 5 years old) but it is suggested that these are replaced as part of a wider refurbishment of the building.
2. Electrical systems are in poor condition or past their economic life expectancy and therefore require replacement, with some elements considered not in line with best practice or potentially non-compliant with Part L (Building Regs) or others (BS / IET Wiring Regs).
3. IT and Data Installations and Emergency lighting are in fair/good condition and subject to maintenance, should continue to operate for several years. Lighting to WC's and a few DB boards have been replaced and are in good condition (both approx. 5 years old). Notwithstanding this, we would suggest replacement of these as part of a wider refurbishment of the building.
4. The lift is considered to be in good condition.

Based on the surveys and reports, Tetra Tech have assessed the refurbishment and extension budget costs on the basis that all existing internal finishes, fixtures and fittings are removed in full, inclusive of all M&E installations.

In terms of the building fabric, given the concerns identified regarding the condition of existing roof and its classification as a fragile roof, Tetra Tech have allowed for this to be removed and replaced in full. Costs allow for the replacement of cladding/glazing to the existing entrance tower due to the condition of the cladding (GRP) and presence of flammable insulation. Refurbishing the entrance tower could be considered cost-prohibitive as it could be demolished with a new means of access incorporated into the service spine extension, however the design of this would need to be developed at the next stage.

The refurbishment works would necessitate a new means of escape to be provided as the former escape routes used the adjacent multi-storey car park, which has now been demolished. Tetra Tech have provisionally allowed for 2nr semi enclosed fire escape staircases to the east elevation, the design of which is to be further developed at the next stage.

Internally, Tetra Tech have allowed for new finishes throughout and included provisional allowances for new fixtures and fittings such as tiered theatre seating, fit out of the kitchen, as well as dressing rooms etc. Whilst the Page\Park concept design provided an informed steer, it should be noted that this has not been developed to a sufficient level of detail to allow costs to be market tested via a tender process.

Tetra Tech have allowed for new M&E installations throughout to achieve compliance with Building Regulations Part L and industry guidance. An allowance for specialist M&E installations (AV/Stage Lighting/Stage Engineering) is based on budget costs provided by Charcoal Blue in June 2023 which have been uplifted to present day.

Tetra Tech have allowed for the demolition of the former multi-storey car park ramp, which also houses the existing substation, as part of an enabling works package. They have also included a provisional allowance for the treatment of (new housing / switch room) or movement of the existing substation (location TBC), which is to be confirmed following further investigation.

Costs are informed using Tetra Tech's in-house cost data and BCIS analyses as a benchmark. Costs include an allowance for on costs in line with expected levels and include preliminaries, contingencies, OH&P and fees for the delivery of the works.

wider masterplan.

Theatre Retention Cost Plan

In June 2026, Tetrattech issued an updated cost plan reflecting adjustments arising from the R&D and Building Condition Surveys. The initial estimate is based on a 501 m² extension, aligned with the architect's Page Park scheme. Including all on-costs, Tetra Tech have assessed the scheme at approximately £9.609 million.

Theatre Refurbishment Design

Should a decision be made to refurbish the PoW Theatre and bring it back into operational use, a design to RIBA stage 3/4 will be required to inform planning, cost and operational requirements. This will have to take into consideration the current condition of the building and how it interacts with its surrounding environment as the majority of buildings around it have been demolished. Internal and external design via dialogue with stakeholders will therefore be required to define the likely scope of works and provide a more robust basis for estimating the cost of reopening the building.

Any emerging designs will have to respond to a number of key operational and placemaking requirements. These include the removal of the existing entrance tower, due to the condition of the cladding (GRP) and the presence of flammable insulation, the rotation of the building through 180 degrees, and improvements to the way in which the theatre addresses and interacts with any new public realm.

It will also be essential to balance the benefits of retaining existing infrastructure with the need to modernise the building and address current operational requirements such as retaining the broad location of the stage and audience seating area.

A new extension to the theatre would be required to support the practical operation of the building. This would provide the necessary servicing arrangements, including a dedicated stage door and delivery access, enabling the Theatre to receive sets, equipment, supplies and other operational deliveries via Church Street.

In addition, the ground floor proposals would need to be reviewed in terms of a new café/restaurant/bar offer. This could provide an improved visitor experience and create a more active frontage at ground level, particularly in relation to any new public realm / square.

It must be noted that in order to refurbish and reopen the PoW Theatre, engagement with an experienced theatre operator will be required to test the proposals in detail and inform specific design recommendations, particularly in relation to operational requirements, audience experience, backstage servicing, income generation, long-term management and overall commercial viability.

To ensure the Council's interests are protected as far as possible, the following approach should be followed:

- Procure an operator to input on design, operational costs and funding requirements and level of subsidy that the Council may need to provide and be willing to accept in bringing back into operation a theatre of current scale.
- Appoint a design team to develop the theatre proposals to RIBA Stage 3 / 4.
- Ensure the design creates a theatre space that is commercially attractive, operationally sound and capable of meeting long-term management requirements.
- Procure a contractor to confirm the true price for delivery of a refurbished theatre

Progressing the design without first identifying an experienced operator and seeking specialist input, is likely to leave the Council exposed to significant uncertainty. In particular, the restored building may fail to meet operational requirements, may not be attractive to future operators, or may require further redesign and additional cost before it can be brought back into use.

9.0 PoW Theatre Retention – Pros and Cons

The table below sets out the pros and cons of retaining the PoW Theatre:

PoW Theatre Retention	
Pros	Cons / Risks
• Original cultural offering retained in the town centre • No requirement on existing retail operator to relocate to unlock the site for the new Studio and Education Theatre • New design offers potential for additional revenue opportunity with Café/Restaurant/Bar	• Planning risk • High cost to refurbish • Additional capital required over and above Grant/Match funding in order to deliver all of the development framework outputs • Need for ongoing revenue subsidy • Reduced opportunity to create significant social and economic outputs for the town centre • Reduced development scale so will be less attractive to the private sector • Theatre operator required to inform design of refurbished theatre and cost – this could take 12 months to procure • No guarantee that an operator can be identified • Contractor price for capital works may be higher than budgeted – potential for abortive work / cost • Timescales for detailed design and cost uncertainties will preclude any progression of the Development Framework that supports wider regeneration of the town centre • Loss of interest from the private sector • Detrimental impact on the College plans to secure new space for delivery and expanded curriculum • Lost opportunity to deliver a new dedicated education and cultural space, providing purpose-built accommodation for teaching, rehearsal, performance and wider creative learning activities • Lost opportunity to demolish the dilapidated carpark above existing retail store • Ongoing H&S / security obligation re-derelict buildings / undeveloped plots • Continued decline of town centre • Lost opportunity to deal with end-of-life Civic accommodation

10.0 Financial

Development Framework

A financial model has been prepared for the Development Framework to assess overall scheme deliverability, taking into account the remaining grant funding and available match funding. The model also estimates the potential value that could be generated through the onward sale of the cleared sites to a developer or operator.

The financial model prepared for is based on the full delivery of all elements and plots within the Development Framework. As such, the outputs should be considered on the basis that the Development Framework is delivered as a complete package, rather than as a selection of individual plots.

Depending on the outcome of the plot selection process, (see section 11.0 below) a revised financial model will need to be prepared to understand the associated financial implications, including any changes to cost, funding requirement, land receipt assumptions and overall scheme viability.

The financial model for the Development Framework and accompanying data which contain commercially sensitive information is contained in a Confidential Appendix.

PoW Theatre Retention

If the decision is made to retain and refurbish the PoW Theatre, the cost of these works would take up the majority of the uncommitted funding of circa. £14m and would mean that there is not enough funding to deliver all of the development framework outputs.

Summary

In summary, the Development Framework can be delivered in its entirety with the available budget, assuming the proposed land sale values are achieved.

If the Prince of Wales Theatre is retained, there is not enough funding to deliver the full development framework outputs.

11.0 Plot options

The section below considers the various plots within the regeneration proposals, the decisions required for each, and the implications for delivery of the wider town centre regeneration programme, including associated risks.

Plot-by-plot decisions are required to inform a final development framework. This can then be financially tested and assessed with the market to understand its attractiveness to developers and operators.

Decision	Options	Pros	Cons/Risks
Civic Centre	Option A: Stay in civic and no redevelopment of site	- No requirement to relocate staff out of Civic Office - Development risk passed to the successor authority - No reliance on existing retail operator's cooperation	- Existing retail operator cannot be relocated, restricting wider regeneration and plot creation opportunities. (existing retail operator's site will not be released) - The site will not generate land receipts, impacting the delivery of other town centre plots - The Civic Office backlog maintenance liability continues to grow. Council to cover the continuing operational running costs. - The office (or parts) may need to be mothballed due to not meeting building regulations - Reduced variety of uses within the town centre - Reputational damage with MHCLG/Homes England/ existing retail operator
	Option B: Stay in civic and redevelop the land to North	- Development site created but reduced size compared to redeveloping the entire civic site - Development risk associated with Civic relocation passed to the successor authority - No reliance on existing retail operator's cooperation - No need to relocate staff out of Civic Office - Some Land Receipts generated - Some new houses delivered - Potential key worker housing site	- Not enough land to relocate existing retail operator - Land receipts will be significantly reduced compared to redeveloping the entire Civic Site - The Civic Office backlog maintenance liability continues to grow. Council to cover the continuing operational running costs. - The office (or parts) may need to be mothballed due to not meeting building regulations - Reduced variety of uses within the town centre - Further reduction in car parking which could affect planning applications for future residential development - Planning risk of proximity to civic site – risk of overlooking - Risk of less appetite in the site due to potential future demolition works, plus less compatible use next to the site - Reputational damage with existing retail operator

Decision	Options	Pros	Cons/Risks
	Option C: Vacate the Civic and develop the entire plot	• The only option that is suitable to attract existing retail operator's relocation • Unlocks existing retail store site, which has wider regeneration benefits • Larger overall development site • A greater scale will be more desirable to the private sector • Reduced planning risk in relation to the Northern Part of the Civic site • Addresses end-of-life civic accommodation • Eliminates ongoing backlog maintenance/running costs associated with the civic building • Option to deliver a range of different housing types and tenures • Maximises land receipts	• Development risk • Market downturn • Reliance on existing retail operator 's cooperation • Reliance on lease extinguishments of Civic tenants • Reduced public access to council services (though could be managed elsewhere in the town centre) • Staff and Council relocation management • Loss of Council chamber in Cannock
Existing Retail Store	Option A: Existing retail store and car park hand-demolished	• No reliance on Civic relocation • No lease extinguishment cost for existing retail operator • Development risk associated with the existing retail operator site passed to the successor authority	• Further surveys and investigations needed to determine if possible to hand demolish car park • Extremely expensive approach to demolition • If the car park remains, it will blight the prospects for a public square, residential development, and theatre refurbishment. • Gateway site not unlocked • The site will not generate land receipts, impacting the delivery of other town centre plots • Reliance on existing retail operator to support demolition work while the store is operational • Possible claim from existing retail operator for loss of income during demolition

Decision	Options	Pros	Cons/Risks
			- Possible remedial works required at existing retail operator resulting from demolition - The site for education and cultural space is not unlocked if the theatre is demolished - Reputational damage with MHCLG/Homes England/ existing retail operator
	Option B: Existing retail operator relocate	- Larger overall development site - Wider-reaching regeneration opportunity creating greater outputs for the town centre - Greater scale will be more desirable to the private sector - Larger variety of uses within the town centre - More cost-effective and safer approach to demolition - Gateway site unlocked - Ability to dispose of land to generate additional value - Site unlocked for Education and Studio Theatre if the theatre is demolished - Existing retail operator's relationship maintained and retained in town centre	- Development risk - Market downturn - Reliance on the Council to vacate Civic offices as the only option in Cannock for existing retail operator is this site - Reliance on existing retail operator's cooperation - Cost incurred for extinguishing existing retail operator 's lease early
Theatre	Option A: Do nothing	Development risk passed to the successor authority	- Mothballed site is blight on the town centre - Building could deter investment from developer/operators - Council retains responsibility for mothballed site - On-going security and health & safety compliance obligations - Reputational risk - Reputational damage with MHCLG/Homes England/Public

Decision	Options	Pros	Cons/Risks
	Option B: Retain theatre	• Original cultural offering retained in the town centre • No requirement on existing retail operator to relocate to unlock the site for the new Studio and Education Theatre • New design offers potential for additional revenue opportunity with Café/Restaurant/Bar	• Development risk • Planning risk • Market downturn • No guarantee that an operator can be identified • Possible need for ongoing subsidy • High cost to refurbish • Potential additional capital required over and above Grant/Match funding • The site will not generate land receipts, impacting the delivery of other town centre plots • Contractor price for capital works may be higher than budgeted • Overall delay to wider programme
	Option C: Demolish theatre	• Funding is available to deliver a flexible custom studio theatre for local theatre groups, the college, council and wider community use (subject to Civic relocation and unlocking existing retail store site) • Land disposal could generate income to support the scheme. • A more cost-effective approach, enabling a broader package of town centre regeneration benefits to be delivered. • Lower delivery risk than refurbishing an existing building, with fewer constraints and unknown costs. • Potential that the college will take on operational liability • More efficient and cost effective to manage due to reduced size	• Development risk • Market downturn • Reliance on relocation of Council and existing retail operator to unlock the site for new education and cultural space • Site for new education and cultural space unlocked at the end of the programme • Funding for the new education and studio theatre facility relies on achieving best value from the disposal of other sites, with any additional costs managed within the wider regeneration programme.

Decision	Options	Pros	Cons/Risks
Beecroft Road / Unit 1 - 3 / Steps and Ramps	Option A: Resurface car park, install EV chargers, upgrade steps and ramps and underpass, public realm in units 1-3	• Council retains car parking revenue • Car parking resurfacing can be commenced quickly • Option to dispose of the car park to an operator in the future retained • Possibility to optimise layout to increase car parking capacity and revenue • Improved gateway to the town centre • EV charging deliverable	• Potential shortfall in car parking provision if land currently supporting parking is disposed of for alternative uses. • Potential upgrade / additional substation required to support EV charging, • Council retain liability of the car park • Council carry development risk with any upgrade to the car park • Risk that works to Units 1–3 are progressed before the wider decision on existing retail operator and Theatre is confirmed, which could affect the most appropriate future use of the space and the cost becomes a sunk cost. • Parking shortfalls could create planning challenges for potential residential developers and affect scheme deliverability.
	Option B: Dispose of car park site to operator for creation of a decked car park, upgrade steps and ramps and an underpass, public realm in units 1-3	• Development risk passed onto a third party • Potential to retain ownership of land in the long term • Possibility to enter profit share agreement after initial period • Significantly greater spaces compared to the existing car park • Shortfall of car parking addressed • EV charging deliverable • Improved gateway to town centre • Could improve the likelihood of a residential developer obtaining a planning consent due to increased parking	• Potential upgrade / additional substation required to support EV charging • Procurement support required to identify the operator • Council loses control of site, potentially permanently • Loss of car park revenue • Risk that works to Units 1–3 are progressed before the wider decision on existing retail operator and Theatre is confirmed, which could affect the most appropriate future use of the space and the cost becomes a sunk cost.

Decision	Options	Pros	Cons/Risks
	Option C: Do nothing	• Development risk passed to the successor authority • Car park revenue retained	• Insufficient car parking if other land supporting car parking is disposed of for an alternative use case • Parking shortfalls could create planning challenges for potential residential developers and affect scheme deliverability. • Council retain liability of the existing car park • Council retains responsibility for cleared 1-3 sites • On-going security and health & safety compliance obligations • No EV charging installed • No investment at Units 1–3 would undermine the quality of a key town centre gateway, leaving a highly visible detractor in place. • Reputational damage with MHCLG
Proposed residential development plots	Option A: Do nothing	• Development risk passed to the successor authority • No reliance on Halifax vacating • No requirement to dispose of Civic Northern site • No requirement to relocate existing retail operator	• No land value created to support wider town centre requirements. • Council left with vacant, dilapidated units with no uses. • Cleared site that has to be retained with Council covering liability and insurances • Further decline in the town centre • Reputational risk with Public • Could lead to reduced footfall in town centre due to negative environment • Reputational damage with MHCLG/Homes England/Public

Decision	Options	Pros	Cons/Risks
	Option B: Deliver residential and mixed use sites	- Land value created to support wider town centre regeneration - Risk of sites passed on to the private sector - Larger variety of uses within the town centre - Option to deliver a range of different housing types and tenures	- Development risk - Market downturn - Parking shortfalls could create planning and viability challenges. - Once disposed of, the council has less control over future use, design and delivery timescales - Value generated dependent on site constraints, abnormal costs and market demand
Public realm works	Option A: Do nothing	- Development risk passed to the successor authority - Funding could be reinvested in other parts of regeneration - Avoids disruption to businesses, residents and traffic during construction	- May detract from developer/operators investing in the town centre - Limits opportunities to improve accessibility, safety and connectivity for pedestrians, cyclists etc - Could weaken support for local businesses - Security, reputational and H&S risk - Reputational damage with MHCLG/Public - Could lead to reduced footfall in town centre due to a negative environment
	Option B: Deliver public realm	- Improves the overall look, feel and quality of the town centre. - More attractive environment for residents, visitors, businesses and investors. - Supports wider regeneration by improving connections between key sites and facilities. - improved accessibility, safety and movement for pedestrians, cyclists etc - Support local businesses by improving the setting around shops, cafés and services	- Requires ongoing maintenance funding to keep spaces clean, safe and attractive. - Disruption during works - Development risk



Initial Budget Costs – Executive Summary (5.6.26)

Tetra Tech (TT) have undertaken an assessment of initial budget costs for the refurbishment and extension of the Prince of Wales Theatre, Cannock on behalf of Cannock Chase District Council (CCDC). These are dated 5 June 2026.

To inform these costs, CCDC commissioned the following surveys / reports on the building via Tetra Tech and C&D Demolition Consultants.

- C&D (RDM) – Prince of Wales Theatre Refurbishment & Demolition Survey; ref 260417
- Intega - Technical Due Diligence Condition Survey Report (April 2026) – 01265
- CWC - M&E Condition Report - 15.04.26 Ref 3731-CWC-XX-RP-N-0001

TT have also utilised concept design report produced by Page\Park architects, dated 18 August 2024, which provides a conceptual design for the refurbishment and service spine extension to the theatre. The service spine is a circa 500m² extension across three stories which allows the stage door at 1st floor level to be serviced, as the current access route via the multi storey car park ramp has been demolished as part of the wider town centre redevelopment works.

The Page\Park design maintains the current entrance tower and also includes a potential layout for the ground floor which shows a new foyer and seating area, kitchen, rehearsal space and toilets. This area currently acts a storage area for the former market and does not form part of the PoW Theatre floorplate.

Further to receipt of the Refurbishment & Demolition Survey, it is noted that the extent of asbestos within the building is limited, however given experience with the adjacent buildings and structures in Cannock, we have included an allowance for any unexpected asbestos uncovered during the works.

The Intega TDD Condition Survey notes the following items need to be considered as part of any refurbishment of the building.

1. The building structure (foundations / concrete / steelwork) is in sound condition however any alteration of this to suit new layout / extension / use should be investigated further.
2. The fabric of the entrance tower is in poor condition (GRP cladding) and requires replacement. This is compounded by the use of flammable insulation (expanded polystyrene) which should be replaced.
3. The now exposed gable wall (adjacent the former Forum) requires treatment in the longer term to provide weatherproofing / thermal and acoustic performance. Existing brickwork in satisfactory condition subject to minor remedials however thermal performance to be reviewed.
4. The roof finish and structure are in poor condition and structure could be deemed fragile under HSE Guidance (reinforced woodwool slabs) and requires replacement. Edge protection measures to the roof also need to be upgraded / provided.
5. Windows / glazing are in poor condition throughout and should be replaced. Leak / staining visible to surrounding finishes and areas.
6. GF roller shutter doors are operable however some in poor condition / require upgrade.
7. Doors / floor / wall / ceiling finishes are generally dated / worn, and consideration should be given to replacement throughout. Main staircase appears in good condition.
8. WC's are generally dated / worn (but functional) and consideration should be given to replacement throughout.
9. Fire stopping considered inadequate in several areas.



Initial Budget Costs – Executive Summary (5.6.26)

The CWC M&E Condition Report notes the following the following items need to be considered as part of any refurbishment of the building.

1. Mechanical installations are in poor condition or past their economic life expectancy and therefore require replacement. The ac unit to the first-floor bar and water heater are in good condition (both approx. 5 years old) but would suggest replacement of these as part of a wider refurbishment of the building.
2. Electrical systems are in poor condition or past their economic life expectancy and therefore require replacement, with some elements considered not in line with best practice or potentially non-compliant with Part L (Building Regs) or others (BS / IET Wiring Regs).
3. IT and Data Installations and Emergency lighting are in fair / good condition and subject to maintenance should continue to operate for several years. Lighting to WC's and a few DB boards have been replaced and are in good condition (both approx. 5 years old). Notwithstanding this, we would suggest replacement of these as part of a wider refurbishment of the building.
4. The lift is considered to be in good condition however we understand that a survey of the lift is being undertaken direct by CCDC.

Further to the above surveys and reports, we have assessed the refurbishment and extension budget costs on the basis that all existing internal finishes, fixtures and fittings are removed in full, inclusive of all M&E installations.

In terms of the building fabric, given the concerns identified regarding the condition of existing roof and its classification as a fragile roof, we have allowed for this to be removed and replaced in full. Costs allow for the replacement of cladding/glazing to the existing entrance tower due to the condition of the cladding (GRP) and presence of flammable insulation. Refurbishing the entrance tower could be considered cost prohibitive as it could be demolished with a new means of access incorporated into the service spine extension, however the design of this would need to be developed at the next stage.

The refurbishment works would necessitate a new means of escape to be provided as the former escape routes used the adjacent multi storey car park which has now been demolished. We have provisionally allowed for 2nr semi enclosed fire escape staircases to the east elevation, the design of which is to be further developed at the next stage.

Internally, we have allowed for new finishes throughout and included provisional allowances for new fixtures and fittings such as tiered theatre seating, fit out of the kitchen, as well as dressing rooms etc. Whilst the PagePark concept design provides us with an informed steer, it should be noted that this has not been developed to a sufficient level of detail to allow costs to be market tested via a tender process.

We have allowed for new M&E installations throughout to achieve compliance with Building Regulations Part L and industry guidance. An allowance for specialist M&E installations (AV/Stage Lighting/Stage Engineering) is based on budget costs provided by Charcoal Blue in June 2023 which have been uplifted to present day.

We have allowed for the demolition of the former multi storey car park ramp which also houses the existing substation as part of an enabling works package. We have also included a provisional allowance for the treatment of (new housing / switchroom) or movement of the existing substation (location TBC) which is to be confirmed following further investigation.

Costs are informed using in house cost data and BCIS analyses as a benchmark. Costs include an allowance for on costs in line with expected levels and include preliminaries, contingencies, OH&P and fees for the delivery of the works.

PoW Theatre - Refurbishment Works

for

Cannock Chase District Council

Initial Budget Costs

Tetra Tech

Horton House - 6th Floor

Exchange Flags

Liverpool

L2 3PF

B033419

05 June 2026

PoW Theatre - Refurbishment Works Cannock Chase District Council



Basis of Estimated Costs

Page\Park Architects

- 1 Prince of Wales Theatre Concept Design Report 14.8.2024 (inc Sketch Plans)
- 2 C&D (RDM) Prince of Wales Theatre Refurbishment & Demolition Survey; ref 260417
- 3 Intega - Technical Due Diligence Condition Survey Report (April 2026) - 01265 & Photographic Schedule (April 2026)
- 4 CWC - M&E Condition Report - 15.04.26 Ref 3731-CWC-XX-RP-N-0001

Schedule of Accommodation

- 1 **Existing Theatre**
GF - 700m2
1st - 705m2
2nd - 286m2
- 2 **Service Spine (Extension to accomodate stage access)**
GF - 167m2
1st - 167m2
2nd - 167m2
- 3 **Total**
GF - 2192m2

Qualifications & Exclusions

- 1 Costs are based on 2Q2026 and exclude inflation

The following items are excluded from this Cost Plan:-

- 2 VAT payments
- 3 Land acquisition costs / CPO costs
- 4 Client Legal fees / Client Insurances / Client charges or fees outside of TT Appointment i.e. CIL Payments
- 5 Client finance / direct funding costs

CCDC LUF WORKS
PoW THEATRE - REFURBISHMENT WORKS



Date:
05/06/2026

ENABLING WORKS (RAMP DEMOLITION)

Ref	Description	Costs
1	ENABLING WORKS (RAMP DEMOLITION)	157,590
2	NET CONSTRUCTION COST	157,590
3	Enabling Works Contingency (20%)	31,518
4	TOTAL CONSTRUCTION WORKS (EXCL FEES)	189,108
5	Provisional Allowance for Fees (20%)	37,822
6	TOTAL CONSTRUCTION WORKS (INCL FEES)	226,930

Comments		
Net Construction Cost	-	cost/m2
Total Construction Cost (Excl Fees)	-	cost/m2
Total Construction Cost (Incl Fees)	-	cost/m2

PoW THEATRE REFURBISHMENT WORKS

Ref	Description	Costs
1	PoW THEATRE	6,347,373
2	NET CONSTRUCTION COST	6,347,373
3	Main Contractor Preliminaries (15%)	952,106
4	Project Design Contingency (7.5%)	547,461
5	Project Risk Allowance (2.5%)	196,173
6	Main Contractor D&B Risk (1%)	80,431
7	Main Contractor OH&P (5%)	406,177
8	TOTAL CONSTRUCTION WORKS (EXCL FEES)	8,529,722
9	Provisional Allowance for Design & Planning Fees (10%)	852,972
10	TOTAL CONSTRUCTION WORKS (INCL FEES)	9,382,694

Comments		
Net Construction Cost	£2,896	cost/m2
Total Construction Cost (Excl Fees)	£3,891	cost/m2
Total Construction Cost (Incl Fees)	£4,280	cost/m2

OVERALL COST

1	TOTAL CONSTRUCTION WORKS (INCL FEES)	9,609,623

CCDC LUF WORKS
PoW THEATRE - REFURBISHMENT WORKS

Date:
05/06/2026



Ref	Description	Quantity	Unit	Rate (£)	Estimated Costs	Comments
1A	PoW THEATRE (SERVICE SPINE TO ACCOMMODATE STAGE ACCESS)					GIFA = 501m2
1A1	Substructure	501.00	m2	150	75,150.00	
1A2	Superstructure	501.00	m2	750	375,750.00	Incl connection into existing building
1A3	Finishes	501.00	m2	160	80,160.00	
1A4	Fittings (Changing Rooms / Staff Offices)	501.00	m2	100	50,100.00	
1A5	M&E	501.00	m2	775	388,275.00	
1A6	Lift		Item		125,000.00	Goods lift to scene dock (dual entrance)
1A7	Drainage	501.00	m2	15	7,515.00	
2	PoW THEATRE EXISTING BUILDING					GIFA = 1691m2
2B	Demolitions & Alterations					
2B1	Remove cladding to existing entrance tower / Glazing to link bridges	406.00	m2	100	40,600.00	
2B2	Remove lift to existing entrance tower		Item		10,000.00	
2B3	(GF/1st/2nd)		Item		25,000.00	Stairs protected / maintained
2B4	maintained)	606.00	m2	150	90,900.00	Incl crash deck etc
2B5	Remove existing roller shutter doors	19.00	nr	250	4,750.00	
2B6	Remove existing windows	33.00	m2	50	1,650.00	
2B7	Allowance for opening up existing windows to 1st floor (Church St)	17.00	m2	250	4,250.00	
2B8	Remove existing fixtures & fittings (Bars / Dressing Rooms / WC's etc)		Item		25,000.00	
2B9	Remove existing floor and ceiling finishes	991.00	m2	20	19,820.00	
2B10	Remove existing theatre seating		Item		5,000.00	
2B11	Remove existing M&E installations					Assumed existing theatre equipment to be retained removed direct by PoW Theatre
2B12	Remove existing M&E plant to roof	1,691.00	m2	25	42,275.00	incl craneage
2B13	Allowance for asbestos removal		item		50,000.00	
2C	Roof					
1C1	Lightweight Roof (single ply / insulation / VCL / metal deck)	606.00	m2	300	181,800.00	No structural mods
2D	External Walls					
2D1	Curtain Walling to Entrance Tower / Link Bridges	195.00	m2	700	136,500.00	GF & Link Bridges
2D2	Insulated Cladding to Entrance Tower	225.00	m2	400	90,000.00	Tower
2D3	Allowance for remedial works to existing brickwork / elevations		Item		25,000.00	
2D4	Insulated Cladding Panel to exposed gable following demolition of Forum	273.00	m2	400	109,200.00	
2D5	Insulated Cladding Panel to Fly Tower structure	180.00	m2	400	72,000.00	
2D6	Allowance for external metal fire escapes (semi enclosed) to East Elevation; including forming openings / fire doors etc	2	Nr	75,000	150,000.00	Fire Escape Strategy to be developed as PIP Concept Design does not consider this.
2E	Windows & External Doors					
2E1	PPC Aluminium window to Arches (GF)	96.00	m2	600	57,600.00	
2E2	PPC Aluminium windows to replace to existing	33.00	m2	500	16,500.00	
2E3	Entrance Pod, incl automated doors		item		50,000.00	
2F	Internal Walls & Partitioning					
2F1	Internal Walls to GF	700.00	m2	150	105,000.00	
2G	Internal Doors					
2G1	Doors to GF	700.00	m2	50	35,000.00	
2G2	New Doors to 1st / 2nd	991.00	m2	50	49,550.00	
2H	Wall Finishes					
2H1	Wall finishes to GF	700.00	m2	40	28,000.00	
2H2	New Wall finishes to 1st / 2nd	991.00	m2	40	39,640.00	
2J	Floor Finishes					
2J1	Allowance for levelling existing GF slab	700.00	m2	25	17,500.00	
2J2	Floor finishes to GF	700.00	m2	80	56,000.00	
2J3	New Floor finishes to 1st / 2nd	991.00	m2	40	39,640.00	
2K	Ceiling Finishes					
2K1	Ceiling finishes to GF	700.00	m2	40	28,000.00	
2K2	New Ceiling finishes to 1st / 2nd	991.00	m2	40	39,640.00	
2L	Fixtures & Fittings (incl adaptations to existing areas)					
2L1	Allowance for Reception / Servery Counter (GF)		Item		25,000.00	
2L2	Allowance for Kitchen (GF)		Item		50,000.00	Re-Heat Style
2L3	Allowance for Multi Purpose Room (GF)		Item		10,000.00	
2L4	Allowance for vanity units to 2 x WC's (GF)		Item		10,000.00	
2L5	Allowance for Changing Places facility (GF)		Item		20,000.00	
2L6	Allowance for Booth Seating to Foyer (GF)		Item		25,000.00	
2L7	Allowance for lockers / storage etc (GF)		Item		5,000.00	
2L8	Allowance for fixed tiered seating, incl structure (Theatre)		Item		250,000.00	
2L9	Allowance for re-dec / improvements to theatre box / control area (Theatre)		Item		50,000.00	
2L10	Allowance for new stage (Theatre)		Item		25,000.00	
2L11	Allowance for raising existing floor to suit new stage level (Theatre)		Item		10,000.00	
2L12	Allowance for Green Room (Theatre 2nd)		Item		5,000.00	Incl layout mods
2L13	Allowance for 2 x Changing Rooms (Theatre 1st)		Item		10,000.00	Incl layout mods
2L14	Allowance for 2 x WC's (Theatre 1st/2nd)		Item		10,000.00	Incl layout mods
2L15	Allowance for Bar / Lobby Area (Theatre 1st/2nd)		Item		10,000.00	Incl layout mods
2L16	Allowance for loose furniture		Item		10,000.00	Tables & Chairs / Stools
2L17	Allowance for external signage		Item		25,000.00	
2M	M&E					
2M1	M&E Installations	1,691.00	m2	775	1,310,525.00	Incl BWIC Excl Sprinklers
2M2	M&E Installations (Extra over allowance for BREEAM Accreditation)	2,192.00	m2	-	Excl	
2M3	Lift Installation		Item		75,000.00	New passenger lift to entrance tower
2M4	Specialist M&E Installations (AV / Stage Lighting / Stage Engineering)		Item		1,153,583.00	Bronze Option - CB Report June 2023 plus inflation (Excl refit of existing equipment)
2N	Site Works					
2N1	Allowance for forming new access point / vehicular service route to building		Item		75,000.00	
2N2	Allowance for landscaping to building frontage		Item		100,000.00	
2O	Drainage					
2O1	Drainage adaptations to suit new GF layout	700.00	m2	15	10,500	
2P	Incoming Services					
2P1	Allowance for treatment / move of existing substation and diversion of existing utilities		Item		300,000.00	
Estimated Costs					6,347,373	

Cannock Chase Council,
Civic Centre,
Beecroft Road,
Cannock,
Staffordshire WS11 1BG

30 July 2026

Dear Cllr P Jones, Cllr T Jones, Cllr Lyons and Cllr Muckley,

cc Tim Clegg and Anna Nevin

Re: Prince of Wales Theatre, Cannock

Theatres Trust welcomes the Council's engagement with us on the future of the Prince of Wales Theatre and the constructive dialogue to date. The theatre is at a critical point, and the decision now facing the Council is significant both for the future of the town and for the community it serves.

Theatres Trust is the national public body for theatres, with a statutory remit to protect theatres for the benefit to nation and to advise decision makers on the value, viability, and long-term sustainability of theatres for which they are. In that advisory capacity, we have responded to the Council's questions in Appendix 1 and provided further context and relevant case studies in Appendix 2.

As we recommended in our letter to the Cabinet of the previous administration dated 3 December 2025, a decision of this significance should not be taken without objective expert evidence about:

- the theatre's previous and potential economic, social and cultural value
- the consequences of losing the town's only 436-seat mid-scale live performance venue
- the comparative impacts of the credible options for retention, redevelopment or demolition.

To date, the necessary assessments have not been commissioned. The Council, and subsequently Theatres Trust, therefore lacks the evidence needed to reach an informed view on the consequences of retaining, redeveloping, or demolishing the theatre.

Any final decision must consider more than the immediate capital costs. It should be informed by credible analysis of the longer-term effects on cultural participation,

town-centre vitality and footfall, community identity, the visitor economy and opportunities for future regeneration. Without this work, the options cannot be compared transparently or responsibly.

Theatres Trust therefore recommends that the Council defer any final or irreversible decision on the future of the Prince of Wales Theatre until the necessary independent economic and social impact evidence has been commissioned, completed, and considered by your elected members. On the evidence currently available, we cannot support a final determination on either retention or demolition. In particular, we would not support a decision to demolish the theatre, an irreversible step, before the economic and social consequences have been properly assessed.

Deferring the decision until the proper evidence has been procured would demonstrate responsible stewardship of a public asset, good governance and a commitment to evidence-based decision-making in the interests of the Council and its residents.

Please do not hesitate to reach out to Theatres Trust if we can provide further information, or direct the Council to potential providers for the evidence required.

Yours sincerely,



Joshua McTaggart
CEO, Theatres Trust

Theatres Trust

22 Charing Cross Road, London WC2H 0QL

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The Theatres Trust is the national advisory public body for theatres. The Theatres Trust Charitable Fund supports the work of The Theatres Trust, has the same Trustees and is registered as a charity under number 274697

Appendix 1: Theatres Trust Response to Council Questions

The Council would like the Theatres Trust to provide information on the following:

1. Confirm that a procurement exercise to secure an operator for the theatre is likely to take around 12 months.

Finding an operator could range from two months to 18 months depending on the complexity of the project and negotiations and the council's capacity to deliver a robust procurement process. The full scope of works to get the theatre ready to reopen, and the Council's position on these works, would need to be taken into account when planning the tender process (examples are provided in Appendix 2).

2. Comment on the likelihood of success of attracting an operator given the circumstances e.g. the PoW has been closed since April 2025 and requires substantial investment to enable it to open.

The theatre's on-going closure and requirement for investment will not diminish the likelihood of finding an operator (see supporting evidence in Appendix 2).

3. Confirm that an operator is likely to require an annual subsidy and what that is likely to be.

Any potential future operator is likely to require subsidy to reignite the operation and rebuild its audiences. Given the size of the venue, it is likely that this would require £500,000 per annum but without the financial information relating to the theatre's previous operating history it is not possible to give an accurate figure and would be something the Council would need to commission from a consultancy that can undertake an Economic Impact Assessment and financial modelling for a 10-year period to establish if the investment could be gradually decreased over a 5-10 year period (see examples in Appendix 2)

4. Suggest how we might improve the chances of successful procurement.

The most important element of a successful procurement is for the Council to have a clear Vision and ambition that champions the provision of a live mid-scale performance venue for its residents. It provides a mark of confidence to a potential bidder that they can work with the local authority as a partner who is keen to buy in to cultural provision and has a strategy to support this. Other practical aspects are noted within Appendix 2.

5. Indicate your view on the risks of undertaking a substantial refurbishment without having secured an operator first.

Some risks are already detailed within the Park\Page reports that supported the Levelling Up Funding bid. This level of work would need to be commissioned by a specialist consultancy. The Trust can also introduce the Council to Thanet District Council leads who are working on the reopening of Theatre Royal Margate who will have undertaken a risk review of this nature.

6. The estimated refurbishment costs that we have shared with you are for a basic level of finish (and we are concerned they will rise as we develop them to Riba 3). Will theatre goers (and potential operators) be satisfied with this level of quality?

The Trust remains unclear around the Council's vision and ambition for the project, what it wants to achieve and where the evidence is to support it (Economic and Social Impact Assessments (EIA), Market Demand, Audience Consultation). The design and cost plan can be developed once the design brief is understood and clear project priorities and redlines around what is a necessity for the project to succeed has been established. The Trust would then be able to provide an impartial view on whether the brief is realistic and a consultation with the residents of Cannock will establish the satisfaction levels.

7. Suggest practical ways in which we could increase the income of the PoW e.g. increasing the number of seats by taking space from the changing rooms was proposed but we need to consider the payback period of this option (cost vs. extra income) and how would we re-configure the changing space?

Again, it is important to understand the project priorities. The Charcoalblue study suggests adding side balconies both for ambience and to increase the number of seats. However, the same report suggests increasing the stage depth (loss of seats, albeit for particular performances such as the dance school) and improvements to the control room and follow spots (at a loss of seats). Your EIA and market demand reports will indicate the project priority and allow your design to focus on this.

8. Suggest ways of increasing the community's use of the PoW.

Undertaking a community engagement consultation to understand their needs and demands on the space will highlight opportunities to increase the venue's use, some of which may already be within your Local Plan consultation work. As noted in Q12, venues such as Maesteg Town Hall and Storyhouse in Chester were able to identify innovative ways to combine local authority service provision and successfully develop a different operating model. The reports that have provided, including the original LUF bid have identified avenues such as a cafe, restaurant, bar or the partnership with the college that addresses their needs for a small studio space or incubator workspace.

9. Suggest opportunities to bid for further funding.

Theatres Trust's Advice Note on [Fundraising for Capital Projects](#) has a series of links that the Council should explore as well as researching the [Creative Foundations](#) funding avenues from Arts Council England. Other avenues include ongoing stakeholder engagement with government to make the case for the project and ascertain if funds can be found to support it, which the Trust has seen being done successfully with other recent capital projects.

10. Provide examples of the economic benefits to the town that would follow from refurbishing and retaining the PoW.

It has been repeatedly demonstrated by many venues across the UK that theatres deliver a mix of direct local spending from residents, visitor spend in town, and wider regeneration benefits. This is achieved through the initial one-off local work for contractors for the construction phase, staff wages, supplier spending, audience spend on food, drink transport, childcare and other local purchases. The standard economic impact calculation demonstrates that for every £1 spent on a theatre ticket, it will generate at least a further £1.40 spend within the local economy. Based on the theatre's financial information from 2024/25 this would equate to c£750,000. The theatre will also provide higher footfall and stronger street trade, increase evening and weekend activity and help hospitality and retail to grow. It is also well reported that theatres provide safer evenings, stronger social cohesion and lower crime risk. Further supporting information and links can be found in Appendix 2.

11. Your website suggests that the optimal size for a theatre when considering refurbishment is over 800 seats. What is different about the PoW (circa 450 seats) that suggests that it can be viable?

The reference to "over 800 seats" reflects a general observation that larger theatres can sometimes benefit from greater income-generating capacity and economies of scale when undertaking refurbishment. However, the Prince of Wales is different because the business case is not based on capacity alone. At circa 400 seats, it is still within the typical operating range for a regional theatre, and its viability is strengthened by the fact that there is already an established theatre asset in place, the building has an existing audience base and civic identity, and there is a wider site opportunity to reconfigure the theatre, flower market and surrounding land into a more coherent and commercially resilient town-centre destination. In other words, the question is not whether the Prince of Wales is large enough in the abstract, but whether retaining and upgrading an existing c400-seat venue delivers better value, lower demolition risk, and a stronger long-term operating model than starting again with a new-build solution or losing it completely.

12. Are there alternative operating models which have enabled theatres to successfully reopen elsewhere?

A good example of alternative operating models can be demonstrated with both [Maesteg Town Hall](#) and [Storyhouse, Chester](#) where they have combined culture and library Council services, creating a multi-purpose venue serving its communities.

13. Please can you outline your views on the proposal for a new, smaller theatre.

The South Staffordshire College new studio concept is based on Lowther Pavilion's new [Windmill Building](#), which has 162 capacity that complements the main auditorium of 450 seated and 900 standing. A robust Economic Impact Assessment and Market Demand analysis would provide the Council with evidence that demonstrates the size of venue its community needs. Without this information the Trust is unable to comment conclusively on whether a 162-capacity venue is suitable but given the Prince of Wales was regularly performing to 80% capacity audiences and welcoming c80,000 people per annum it is unlikely that this level of provision would be sufficient and would also be further reduced as a facility for the residents of Cannock due to the demands and needs of the college activity.

14. Any other information that you think can help members in making this decision.

Councillors must take into account in their decision making the importance of placemaking. What Theatres Trust means when we talk about placemaking, it is the process of shaping a place, so it feels useful, welcoming, distinctive, and meaningful to the people who live, work, and spend time there. It is about how people use a theatre, connect through it, and develop a sense of belonging to it.

Theatres are such an important element to the fabric of placemaking because they do more than present performances: they draw people into shared experiences, create regular reasons to gather, and help define a town or neighbourhood's identity, making them both social and cultural infrastructure. Through all of this, they create the conditions for a stronger, more connected place, providing social connection, local identity, cultural activity, and public life.

Councillors should also understand that a refurbished theatre is usually the lower-carbon and lower cost option because it retains the existing substructure and superstructure, avoiding the embodied carbon already “locked into” the building and the high emissions associated with demolition, new structure, and materials. In cost terms, redevelopment is also likely to be materially cheaper than new build: a refurbishment rate is around £2,060/m² before taking in to account several key items, but benchmarking points to a more realistic refurbishment range of roughly £4,000–£7,500/m² once stage engineering, specialist lighting/audio-visual, fees, inflation, and contingency are properly allowed for, whereas new-build theatres are commonly benchmarked at about £8,000/m², before adding demolition, soft strip, asbestos removal, and site-enabling works; for a theatre of this type, demolition alone could easily add over £1 million, with asbestos and unknown-condition risk pushing the figure higher.

Appendix 2: Further Supporting Information numbered by relevant question

1. Examples: Landmark Theatres took over The Key Theatre in Peterborough and reopened it within a month. This was off the back of soft market testing – there was no formal tender process. The theatre had been closed for a year, was very well moth-balled, had all the equipment ready to use and an existing customer database.

The Harlequin Theatre in Redhill has been closed since September 2023 due to RAAC. Their tender process has been conducted across 18 months, and they announced recently they've selected an operator.

The Theatre Royal in Margate specified a quick turnaround on their recent tender process, opening in June this year with an operator to be selected by September, and plan to progress the design works in parallel with the operator selection process with planning permission for the proposals just having been granted.

2. By the time the Harlequin re-opens (2028) it will have been 5 years since closure. By the time Theatre Royal Margate re-opens (2027) it will have been 5 years since closure.

Note: Operators value clarity and would want to work with the Council on costings with the understanding that major works to get the building re-opened would be covered by the Council. With a clear picture of what assets currently exist (lighting, equipment, bar etc.) the operator can understand everything they're taking on and what the council would be willing to pay for.

3. Parkwood Theatres have a venue of c.400 seats - receives £200k p/a from the LA
Newbury Corn Exchange 400 seats - receives c£397k core funds from Arts Council England (ACE)
The Courtyard 400 seats - receives c£217k core funds from ACE
Corby Cube 445 seats - receives £298k from North Northamptonshire Council and c£173k core funds from ACE
4. The following is a list of some examples:
 - Provide a building that is fit for purpose
 - Provide a clear list of assets including lighting, theatre equipment etc.
 - Undertake structural, MEP and conditions surveys
 - Provide a sufficient investment level to reignite business momentum
 - Operate a split maintenance matrix to ensure the operator is not burdened with large life cycle costs and that the Council maintains an active role in the building's wellbeing
 - Offer a 30-year lease agreement

- Minimise costs that are within the Council's gift to offer, such as 100% business rate relief, peppercorn rent agreement
- Include ground floor space (flower market) to maximise other revenue stream opportunities – a secondary performance/live music space, food and beverage offering

9. Case Studies:

Y Muni secured £5.3m from Levelling Up Funding, £250,000 from Welsh Government's Transforming Towns Placemaking Grant, £250,000 match funding from Rhondda Canon Taf Council, Arts Council of Wales funding and the UK Government's Shared Prosperity Fund to complete the project.

Corby Cube secured £6.5m from East Midlands Development Agency, £1m from Northamptonshire Enterprise Limited, and the balance came from Corby Borough Council and the European Regional Development Fund.

Corn Exchange Newbury's Old Library redevelopment has secured £1 million from Greenham Trust for the acquisition of the building, repairs, and conservation. It has also had support from Backstage Trust, Foyle Foundation, Garfield Weston Foundation, and Syder Foundation. More than half of the overall costs were raised through trusts, foundations, and public donations, with the remaining amount covered by a mix of funding applications, pledged funds, cost savings, and public fundraising.

10. Case Studies:

Whilst the following may not directly relate to the situation in Cannock the principles demonstrate a theatre's impact upon its local economy and social health.

Newbury Corn Exchange's [Impact Report](#)

[ACE Storyhouse Case Study Article](#)

Key stats from its first year of opening reported that 100 jobs were directly supported, including around 40 full-time, 30 part-time and 30 casual/seasonal staff members. A 15% increase in footfall brought new spend to surrounding city centre businesses. 1 million visitors visited the venue representing an additional strength to Chester's significant tourism offer. 160 volunteers were engaged with running the operation, with benefits from volunteering including developing skills and confidence levels, as well as deriving personal satisfaction and making new friends. 150 community groups were supported contributing to community cohesion and an estimated 54% of users report that they are not there to see a play or to use library books or the café/bar facilities, but are just spending time in the building, in line with the aspiration for a primarily community-focused facility

HOME, Manchester

HOME has contributed nearly £26m to Greater Manchester's economy in 2019/20. A newly published assessment also estimated that Home's services saved the NHS £1m in health and well-being costs.

A financial assessment of Home's impact by research and consultancy firm Ekosgen found it created £11.2m of gross value added for the local economy in visitor spending and £12.3m as an employer. An additional £1.5m was added to the economy through the purchasing of goods and services.

The social value of HOME's operations was also analysed using research by Simetrica and the Department for Digital, Culture, Media and Sport, which recognised arts engagement as reducing the need for GP visits and mental-health services. The report calculates that HOME's operation saved the NHS £1m per year, while the organisation also reached nearly 22,000 participants through its outreach and engagement work.

Bradford Live

Early economic impact forecasts estimated that the venue would deliver 270,000 visitors a year to the city and support not only those jobs involved with the project but up to 500 FTE indirectly across the region.

Soho Theatre Walthamstow

The building is now owned by Waltham Forest Council and operated by Soho Theatre; however, it had been in other ownership and was in a bad state of disrepair having been largely unoccupied for 20 years.

Its revival is thanks to the hard work of Soho Theatre, Waltham Forest Cinema Club and the Council. Theatres Trust was also involved, supporting the council in the early stage when they were considering purchasing and restoring the building, including in persuading the council to invest in an Economic Impact Assessment.

The original Economic Impact Statement estimated that a reopened and renovated site could add between £34m and £52 million to the local economy over a ten-year period. An update a few years later indicated an uplift on the original estimate of £46m to £62m to the local economy over a ten-year period; 222 long term jobs created and £17m of indirect benefits such as increased land and property values.

Social Impact:

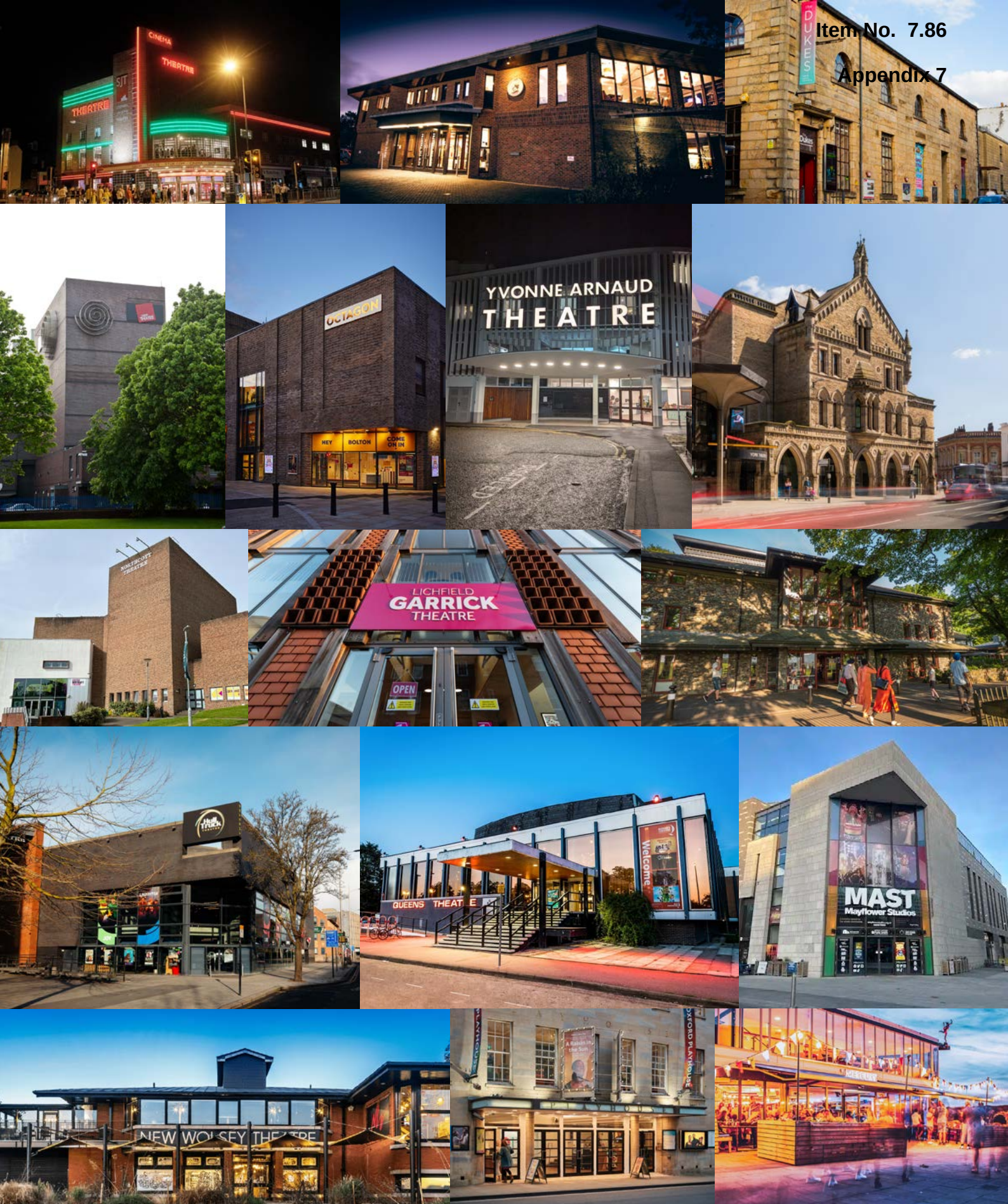
A recent publication comprehensively proves the impact of arts engagement and highlights a government commission from economists in the UK, using the studies within the book, where it is estimated that the societal financial impact of improvements in well-being amongst working adults as a result of engaging with the arts is valued at £15bn of cost savings a year to society. Amongst older adults specifically, the estimated annual cost savings from the reductions in depression rates estimated from people going to live music events, galleries, exhibitions, theatre and the cinema were also valued at £255m just for the NHS, with broader societal benefits to productivity of £3bn.

14. Case Study - [Chester Storyhouse](#)

Storyhouse was built as a replacement for the Gateway Theatre in Chester. The project was a part new build, and part transformation of Chester's landmark 1930's Odeon cinema, and has brought together theatre, cinema, and a library under one roof.

Key stats from its first year of opening indicated that the building was a source of community cohesion – an estimated 54% of users reporting that they are not there to see a play or to use library books or the café/bar facilities, but are just spending time in the building, in line with the aspiration for a primarily community-focused facility.

Storyhouse is an exemplar of vision and mission, creating a sense of local identity and local pride to Chester.



Midscale Theatre Venues

Impact Study 2024

Contents

	Page
1. Introduction	3
2. Executive summary	6
3. Economic and financial impact	9
4. Social impact	13
5. Local leadership and placemaking	19
6. Impact on the cultural and creative economy	23
7. Final thoughts	25



1. INTRODUCTION

Appendix 7

This report summarises the value of mid-scale theatres in England – a cohort who play a distinctive role in the country’s cultural landscape. It highlights the many ways in which mid-scale theatres support and enhance their local communities and economies. It also illustrates their ambition for this work and the entrepreneurial ways they generate inward investment to deliver culture, social change and capital projects.

Despite this demonstrable impact and value for money, the mid-scale theatre sector is fragile. The last five years have been volatile for theatres, and for charities and small businesses at large. Brexit, the Covid-19 Pandemic, and high inflation and interest rates have each caused disruption and economic pressure. Theatres have had to respond to a series of external events that has seen business costs escalate and consumer spending fall. Local government funding for culture has decreased by 48% per person in real terms between 2009 – 2023, whilst Arts Council England core funding per person fell by 18% in real terms. The UK now has one of the lowest levels of public investment in culture in the European area.

There are however characteristics of mid-scale theatres that significantly exacerbate these economic challenges:

- Mid-scale theatres are defined by their auditorium size (300 – 700 seats), so self-evidently have less earning capacity than large-scale theatres (size upwards). Earning capacity includes ticket income from seat sales, donations and ancillary trading such as food and beverages.
- The Arts Council’s 2016 Theatre Analysis describes the polarisation of the theatre sector into “winners and losers”, with medium and smaller theatres having disproportionately less earned income in a sector that is ‘marketised’ (i.e. driven by supply, demand and price).
- Many mid-scale theatres operate in areas of relative deprivation, with a lower wage economy and less disposable income. This creates a ‘double whammy’ effect of having fewer seats than larger theatres and greater price sensitivity. There is also less access to major philanthropists and large corporations, reducing the potential for fundraised income.
- In recent years, Universities have been major supporters of several mid-scale theatres but the recently well-reported crisis in Higher Education finance has led to pressure on this income stream

In order to sustain their missions and impacts, regional mid-scale theatres are drawing on their cash reserves at an unsustainable rate, resulting in a decline in the sector’s financial capacity. If their financial capacity isn’t secured, mid-scale theatres may not be able to continue to deliver the multitude of cultural, economic and social impacts outlined in this report.

This report presents evidence from sixteen theatres across England to demonstrate these impacts. We recognise that there is a wider cohort of mid-scale theatres who contribute to the cultural ecology and assume that the report’s findings broadly represent their impacts. This wider cohort includes other producing theatres that make new productions, presenting theatres that present touring and other productions, and regional arts centres, who all contribute to ensuring local audiences have the highest quality arts experiences.

This cohort of theatres are typically the only Arts Council funded performing arts venue in a town or smaller city, and often the only theatre that regularly produces new work in a district or county. In that regard, they are critical in reflecting local culture and employing creative talent in the regions.

These theatres act as hubs for theatre production and talent development, whilst presenting a wide range of artforms (music, dance, film and more) to audiences, and extensively engaging with their communities, generating creative and social outcomes. They are place-makers, with their institutions contributing to civic pride and renewal, as well as stimulating economic growth. As creative engines, in terms of creative output and talent development, their work contributes to the UK theatre's global success.

Theatre is an important part of the UK's creativity industries, one of the fastest growing parts of the country's economy and a priority within the Government's Industrial Strategy. A 2023 study on behalf of SOLT and UK Theatre suggests that the total theatre sector generates £2.39bn in GVA, supports over 200,000 workers and has a total turnover of £4.44bn. For every £1 spent on a theatre ticket an additional £1.40 is spent in the local economy, adding up to £1.94bn per year of extra value added by theatre audiences.

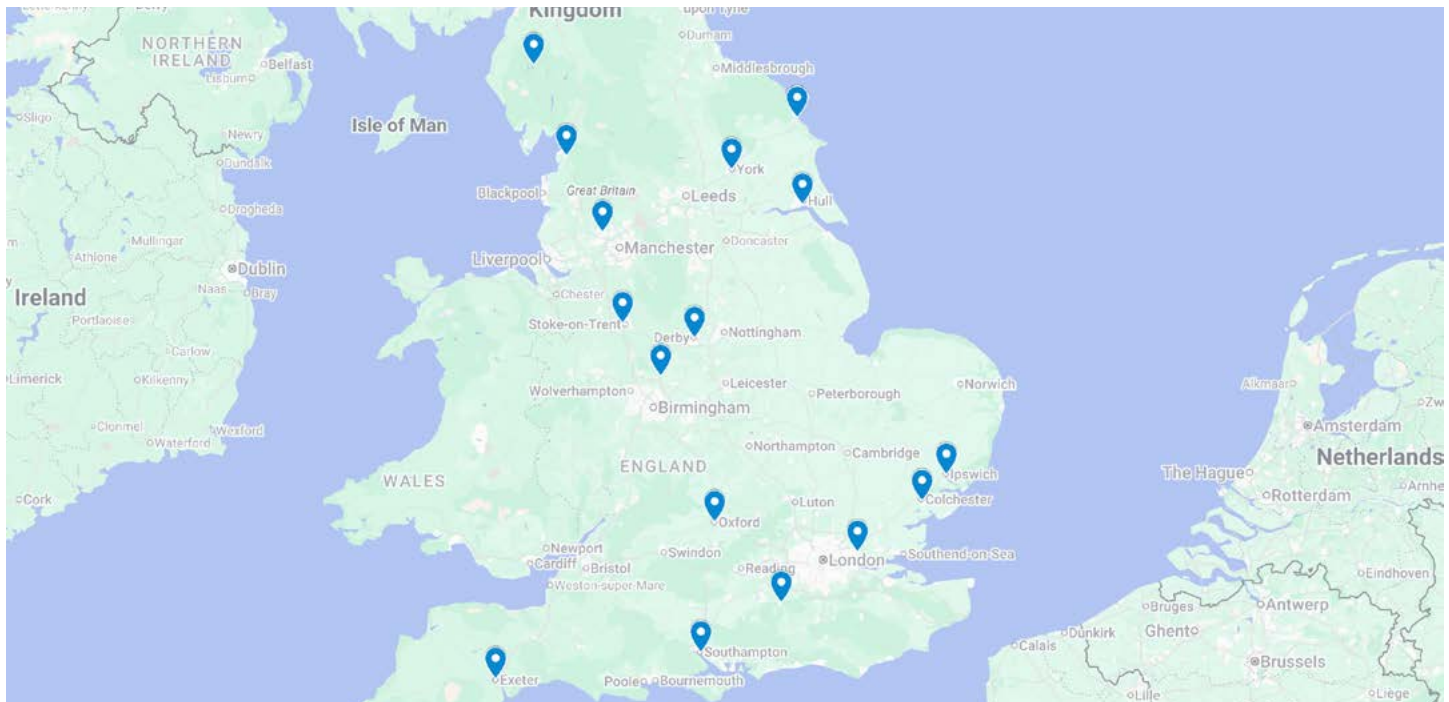
Our thanks to Researcher Gregory Nash and Associate Consultants Caroline Meaby & Mark Mallabone.

THE RESEARCH

Appendix 7

The research was conducted across June and July 2024 with the following sixteen mid-scale theatre organisations, representing national coverage:

Octagon Theatre Bolton	New Vic Theatre Newcastle-under-Lyme
Derby Theatre	New Wolsey Ipswich
Dukes Theatre Lancaster	Oxford Playhouse
Exeter Northcott Theatre	Queens Theatre Hornchurch
Hull Truck	Stephen Joseph Theatre Scarborough
Lichfield Garrick	Theatre by the Lake Keswick
Mayflower Studios Southampton	York Theatre Royal
Mercury Theatre Colchester	Yvonne Arnaud Theatre Guildford



Methodology

Data was collected using a mixed methodology approach, including three quantitative surveys, qualitative interviews, case study collection and desk research.

Some of the participating theatres don't currently capture all of the data used within this report. Given that, there are instances where it has not been possible to base cited data on the total sample of sixteen theatres. For clarity, this is highlighted within the report, where relevant, and averages are given as indications.

Project Team

The research was led by Gregory Nash, alongside associate consultants, Caroline Meaby and Mark Mallabone.

Definitions

When timeframes are cited within the report, they indicate the relevant financial year, unless otherwise stated.

To establish a consistent understanding of 'local', the participating theatres used their average audience drive-time, which was 38 minutes.

2. EXECUTIVE SUMMARY

Appendix 7

Mid-scale theatres have established a reputation for providing invaluable culture and entertainment. This research has demonstrated that they perform a much more dynamic and multi-faceted function within their geographies.

The study demonstrates the significant amounts of direct and indirect revenue they generate for their local economies. It is important to consider that the indirect revenue generated may not be spent within local economies if these theatres weren't attracting people into towns and city centres through their productions and other cultural offerings. In addition, this research indicates that around one in every five pounds of that indirect revenue generation comes from outside their immediate localities, further evidencing how local economies are likely to benefit by having mid-scale cultural venues within them.

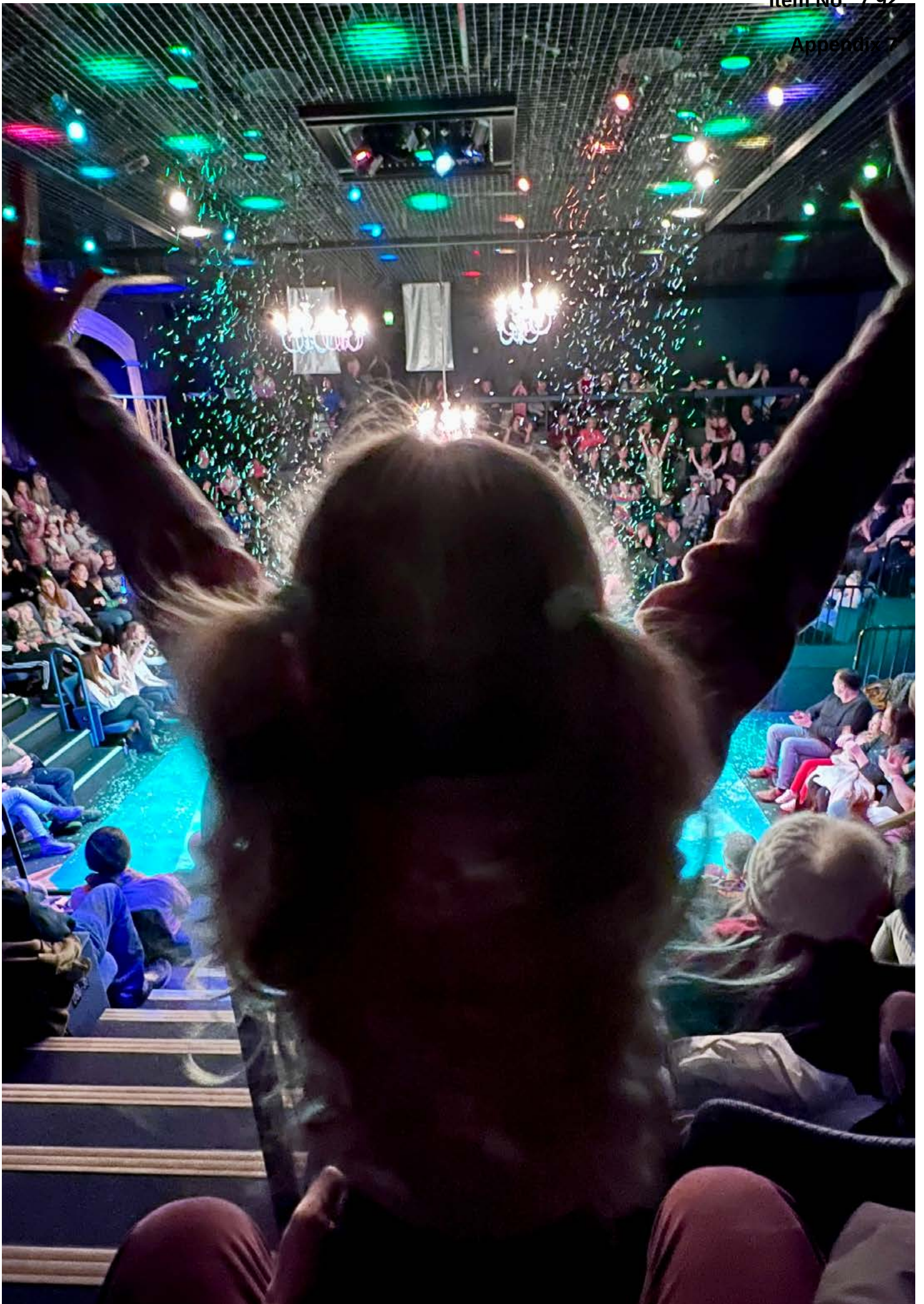
The mid-scale theatres in the study cohort are dynamic organisations that leverage notable inward investment into their localities for capital development and social regeneration projects, benefiting placemaking, community well-being and the local construction sector. Their staff proactively take on strategic leadership roles in relation to local business development, environmental sustainability and social change. Indeed, some of the participating theatres are actively involved in the development and evaluation of social prescription models, that could impact on the shape of future health provision.

There is an array of evidence that demonstrates their creative participation programmes positively impact on the health and wellbeing of local residents, most notably by increasing social confidence and social skills, reducing isolation and aiding language development. The work they do in this area is targeted at, and benefits, some of the most marginalised and disadvantaged people within their local communities, and is often done in conjunction with statutory and third sector partner organisations, by whom they are highly valued.

As well as being economic and social contributors, the theatres enhance the local and national creative economy, through talent pipeline and development opportunities aimed at creative freelancers and local SMEs. In that regard, this study found that they fulfil a number of the functions of a key 'creative hub' in their localities, and notes that policy agencies around the world are currently promoting creative hubs as the way to support the creative economy (Pratt, 2021)².

The following four sections outline the evidence and give further detail about the positive impacts these organisations have, both locally and nationally.

Additional case studies that strengthen this evidence and demonstrate the breadth of these impacts, are included within the report's appendix.





ECONOMIC AND FINANCIAL IMPACT

3. ECONOMIC AND FINANCIAL IMPACT

Appendix 7

The research further evidences that midscale theatres are a significant source of revenue generation for their local economies, through direct and indirect revenue generation, and cross-sector spending. They make a notable contribution to their regional labour market, and also generate significant capital spending investment for their localities.

◆ Direct revenue generation:

- In 2023/24, the combined turnover of fifteen of the theatres was £58,615,846 for all productions, an average of £3,907,723
- Thirteen theatres reported a further combined gross income of £494,390 for fees for participatory events (classes, workshops, talks etc.), an average of £38,030

◆ Indirect revenue generation

- UK Theatre report that for every £1 spent in a theatre, an additional £1.40 is spent elsewhere within a local economy, due to spend on hospitality and transportation as part of an evening out
- Using this figure as a guide, we estimate that those fifteen theatres helped to generate around £82,062,184 in additional indirect revenue generation for their local economies
- Given 22% of audiences came from outside the theatres' drive-times, we estimate that around £1 in every £5 of that revenue was generated from outside their immediate locality

◆ Contribution to the labour market

- Total workforce spend in the last financial year was £20,968,845, an average spend of £1,747,403 per theatre (12 theatres)
- This spend increased by 9% compared to the previous year
- The average number of people employed per locality was 238
- Just under 2/3 (62%) of core staff live within the town/city the theatre is located within, and 9 out of 10 (92%) live within its drive-time
- 85% of casual staff live within the theatres' drive-time

◆ Capital spending generation

Appendix 7

- Between 2020 and 2024, ten theatres spent a combined £9,305,552 on capital improvements, helping to improve the town/city centres and localities they reside within

◆ Contribution to the local economy

- Mid-scale theatres spend significant amounts of money across different sectors within their local economies (see illustration 1.1)
- That spend is increasing, although these cost increases are putting extra financial pressure on them



Illustration 1.1

	Production	Capital/ Construction	Goods/ Supplies	Services
£ Spent	7,260,083 (2023-2024)	9,305,552 (2020-2024)	4,910,489 (2023-2024)	2,718,496 (2023-2024)
Average £ per theatre	518,577	930,555	409,207	226,541
Increase on previous year	+7%	-	+14%	+18%
% spent within theatres drive-time	Data not available	56%	77%	43%
Number of theatres (base)	14	10	12	12



SOCIAL IMPACT

4. SOCIAL IMPACT

Appendix 7

Mid-scale theatres are invaluable spaces for culture and entertainment, but this research evidences how they are also vital civic and social hubs within their communities.

Their work positively impacts on the health and wellbeing of local residents, including some of the most marginalised and disadvantaged, through creative participation programmes that support social prescription models. These social benefits include:

- Increasing social confidence
- Reducing social isolation
- Increasing life and social skills
- Providing an emotional and psychological outlet for participants (and their carers)

Mid-scale theatres are also valued partners to schools, colleges, universities and third sector agencies, amplifying the social impact of their partners' work, supporting their sustainability and offering CPD opportunities to their partners' employees.

◆ Invaluable social hubs for culture and entertainment

- Total audience attendance across fifteen of the theatres in the last financial year was 1,447,143, an average of 96,476 per theatre
- From the data available, we estimate that the average audience drive time was 37.5 minutes
- Audience ratings demonstrate that the theatres deliver on a high-quality social experience (see illustration 1.2)

Illustration 1.2

Audience star rating for productions and/or theatre (rating out of 5)			
	Rating out of 5		% giving 4 or 5 stars (*)
Octagon Theatre Bolton	4.8	Mercury Theatre Colchester	85% give venue 5*s
Hull Truck	4.6	Stephen Joseph Theatre Scarborough	4 or 5*s In-house productions = 97% Visiting shows = 92%
Lichfield Garrick	4.7	York Theatre Royal	% giving 4 or 5 stars Productions = 88% Venue = 93%
Mayflower Studios Southampton	4.6		

- The average cost of a performance/event ticket in 2023–24 was £39.68, demonstrating value for money compared to other high-quality social experiences
- In combination, this data illustrates how theatres offer a unique and affordable social experience for many people within their catchment

- ◆ Creative participation programmes that positively impact the health and wellbeing of local communities
 - The sixteen venues ran a total of 748 creative participation programmes in their local communities over the last financial year, which equates to 9,614 creative participation sessions
 - Total attendance at participatory events in the last financial year was 154,611, an average of 11,893 per theatre (13 theatres)
 - The average fee paid for a participatory event was £3.19, indicating their accessibility in terms of financial means
 - The theatres are doing this work with some of the people most marginalized and disadvantaged groups within their local communities (see illustration 1.3)

Target groups for the 748 creative participation programmes	
Children/Young People (54%)	Refugees/asylum seekers (3%)
Lower socioeconomic (8%)	Dementia (2%)
Families/Intergenerational (6%)	Community Productions (2%)
Learning difficulties/disabilities (6%)	LGBTQ+ (1%)
Older people (4%)	Mental Health (1%)
Carers/young carers (3%)	Other (9%)

- The following case study demonstrates how this work improves mental well-being and reduces social isolation, and also evidences how these programmes offer a positive social return on investment



Case Study: Mercury Theatre (Colchester) and Essex University**Appendix 7**

Mercury Theatre run Taking Part, a creative participation programme, that:

- includes 34,127 participants across 3,831 participation sessions a year
- is targeted at different ages and demographic groups within their local community – children, young people and adults – and at some of the most marginalised people in their local community – within their programme for children and young people, 1 in 4 participants have a neurodiversity, access need or disability, 12% are from the global majority and 6% are Looked After Children.

They evaluated the social impact of this work with Essex University. That research found that:

- 92% of participants reported improved mental health and wellbeing (Warwick/Edinburgh Mental Well-being scale)
- Low levels of wellbeing amongst participants more than halved
- 90% of participants felt less isolated and lonely as a result of taking part

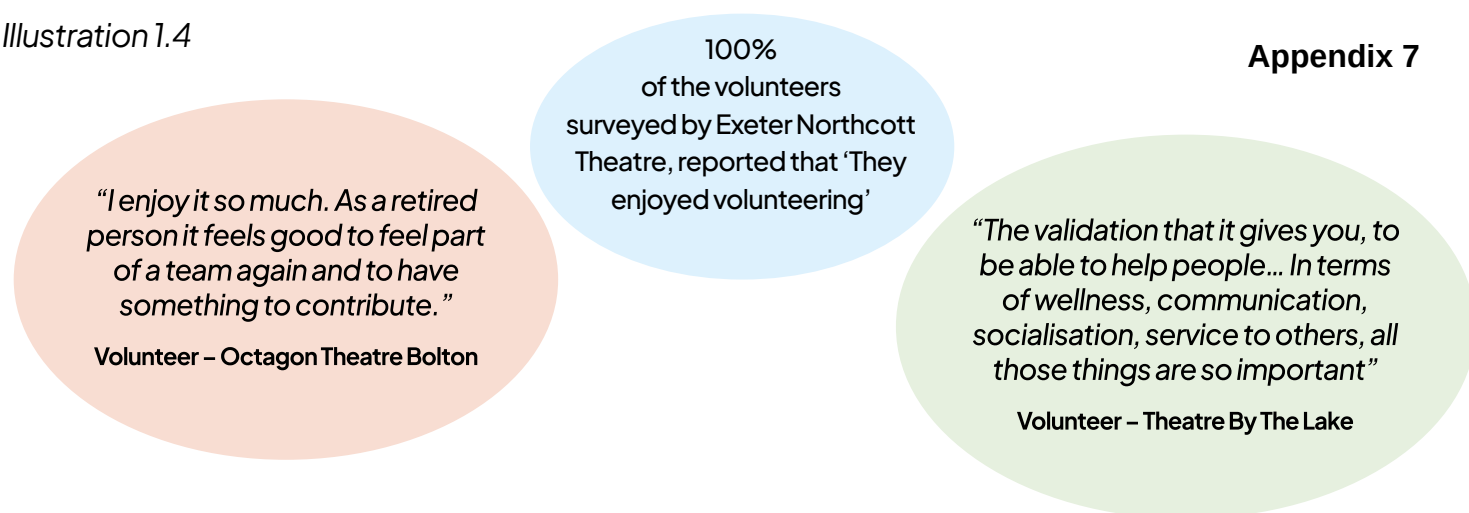
A social return on investment assessment, conducted by Essex University, demonstrated that there was a social impact of £6.59 for every £1 invested in the programme.

Other case studies evidence this work has additional positive impacts on participants and communities by: increasing social confidence; increasing life and social skills and; providing an emotional and psychological outlet for participants (and their carers). (See appendix)

◆ The social benefit of their work with volunteers

- All but one of the theatres offer volunteer opportunities
- 1,084 volunteers work in some capacity across those fifteen theatres, equating to a total of 75,227 hours of volunteering over the last financial year
- Around 97% of those volunteers come from within the theatre's drive-time
 - (62% from the town/city the theatre is located within and 35% outside of the town/city but within its drive-time)
- Data and testimony indicate that this work benefits the volunteers' well-being by reducing social isolation, giving them a sense of purpose and by providing skills that help their professional and/or personal development (see Illustration 1.4)

Illustration 1.4



◆ Valued partners to schools, colleges, universities and third sector agencies

- All of the participating theatres work with local partners and, in total, they support the work of 738 other local organisations/agencies
- These partnerships are mainly in the education (schools 59%, sixth form/further education colleges 6% and universities 3%) and voluntary/charitable (31%) sectors
- The following case study illustrates how these partnerships strengthen and amplify the work of other local statutory and third sector agencies

Case Study: Hull Truck Theatre and the RSC Associate School Programme

Hull Truck Theatre collaborates with the Royal Shakespeare Company (RSC) as an Associate Regional Theatre to deliver the RSC Associate Schools Programme.

The programme involves theatre practitioners from both the RSC and Hull Truck Theatre delivering high-quality CPD for classroom teachers, introducing rehearsal room-style approaches to Shakespeare and broader literacy.

This initiative supports the language, social, and emotional development of children and young people, while also fostering a love of theatre and Shakespeare's work.

Randomised control trials (RCTs) across 45 state-maintained primary schools indicate that the theatre-led initiative improved children's language development and self-confidence (Time To Act, 2023).

This year, 11 primary schools participated in the programme, resulting in:

- 13 teachers taking part in CPD training
- 80% of teachers using the activities in the classroom
- 319 students benefiting from the programme, participating in sessions and staging a section of *The Tempest*, performed in Hull Truck Theatre's Main House
- 405 audience members attending three performances, with 77.5% being first-time bookers to the theatre





LOCAL LEADERSHIP AND PLACEMAKING

5. LOCAL LEADERSHIP AND PLACEMAKING

Appendix 7

Mid-scale theatres are also local leaders and agents of change, generating significant investment for social change in their communities, in relation to local social issues, social regeneration and environmental sustainability.

Many of the theatres play local leadership roles in terms of local cultural strategies and strategic education partnerships. They are also active in local business leadership structures such as BIDs.

The following case studies highlight some of the work that they are doing in these areas.

- ◆ Agents of social change and regeneration
 - All sixteen theatres were working in this area

Case Study: Queen's Theatre, Hornchurch

Havering Changing is a consortium of eight organisations, led by Queen's Theatre Hornchurch.

The project supports local people, living and working, in Harold Hill, Orchard Village, Rainham and Romford, three disadvantaged and culturally underserved areas.

In 2019, Havering Changing joined Arts Council England's [Creative People and Places programme](#), generating a significant investment to help regenerate the lives of the people living within this underserved area. Since then, they have been trialling radical new ideas that engage local residents in arts and culture in a variety of new ways, to promote belonging, social connection and ambition as programme outcomes.

The theatre is also involved in Creative Health Havering, a network of local grassroots community organisations, third sector services and medical professionals exploring opportunities around social prescribing and the benefit of arts activity for health and wellbeing to address many of the health and social inequalities of an outer-London borough. The initiative aims to help tackle these inequalities through moving away from an exclusively medical model of care towards a more community-based, person-centred approach, which brings together the expertise and experience from all parts of the cultural community and health care system.

The partnership is currently developing a three-year programme of activity in response to research, which will build on the early success of its pilot year.

- ◆ Working with BIDs to help regenerate towns and city centres
 - Just under half (44%) of theatres reported their leadership teams play significant roles on local and regional business improvement and development initiatives

Case Study: The Stephen Joseph Theatre

The Stephen Joseph Theatre sit on the Town Centre Team – a small group of individuals all with businesses in the town centre focused on the regeneration of the High Street in Scarborough. Alongside active lobbying around anti-social behaviour, street cleaning and drinking in public spaces they have: created a Town Centre Charter for businesses to sign up to; funded local artists to create vinyls to make disused shop fronts more attractive; purchased and installed new planters and benches; raised funding for free activities in the high street over half-term to increase footfall and business spend; contributed significantly to the creation and subsequent roll-out of the 'This is Scarborough' Brand; and are currently commissioning a data study to be used to increase inward investment.

◆ Championing environmental sustainability

Appendix 7

- All Arts Council England funded organisations are expected to evaluate and improve their environmental sustainability, but just under a third (31%) of the theatres also described local leadership initiatives in this area

Case Study: The Mercury Theatre

The Mercury are founder members of the Colchester City Sustainability Board and have committed to:

- support the ambitions of the landmark Paris Agreement of December 2015
- work in partnership with Colchester City Council to implement their Climate Emergency Action Plan (January 2020).

To action those commitments, they have undertaken a capital building project, which has achieved 'Very Good' BREEAM certification, making it the most sustainable building in Colchester and in the top 25% of non-domestic/public buildings in the UK. This certification recognises the Mercury as a model of best practice nationally and they seek to be sector leaders in communication around climate change, with a view to influencing practice among industry peers, partners, staff, audiences, participants, practitioners and their supply chain. Of the £11.3 million spent on the building, £10 million was spent in the local economy, with local suppliers.

◆ Leading local cultural strategies

- Many of the network have played roles in their town/ city's cultural delivery and strategy, with several also working at a district/ regional level





Case Study: New Wolsey Theatre – Start East

StartEast began as a £1.2 million project funded by the European Regional Development Fund and the Arts Council England Creative Local Growth Fund. It was developed by the New Anglia Culture Board as part of its strategic ambition to make Norfolk and Suffolk places where enterprising, creative people can start up and build sustainable cultural enterprises.

The StartEast programme was managed by Norfolk County Council, in partnership with Suffolk County Council, and delivered by the New Wolsey Theatre in Ipswich. StartEast provided targeted, specialist business support to cultural and creative SMEs and potential entrepreneurs in Norfolk and Suffolk over a two-and-half year period.

Other leadership examples can be found in the appendix.



CULTURAL AND CREATIVE ECONOMY

6. CULTURAL AND CREATIVE ECONOMY

Appendix 7

The theatres demonstrate high standards of creative impact and strengthen the creative freelance sector and local SMEs through professional development initiatives and talent pipeline opportunities. It is important to note that some of these initiatives are cross-sector and focused on business development.

In addition to their local impact, case studies demonstrate the role they play in the national creative economy, in terms of cultural impact, revenue generation and talent pipeline.

◆ Support for creative freelancers

- The total spend on freelance creatives in the last financial year was £4,674,987, an average spend of £359,614 per theatre (13 theatres)
- This spend increased by 13% compared to the previous financial year
- A third of the spend was within the theatres' drive-time and two-thirds outside, suggesting that mid-scales theatres are creative hubs for freelancers across their region
- When freelancers were brought in from outside the local area, many theatres used the opportunity to enrich their local creative economy through creative learning and CPD opportunities

◆ Spaces enabling creative collaboration

- A quarter of the venues reported that Individual creatives and micro-SMEs regularly use their venue as an ad hoc space to conduct meetings and discuss projects
- Dukes Theatre Lancaster and York Theatre Royal estimated that 30–60 and 70 creative professionals used their spaces for meetings, respectively, over the last financial years

◆ Talent pipeline

- Nearly all of the theatres offered training and development sessions for local creatives professionals and people/young people interested in working in the arts, equating to over 3086 opportunities in total, an average of 280 opportunities per theatre (based on the 11 theatres who record this information)
- 69 (2%) of those opportunities were run digitally to promote breadth of reach and accessibility
- These initiatives included business development skills, as well as professional creative development
- A number of venues reported specific professional initiatives aiming to address sector issues around underrepresentation, for example, Derby Theatre who run:
 - an EMBAA black artist training programme, where each participant received £10k to work on a co-creation piece with the local community
 - In Good Company Fundraising for D/deaf, disabled, and neurodivergent artists workshops

- Some of the initiatives were for creatives outside the performing arts sector: Mercury Creatives, a programme run by the Mercury Theatre, was specifically designed as a 3-year professional development programme for 100 SMEs working in creative industries allied to the performing arts, in order to deliver business skills and networks
- The following case studies demonstrate how mid-scale theatres, and their talent pipeline initiatives, can have a national and international creative impact

Case Study: Octagon Theatre Bolton – The Book Thief

The theatre premiered a production of the global best-selling book in 2022. The show has attracted commercial investment, been licensed for remounting in the UK, and is receiving international interest in reproductions from the US, Australia, and Pacific Asia.

◆ Support for other local organisations

- The qualitative interviews revealed how the theatres are regularly called upon to provide technical and other support to other local organisations who work outside the confines of their theatre spaces
- This included production advice and the provision of technical support to other organisations delivering events and festivals in the local area
- The following account by the Yvonne Arnaud Theatre highlights the breadth of other local organisations that rely on this support

Case Study: Yvonne Arnaud Theatre

Yvonne Arnaud Theatre in Guildford works with and support partners across a wide range of local organisations, including: Guildford Shakespeare Company, Guildford School of Acting, Performance Preparation Academy, Italia Conti Woking, Royal Grammar School, Tormead School, George Abbott School, Broadwater School, East Berks Opera Society, Chiddingfold Pantomime, Watts Gallery, Secretts Garden Centre, G Live, Guildford High School, The Boiler Room, The Britannia pub.

Footnotes and references

<https://solt.co.uk/economics-of-theatre/>

² 'Creative hubs: A critical evaluation', Andy Pratt, City, Culture and Society Journal, 2021

<https://www.campaignforthearts.org/reports/the-state-of-the-arts/>

https://www.artscouncil.org.uk/sites/default/files/download-file/Analysis_theatre_England_16112016.pdf

7. FINAL THOUGHTS

Mid-scale theatres are more than a collection of buildings: they are dynamic, civic institutions embedded in the creative, social, and economic fabric of their communities. This research confirms their role as engines of local regeneration, talent development, and public wellbeing, with ripple effects that extend far beyond their immediate vicinity. They are an integral part of our world-class theatre ecosystem. Their ability to attract inward investment, stimulate footfall, and deliver targeted social impact places them at the heart of place-making strategies and the wider creative economy.

Yet this impact is not guaranteed. In an era where touring models are increasingly outdated, 28% of theatres are running deficits, and one in five venues require substantial capital investment simply to remain operational, the mid-scale sector is among the most vulnerable. These theatres face a critical tipping point, where rising costs, fragile funding models, and growing expectations — often operating as the leading cultural venue in a large area — risk outpacing organisational capacity. Their contribution must be supported not just to survive, but to thrive. Strategic investment at regional and national levels is essential to safeguarding these powerhouses so they can continue to drive local prosperity and shape our national cultural story.



APPENDIX

Appendix 7

Case study 1: Derby Theatre

Themes: Generating inward investment, leadership, social impact and placemaking

Derby Theatre has been the lead partner of many city-wide strategic projects that have generated significant amounts of inward investment for capital development and community programmes, which benefit many cultural partners in the city and the community. Their ability to act as a convenor of partnerships, creating a crucible of ideas informed by their deep engagement with communities has proven most beneficial to the local ecology. Some projects include:

- Reimagine - £1.1m investment
- Derby CAN - £1.5 m investment
- CANVAS - £700k investment
- Derby Creative Arts Network - £1.5m investment
- Levelling Up Funding - £10m Capital investment
- Speak Out - £165,000 investment.

Example: Speak Out is an innovative project funded by the Paul Hamlyn Foundation to connect arts practitioners and teachers together in a joint ambition to build oracy skills and so impact on the social inclusion of targeted students. Working with 6 primary schools in the St Ralph Sherwin Catholic Multi Academy Trust, 12 teachers and members of the SLT worked with 5 artists with a specific focus on pupils who have English as an additional language.

The Institute of Education at the University of Derby measured the impact of the project and found:

- 100 % of participants had an overall improvement of oracy skills which was significant and noticeable
- 100% of teachers would recommend the continued use of these strategies
- 100% of teachers believe that drama can improve oracy

One of the schools was inspected by Ofsted just as this project came to a close and they were specifically commended on the level of oracy skills. The school attributed that success to this project.

“Ofsted were literally blown away with the way oracy was demonstrated by the pupils... and that is definitely down to this project.”

St Elizabeth's Primary



Case study 2: The Octagon Theatre**Appendix 7****Themes: Economic and social impact, and return on investment**

The Octagon Theatre is a 390-seat venue in Bolton.

Economic research by Amion Consulting in 2021 found that the Octagon's overall activity:

- Generates an annual economic impact of £10.8m per year
- Generates a social impact of £0.89m per year, through health, education and volunteering
- Provides a benefit ratio of £43 to £1 of investment by Bolton Council.

Case study 3: Mercury Theatre**Themes: Generating inward investment and placemaking**

The Mercury Theatre is a producing theatre in Colchester that has two performance spaces.

The team raised £14.2m for their Mercury Rising Capital Project, which they used to update the fabric of their building and build a new 'piazza' around the theatre, that is now used for monthly farmers markets, outdoor performances and community events. The project has put their building at the heart of their local community, increasing both participation in it and the activities they run.

Case Study 4: The New Vic Theatre**Themes: Education – nurturing early years development, fostering inclusion, and building foundations for lifelong learning**

The New Vic Theatre is a 605-seat venue in Newcastle-under-Lyme, home to a vibrant programme of community and education work that in 2024–25 reached over 42,000 children and young people. One strand of this work is the Story Treasures Project, a creative learning initiative designed to support communication, confidence, and literacy development in early years education.

Delivered in partnership with local schools, the project uses immersive storytelling, drama, and arts-based pedagogy to help children aged 3–5, particularly those in Stoke-on-Trent's most disadvantaged communities, to develop the foundational skills they need to thrive in school.

85% of children showed sustained, significant improvement in verbal and communication skills, which supports developing literacy skills

95% demonstrated increased confidence and social skills, encouraging participation in the classroom

85% showed marked improvement in school readiness, ensuring children can engage meaningfully with the curriculum from day one.

"The programme is completely different to any literacy schemes we have experienced, it is fun and engaging, well-placed and pitched at the correct level for our cohort."

Participating Teacher, Story Treasures Programme

Case study 5: The Yvonne Arnaud Theatre

Appendix 7

Themes: Social impact and working in partnership

The Yvonne Arnaud Theatre is a 586-seat venue in Guildford.

Their Discover Theatre Project engaged children with Special Educational Needs. At the end of the project, there was a:

- 50% increase in the number of children who described themselves as feeling happy
- 30% increase in the number who described themselves as feeling confident
- 40% increase in the number who described themselves as a 'creative person'

Supporting testimony:

"The children have become more confident in their speaking and listening skills. They have challenged themselves to have a go at unfamiliar activities in new venues with new adults."

Catherine Kneller. Woodpeckers Teacher, Gosden House

Case study 6: Theatre By The Lake

Themes: Addressing social issues through culture

Theatre by the Lake is a producing theatre in Keswick, Cumbria, that houses two stages.

Communities within Cumbria suffer from social isolation, and suicide rates in the area are 50% higher than the national average (Suicide Rates in England and Wales by Local Authority 2021). In response to that, Theatre By The Lake programmed 'Every Brilliant Thing', a production that explored the challenging subject matter of suicide and depression, and proactively toured it to isolated rural communities, with the aim of using theatre to bring communities together to talk and connect about issues that were affecting them. They worked on the project in partnership with regional and national suicide prevention charities. Testimony from an employee of one of those charities, Every Life Matters, evidences the impact of the initiative.

"It was really powerful and impactful to take it into rural locations."

Vicky Boggon – Every Life Matters (on *Every Brilliant Thing* rural tour)



Case study 7: The New Wolsey Theatre

Appendix 7

Themes: Social impact, mental well-being and community cohesion

The New Wolsey Theatre is a 400 seat in Ipswich.

The theatre ran a social prescribing programme in conjunction with the NHS. Tell Your Story was a nine-session well-being programme led by an award-winning artist and photographer.

Surveyed participants reported:

- 97% felt that had done something they didn't know they were capable of
- 94% agreed that it had a positive impact on their mental wellbeing
- 84% agreed that it helped them feel connected to people in the community



Case study 8: Theatres of sanctuary

Themes: Social impact and community cohesion

Three of our theatres – Derby Theatre, Mercury Theatre, Hull Truck Theatre and Octagon Theatre, Bolton – have all been awarded Theatre of Sanctuary Awards for going above and beyond to welcome asylum seekers and refugees seeking sanctuary into their communities.

In addition, following the onset of the war in Ukraine, the Lichfield Garrick Theatre set up Ukrainian language film screenings as a way of welcoming Ukrainian refugees to the venue and their local community. Testimony from an audience member illustrates the impact of that work:

“Thank you so much for showing these films. It made us feel like we were back in our home town for a couple of hours.”

Audience member

This work demonstrates how responsive the work of theatres can be to support people in their local communities.

Case study 9: Oxford Playhouse**Appendix 7****Themes: Social Impact and Community Cohesion**

Oxford Playhouse is a producing theatre in Oxford with a main stage and studio space.

In response to historic ongoing, institutional and systemic racism in the area, the theatre co-founded and are steering group members of the Oxfordshire Culture Anti Racism Alliance (OCARA).

The purpose of OCARA is to convene and initiate actions in pursuit of the Alliance's vision of an Oxford free of racism and discrimination. They focus on organisational culture and practices, and programme events as a means of proactively working to support and challenge each other, to achieve their vision, through the leadership of its arts and cultural sector.

Case study 10: Environmental Sustainability**Themes: Leadership**

A number of the theatres had initiated strategic leadership in relation to environmental change.

The New Vic Theatre have partnered in 'Zero Carbon Rugeley (From coal mining town to zero carbon community)' with Keele University and Chase Community Solar. The aim of the project is to produce an innovative design for a town wide Smart Local Energy System (SLES). The project uniquely utilises pioneering User-Centric Design processes to enable the community to help engage with and thus shape the design of the SLES.

The New Wolsey Theatre's environmental impact achievements were recognised in 2023 with a Carbon Charter Silver Award. They are part of the Good Journey Scheme, which promotes car free travel to arts and heritage venues, and proactively educates through programming environmentally themed work.

York Theatre Royal also perform an education role around these themes, in addition to improving their own environmentally responsible practices. In summer/autumn 2023 they presented the Alive Season, a programme of activity which highlighted environmentally sustainable initiatives, and also co-produced 'A Play for the Living In A Time Of Extinction' with Headlong and Barbican.

Hull Truck Theatre signed up to 'Oh Yes Net Zero', a Humberside-wide initiative to drive down carbon emissions in the region. They are a lead cultural partner, hosted the 'Oh Yes Net Zero' conference last year and have been awarded Gold Status and a modal of best practise within the initiative.

Photography credits:**Appendix 7****Front cover (l-r):**

Stephen Joseph Theatre, Scarborough	Tony Bartholomew
New Vic Theatre, Newcastle-under-Lyme	David Hughes
Dukes Theatre Lancaster	Gabi Dawkins
Derby Theatre	Chris Seddon
Octagon Theatre Bolton	Grant Archer
Yvonne Arnaud Theatre Guildford	Tom Hurley
York Theatre Royal	Alex Holland
Exeter Northcott Theatre	Ralph Whitehead
Lichfield Garrick	Dan Ingleby
Theatre By The Lake Keswick	Creative Cactus
Hull Truck Theatre	Tom Arran Photo
Queens Theatre Hornchurch	Gary Summers, SMD Photography
Mayflower Studios Southampton	Stuart Martin
New Wolsey Ipswich	Anthony Coleman
Oxford Playhouse	Zemi Photograph
Mercury Theatre Colchester	Xav Marseille

Page 2	Derby Rises Performance	Chris Webb
Page 7	Stephen Joseph Theatre audience	Craig Spaven
Page 8	Northcott Bar	South West Photography
Page 10	Octagon Theatre capital works	Ray Jefferson, Bolton Camera Club
Page 12	Taking Part, Mercury Theatre	Bea Maynard
Page 14	Mercury Young Company	Pamela Raith
Page 17	RSC Workshop	Sarah Beaumont
Page 20	Farmer's Market, Colchester	Xav Marseille
Page 21	Start East funded project	SubMotion Productions
Page 22	<i>The Book Thief</i> , Octagon Theatre	Pamela Raith
Page 25	<i>Gogol's Underdogs</i> , Mercury Theatre	Will Green
Page 26	Departure Lounge Derby	Chris Webb
Page 28	Every Brilliant Thing at Theatre by the Lake	Chris Payne
Page 29	Derby Mela	Graeme Braidwood

Equality and Diversity Impact Assessment

Equality Impact Subject: Change of operation / service use Prince of Wales Theatre

Date of Completion: New version 29.01.25

Equality Impact Subject: Cessation of Operation of Price of Wales Theatre

Impact Assessing Officer: Corinne Caddy

Service Area: Housing, Health & Wellbeing

Assessment Date: New version 29.01.25

Is this policy or service: New or Proposed **X** Existing and being reviewed

1. What is the overall purpose and intended outcomes of this policy or service?

Cannock Chase Council is considering the future operation of the Prince of Wales Theatre located in Cannock town centre. The theatre is managed for the Council by its leisure partner, Inspiring Healthy Lifestyles (IHL).

To help understand the best way forward for the future, an independent review of leisure, heritage and culture services was commissioned and the condition of the buildings managed by IHL were surveyed.

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

These would deliver the following outcomes;

- help contribute towards a need to save £1.3m to balance the Council's budget;

This EQIA is a live working document and will be updated and reviewed to consider feedback from consultation work.

2. Who does this policy or service affect?

Employees

Wider Community **X**

Service Users **X**

Other (Please provide details) e.g. Members, businesses

- Employees of the contracted leisure partner

3. Describe how the main aims of the policy or service will support the Equality Duties outlined below

Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

There have been a number of theatre closures across the country with several local authority run theatres in the same position as the Prince of Wales theatre.

It is noted that while there is theatre provision in Rugeley and in neighbouring areas, the Prince of Wales theatre is a long-established theatre and the only provision within the town of Cannock.

Cannock Chase Council is actively working with community groups to understand the impact of a potential closure on communities. There is a commitment by Cannock Chase Council to understand equalities impact on service changes.

Cannock Chase Council has considered its population overview which is as follows:

Around 100,500 people were living in Cannock Chase in 2021 across 43,500 households.

Of the total population of the district in 2021, around 17.9% were aged 15 years and under, 62.6% were of working age (16-64) and 19.5% were aged 65+. The largest age group was age 50-64, comprising 21.3% of residents. Females make up 50.2% of the populations and males, 49.8%.

In Census 2021, 94.5% of Cannock Chase residents identified with the ethnic group White: English, Welsh, Scottish, Northern Irish or British.

95.35% of Cannock Chase residents who responded to the Census 2021 question on gender identity stated that they have a gender identity which is the same as that registered at birth. 0.33% of respondents identified that they had a gender identity different from their sex registered at birth. 92.08% of Cannock Chase residents aged 16+ who responded to the Census 2021 question on sexual orientation identified that they were straight or heterosexual. 2.51% of respondents across the District identified as Lesbian, Gay, Bisexual or Other (LGB+).

The proportion of Cannock Chase residents who assessed their daily activities as being limited a lot or a little by long-term physical or mental health conditions or illnesses in Census 2021 (including those related to old age) was above the England average of 17.7% at 20.3%. The proportion of residents who identified that their daily activities were limited a lot was 9% in Cannock Chase.

The census also reported that 20.2% of the District's population are classed as disabled under the Equality Act which is higher than the figure for England (79.8%)

In 2021, 41.1% of residents in Cannock Chase reported having no religion. This is an increase on the figure reported in 2011, which was 23.7%. In 2021, 52.4% of the district's population described themselves as Christian. The other religions reported amongst the population are Buddhist (0.2%), Hindu (0.2%), Muslim (0.3%), Sikh (0.4%) and 'other religions' (0.4%). The remaining population did not state a religion in response to the related question in the Census 2021 (4.9%).

Census 2021 shows that 35.3% of the resident population aged 16 and over have never been married and never registered a civil partnership; 45.6% are married, and 10.1% are divorced. A further 2.3% are separated but still legally married or in a civil partnership. The remaining 6.7% are widowed.

89.72% of the Cannock Chase population engaged in arts in person in 2023 (including performing arts). This is higher than the West Midlands average, but slightly lower than national participation. In 2023/24, the theatre had just over 63,000 visits.

4. Is this project due to be carried out wholly or partly by contractors or through commissioned services?

Yes **X** No

If 'yes', have you done any work to include equality considerations into the contract already? You should set out how you will make sure that any third party you work with complies with equality legislation.

Cannock Chase Council is working with IHL as the contracted supplier of services to ensure compliance with the Equalities Act. There is an equalities clause within the contract (B01-Core-Specification-FINAL) to ensure the principles of the Equality Act underpin all work and operations.

"The Contractor shall comply with all relevant legislation relating to the provision of Services within this Specification including for example, Insurance, Disability Discrimination Act (DDA), Fire Safety Certificates, Human Rights Act, Equalities Act, Environmental legislation, Licensing requirements, etc."

This document has identified the operator will be required to undertake some further actions (See Question 12) around some protected characteristic groups is collected and monitored.

This document has identified the operator will be required to undertake some further actions (See Question 12).

5. What impact will the implementation of this policy or service have on employees, service users or other people who share a protected characteristic?

You should consider each protected characteristic and decide a level of impact as follows:

- *Positive Impact* The impact on a particular group is more favourable (this should be justified by the overall aims of the policy or service).
- *Neutral Impact* The group is neither positively nor negatively affected by the policy or service (same or similar impact upon everyone).
- *Negative Impact* The impact on a particular group is less favourable - putting one or more groups of people at a disadvantage through direct or indirect discrimination.

To evidence and explain an impact you should consider: if the impact can be justified on the grounds of promoting equal outcomes for disadvantaged groups; if the policy or service can be adjusted to overcome an impact; or if you may need to suspend this assessment and seek further advice due to a potentially unlawful impact.

Protected Characteristic	Impact	What level of impact has been identified?			Evidence and explain your answer
		Positive	Neutral	Negative	
Age Consider implications across all age ranges - older and younger people. This can include safeguarding and child welfare issues.	Reduced availability of a performance venue for younger people. Reduced performing arts venue for older people reliant on public transport.		X		The Prince of Wales Theatre serves a number of young people around Cannock district. This includes as a performing arts development venue - theatre, musical theatre and dance as well as a venue to enjoy educational visits and performances. Respondents to the consultation highlighted the need for provision for young people as important; a low proportion of respondents were under the age of 25 (3.7%), whilst 43.3% stated they usually go to the Prince of Wales Theatre with children. 28.2% of respondents were aged over 60. During the consultation, older people highlighted the importance of a venue being accessible and affordable by public transport. 8.4% of respondents do not visit because the location is not accessible. Consideration should be given for future provision for these groups.

Protected Characteristic	Impact	What level of impact has been identified?			Evidence and explain your answer
Disability Consider any physical and social barriers for disabled service users, employees or the wider community.	Reduced availability of a performance venue for groups with disabilities. Reduced provision of a performance space people with disabilities can access independently.		X		Almost a quarter (24.6%) of people considered themselves to have a disability or health condition. Consultation survey respondents felt providing performing arts activity for people with additional needs was important. The theatre provides a space for groups with disabilities to both perform and enjoy performances. As part of the consultation officers met with one user group to gather feedback on the proposals. The theatre provided them space to perform on a big stage helping them gain confidence as well as being able to acquire new technical skills. In terms of attending performances, accessibility of transport was important whether that was using their minibus, or people travelling independently and affordably by public bus or taxi. There was concern that travel could become a barrier for them and some similar groups. They also highlighted the value of the venue being close by in terms of delivering rounded experiences (travelling in by bus, getting a pizza, enjoying a show, going to the pub). It was noted that the group saw the theatre as a safe space where they could enjoy more independence when inside and the venue was also known to some group members as a safe place they could go to if they were ever in town and felt worried. They did comment that the stage would be better if it had an accessible wheelchair lift. The Prince of Wales Theatre does not have wheelchair access to the stage and although we recognise that not all disabled people are wheelchair users, there remains a lack of safe access to the stage for anyone with mobility challenges. The Prince of Wales Theatre has a single passenger lift to serve people with mobility challenges in accessing the auditorium, bars and toilets; this is limiting access. Other local venues can provide level access from the street, directly into the auditorium and throughout bar and toilet areas, swiftly and conveniently. The Prince of Wales is less equipped to support multiple people with access challenges through age or disability, in addition to its lack of stage access for performers with mobility challenges, there is the risk of lift breakdown which is also limiting, inconvenient and detrimental. Given the provision of more accessible venues locally, and assessment of the issues with Prince of Wales's accessibility, overall, the impact is determined as neutral - the broad population disability protected characteristic group is neither positively nor negatively impacted by the closure.

Protected Characteristic	Impact	What level of impact has been identified?			Evidence and explain your answer
		Positive	Neutral	Negative	
Marriage and Civil Partnerships Consider implications for people in marriages/ civil partnerships. Civil partners should be treated the same as married couples in legal matters.	It is not thought any changes to operation would affect this group.		X		62.5% of consultation survey respondents stated that they usually attend the Prince of Wales Theatre with their partners. Only 7% visit alone. There is no indication or data to suggest there will be any positive or negative impact on this group.
Pregnancy and Maternity Consider implications for pregnant women and new mothers. This could include working arrangements and childcare responsibilities	It is not known if any changes to operation would affect this group.		X		43.3% stated they usually go to the Prince of Wales Theatre with children. New parents can be considered in terms of their ability to access venues and services through affordability, physical access to buildings/locations and the welfare facilities available to support those caring for infants and young children, similarly to the mitigations captured through the age and disability characteristics. Consideration should be given for any employees who may be pregnant or on maternity leave.
Race Consider implications in respect of race, colour, nationality or ethnic national background.	It is not known if any changes to operation would affect this group.		X		A small number of respondents (45) to the survey identified themselves with ethnicity from a Black and Minority Ethnic group. Some responses to the equality survey indicated 'consultation fatigue' within these groups, where people feel less willing to be involved and as such have experienced further reductions in access and voice. 22 people answered 'prefer not to say' or otherwise commented on the relevance of the question on ethnicity. It is therefore not possible to fully reflect the perspectives of BAME communities. There is an opportunity to increase the representation of BAME performers and participants in theatre. The council should ensure that through the development of future cultural offers and opportunities, co-production and co-research is used to understand the expectations, identity and cultural views of minority groups. Any future consultation and engagement should promote cultural sensitivity and actively reduce discrimination, racism or unconscious bias in the design and delivery of services.

Protected Characteristic	Impact	What level of impact has been identified?			Evidence and explain your answer
		Positive	Neutral	Negative	
Religion or Belief Consider implications of different religions or individual's beliefs. This could include consideration of religious customs and festivals.	It is not known if any changes to operation would affect these groups.		X		56.4% of respondents to the equality survey stated their religion is Christian, 36.4% stated no religion or belief. It is not known if any changes to operation would affect this group. A forward plan should identify non-users of services and opportunities to increase engagement.
Sex Consider implications for men and women.	No specific data around visits by this group has been collected. It is not thought this group would be impacted significantly; however it should be noted that female engagement with performing arts is slightly higher and may be partially affected by a reduction in provision.		X		Consideration should be given to the proportion of female employees on the site by the leisure service operator. This should be considered during any realignment of roles. It should be noted that female attendance at theatre is proportionately higher nationally (23% female/17% male) and there could be some reduced performing arts provision for this group. Of those responding to the equalities survey, 71.1% were female; 27.5% male and 0.9% preferred not to say.
Sexual Orientation Consider implications for heterosexual people as well as lesbian, gay and bi-sexual people.	It is not known if any changes to operation would affect this group.		X		86.9% of respondents to the equality survey are heterosexual. 7.4% preferred not to say. It is not known if any changes to operation would affect this group. A forward plan should identify non-users of services and opportunities to increase engagement.
Transgender Consider implications for transgender and transsexual people. This can include issues such as privacy or data protection.	It is not known if any changes to operation would affect this group.	X			98% of respondents to the equalities survey stated that they identify as the gender which is the same as their sex registered at birth. It is not known if any changes to operation would affect this group. A forward plan should identify non-users of services and opportunities to increase engagement.

6. What data, research and other information have you considered? Please tick all that apply

Service Targets **X**
 Performance Targets **X**
 Service Take-up
 Consultation Responses **X**
 Previous EqIA
 Media Coverage
 Workforce Data **X**
 Community Data & Research **X**
 Internal Audit
 Complaints & Comments
 Contractual & Commissioning **X**

Other **X** Please provide details: **See below**

Please provide details on the available evidence/information you have selected.

Campaign for the Arts, Data Culture change: Participation in the arts, culture and heritage survey data by the Department for Culture, Media and Sport.

Arts Council England: Culture and Place Data Explorer - interactive data for the district detailing uptake on in-person arts visits and online access to museum materials.

West Midlands Combined Authority: Cultural Sector Research Project Analysis

Staffordshire County Council: Joint Strategic Needs Assessment 2024,

Museums Association data

Statista Theatre attendance data

Cannock Chase District Council Culture and Heritage Consultation survey and equalities survey

7. If you have identified any gaps in relation to the previous question, please provide details of additional research or data required.

[Equality and Diversity within the arts and cultural sector in England.](#)

In December 2013, Consilium Research and Consultancy was commissioned by Arts Council England to undertake a wide-ranging review of current and past evidence about equality and diversity within the arts and cultural sector in England.

The majority of studies included within the review, explored equality and diversity across more than one protected group. For studies which focused on one protected group the most frequent related to disability, race, age and sex/gender. Fewer studies were identified that focused specifically on the protected groups of sexual orientation and religion and/or belief. No studies were identified specific to the arts and cultural sector that covered pregnancy and maternity, marriage or civil partnership status or gender re-assignment.

Amongst its recommendations, the report identified the following need: In the context of the arts and cultural sector, undertake in-depth qualitative research on equality and diversity issues facing the protected groups of sexual orientation, religion and/or belief, pregnancy and maternity, marriage or civil partnership status or gender re-assignment.

8. List any consultation that has taken place in the development of this policy or service with individuals or groups who are likely to be affected or interested in this subject.

Examples of relevant consultation could include informal discussions, focus groups or surveys.

You should provide a brief summary of the responses gained and links to relevant documents.

Target Groups

Sex: Equalities Survey - This was completed by 1,641 people. 71.1% of respondents were female.

Marriage and Civil Partnerships: N/A

Race: Equalities Survey - This was completed by 1,641 people. Most people considered their ethnic group to be white with most people describing themselves as White English or White British. There were a small number of people from other background and ethnicities (under 2%)

Religion or Belief: Equalities Survey - This was completed by 1,641 people. Just over half of people (56.4%) described themselves as Christian with just over a third of people (36.4%) stating they had no religion or belief. Under 1% of respondents selected other religions and 6.4% stated they preferred not to say what their religion or belief is.

Pregnancy and Maternity: N/A

Disability: Equalities Survey - This was completed by 1,641 people. Almost a quarter (24.6%) of people considered themselves to have a disability or health condition. As part of the consultation, officers met with a group of users with learning and physical disabilities to enable them to feed into the consultation.

Gender Reassignment: Equalities Survey - This was completed by 1,641 people. While most respondents identified with the same sex they were registered with at birth. 10 people said they did not and 22 said they preferred not to say.

Sexual Orientation: Equalities Survey - This was completed by 1,641 people. Heterosexual 86.9% stated they were heterosexual, 1.3% gay, 0.9% lesbian and bisexual 1.9%.

Age: Consultation Survey - 2072 responses. Most respondents were aged between 40 and 74 (70.2%). Fewest respondents were aged under 16 to 29 (7.1%)

Additional comments: Equalities Survey - This was completed by 1,641 people. Just under half of respondents (40.8%) had caring responsibilities, primarily for children under 18 (21.2%) followed by people who were primary carers for older people (7.1%)

9. Provide details of any changes that could be made to the policy or service to avoid any negative impact on equality identified in question 5.

Active engagement is required with a small number of specific user groups to identify alternative provision.

10. What mechanisms are in place to monitor and review the impact and effectiveness of this policy or service?

Include how any changes you are making will be monitored and reviewed.

Monitoring will be undertaken around evaluating future delivery against budget and service KPIs as well as taking into account public thought gathered within the consultation response. In addition, this EQIA will form part of the paperwork bundle attached to current proposals and will be revisited as part of the process.

11. Summarise your findings and give an overview of whether the policy or service will meet the authority's responsibilities in relation to equality.

The EQIA identifies overall that there will be some negative outcomes to some specific user groups, however these are in small numbers and should be engaged to identify alternate or different provision. The Council should continue to keep conversations open with interested parties and local groups around continued performing arts provision in Cannock.

For most people sharing one or more of the nine protected characteristics identified in the Equality Act, they will not be adversely impacted over and above others by the changes. The policy will therefore meet the authority's responsibilities in relation to equality with some minor considerations.

Please decide the outcome of this assessment:

No major change ☒ X

Adjust the policy or service and continue ☒ X

Continue with the policy or service despite negative impact identified

Suspend the assessment and seek further advice

12. As a result of this assessment, what actions are proposed to remove or reduce any impacts that have been identified for people who share a protected characteristic?

Impact	Action	Target Date	Responsible Post Holder
All	Ascertain whether historic data around the 9 protected characteristics is available for the site	November 2025	CCDC
All	Identify and engage groups in the consultation	December 2025	CCDC
All	Consider protected characteristics amongst employees	January 2025	CCDC / IHL
All	Understand volunteer provision in place at the theatre	April 2025	CCDC / IHL
All	Work with community groups and interested parties around future performing arts provision	February 2025	CCDC
All	Assist any groups who are seeking alternative provision - most particularly those with disabilities	March 2025	CCDC

Quality Assurance and Sign-Off

The proposed policy or service has been fully assessed in relation to its potential effects on equality and any concerns have been addressed accordingly.

DECLARATION:

The proposed policy or service has been fully assessed in relation to its potential effects on equality and any concerns have been addressed accordingly.

Impact Assessing Officer:

Name: Corinne Caddy **Job Title:** Leisure Officer **Service Area:** Housing, Health & Wellbeing

Date: 29.01.25

Concluding statement:

It is recommended that the EQIA accompany policy documentation and are used to inform future planning.

While the assessment does not at this time indicate significant adverse impact to population groups with protected characteristics, the council should be mindful of putting mitigations in place should impacts to service provision for known groups with protected characteristics arise.

Sign Off by the Head of Service:

Name: Anna Nevin

Date: 30/1/25

Complaints Monitoring 2025/2026

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Law and Governance
Portfolio:	Resources and Corporate Services

1 Purpose of Report

- 1.1 To update members on performance in relation to corporate complaints and complaints referred by the Local Government and Social Care Ombudsman.

2 Recommendations

- 2.1 That the report be noted.

Reasons for Recommendations

- 2.2 To update members on performance in relation to complaints for the previous municipal year.

3 Key Issues

- 3.1 The following report updates members on performance in relation to corporate complaints and complaints referred by the Local Government and Social Care Ombudsman.

4 Relationship to Corporate Priorities

- 4.1 This report is most closely associated with Corporate Plan Priority 4: To be a responsible council and ensure we deliver good value for money.

5 Report Detail

5.1 The Complaints Procedure

- 5.1.1 The Council's Complaints Procedure encompasses a two-stage procedure. This is in line with the majority of other public authorities and accords with the advice of the Local Government Ombudsman to limit complaints processes to two stages to avoid unduly long processes or delayed access to the Ombudsman. Stage 1 incorporates a response by an officer responsible for the service provided and Stage 2 provides from a response from a Chief Officer if the complainant is not satisfied by the Stage 1 response.
- 5.1.2 Most contacts received by the Council will be classed as service requests rather than complaints. Officers will seek to resolve any such requests at an early stage as a normal part of its business. If the service recipient remains unsatisfied, however, they then have access to the formal complaints process. Under the process, the Council keeps a central record of all complaints received at Stage 1 and Stage 2.

- 5.1.3 A breakdown of complaints for Stage 1 in 2025/26 compared with the previous year, is as follows:

Service	2024/25	2025/26
Law and Governance	0	0
Development	10	4
Finance	2	7
Transformation and Assurance	0	0
Operations	5	8
Regulatory	3	3
Wellbeing	1	8
Corporate Assets	0	0
Total	21	30

- 5.1.4 A breakdown of complaints for Stage 2 in 2025/26, compared with the previous year is as follows:

Service	2024/25	2025/26
Law and Governance	0	0
Development	6	1
Finance	1	3
Transformation and Assurance	0	0
Operations	1	3
Regulatory	1	2
Wellbeing	0	4
Corporate Assets	0	0
Total	9	13

- 5.1.5 Of the 13 complaints that progressed to Stage 2, eight sought to challenge decisions made by the Council, five identified improvements to be made in the timeliness and content of communications, one identified additional training needs and one complained about the quality of an interaction with a member of staff.

- 5.1.6 It should be noted that complaints about the Council as a housing landlord are not included in these figures and are reported separately by Housing. Complaints in that area are regulated by both the Housing Ombudsman and the Local Government and Social Care Ombudsman.

- 5.1.7 The Council currently aims to acknowledge stage 1 complaints within 5 working days and respond within 10 working days. The average response times for 2025/26 (in days) were as follows:

Average no. of days to acknowledge:	2.3
Average no. of days to respond:	16

- 5.1.8 The Council currently aims to acknowledge stage 2 complaints within 5 working days and respond within 20 working days. The average response times for 2025/26 (in days) were as follows:

Average no. of days to acknowledge:	3.93
Average no. of days to respond:	24.86

5.2 Complaints referred to the Local Government and Social Care Ombudsman

- 5.2.1 There were 6 complaints determined by the Local Government and Social Care Ombudsman during 2025/26, which are summarised at appendix 1. This compares to 5 complaints in 2024/25.
- 5.2.2 Although not a prerequisite, the Local Government and Social Care Ombudsman will usually only investigate a complaint when the complainant is not satisfied with the response given by the Council at the final stage of the Corporate Complaints process.
- 5.2.3 As can be seen from the summary included at appendix 1, during 2025/26, the Local Government and Social Care Ombudsman found the Council to be at fault in two cases.

6 Implications

6.1 Financial

None.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equalities and Diversity

None.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Summary of LGO Complaints

8 Previous Consideration

None.

9 Background Papers

None.

Appendix 1

Complaints to the Local Government and Social Care Ombudsman 2025/26

Ref	Decision Date	Subject	Services Involved	Decision
1	02/04/25	Council Tax	Finance	Out of jurisdiction as related to legal proceedings.
2	15/04/25	Disabled Facilities Grants	Wellbeing	Not upheld
3	04/09/25	Planning	Development	Fault found.
4	24/09/25	Planning Enforcement	Development	Fault found.
5	09/12/25	Anti-social Behaviour	Development and Regulatory	Insufficient evidence of fault
6	09/12/25	Planning	Development	Not upheld.

Outturn 2025/26

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Deputy Chief Executive-Resources & S151 Officer
Portfolio:	Resources and Corporate Services

1 Purpose of Report

- 1.1 To present to the Cabinet the outturn position for 2025/26.

2 Recommendations

- 2.1 That the outturn position for the year ending 31 March 2026 be noted.
- 2.2 That the financing of the capital programme as outlined in the report be approved.
- 2.3 That delegated authority be given to the Deputy Chief Executive-Resources (S151) and Cabinet member for Resources and Corporate Services to utilise the regeneration revenue reserve created from the capital technical adjustment (paragraph 5.21) up to the value of £0.799m in support of the town centre regeneration.
- 2.4 That the allocation of £800k contribution to reserves (paragraph 3.4) is included in the capital programme for the resurfacing of Beecroft Road.

Reasons for Recommendations

- 2.5 The Budget report set out an indicative capital programme and financing, this report now sets out the actual capital spend and therefore financing to be approved.

3 Key Issues

- 3.1 The Budget for 2025/26 was revised as part of the Budget report to Council on the 16 February 2026 which set out a forecast transfer to balances of £0.526 million.
- 3.2 The Portfolio outturn for 2025/26 shows a favourable variance of £0.804 million. The primary drivers of this variance are as below.
- 3.3 Investment income in year has increased by £0.154 million as compared to the Revised Budget. This change has occurred due to the following factors:
- Interest rates remained higher for longer than anticipated giving an additional gross investment income above budget of £0.128 million
 - The interest earned is the gross amount for the authority, part of this is payable to the Housing Revenue Account (HRA), therefore there is an additional amount payable in interest payable line of £0.002 million
 - The budget also assumed an amount in relation to interest on balances held by the authority in relation to repayable grants, due to spend during 2025/26 the actual cost was £0.023 million lower than anticipated.

- 3.4 Technical items show an unfavourable variance of £0.874 million reflecting contributions made to reserves. The main reason for this change was the allocation of £800k for the resurfacing of Beecroft Road car park.
- 3.5 Income from the Business Rates Retention Scheme was some £0.061 million lower than anticipated.

4 Relationship to Corporate Priorities

- 4.1 The outturn for 2025/26 covers all of the Council's priorities.

5 Report Detail

- 5.1 This report provides an analysis of the outturn position for 2025/26. It covers the following accounts:
- General Fund Revenue account – which bears the net cost of providing day-to-day services.
 - Business Rates Retention
 - Capital expenditure and how it is financed.
 - Collection Fund.
- 5.2 The accounts are provisional at this stage and are still subject to Audit. No changes to the accounts that impact upon Council Taxpayers are however envisaged due to the technical nature of the audit process.
- 5.3 It should be noted that the outturn position has been prepared under challenging circumstances due to the ongoing resource pressures and increasing demands on the finance team. These pressures are expected to increase due to the requirements of local government reorganisation and the regeneration programme. This will mean that the Council will have to ensure it prioritises those areas that are most important to it to ensure delivery of key projects. This will continue to have an impact on the work of the team, for example budget setting.
- 5.4 Despite the current challenges for the finance department, this report has been completed several months earlier than last year due to the efforts of the finance staff.

General Fund Revenue Outturn

- 5.5 The table overleaf summarises the outturn position of the General Fund Revenue Account for the year compared with the budget position.
- 5.6 The Council's Net Expenditure (Portfolio Budgets) in relation to the Revenue Budget for 2025/26 financial year was set by the Council in February 2025 at a net expenditure of **£15.809 million**. In determining the 2026/27 Budget in February 2026 Council approved the Forecast Outturn for 2025/26 of **£15.061 million**, a reduction of £0.748 million as compared to the Original Budget.
- 5.7 The Revised Budget reflected the inflationary increases in costs and known changes in the forecast.

Cannock Preliminary Outturn 2025/26

		Revised Budget £'000	Actual £'000	Variance to Revised £'000
	<u>Portfolios</u>			
1	Community Wellbeing	3,102	3,145	-43
2	Environment & Climate change	3,715	2,850	865
3	Housing	1,494	1,284	210
4	Leader of the Council	1,389	1,379	10
5	Parks, Culture and Heritage	2,201	1,966	235
6	Regeneration & High Streets	1,557	1,568	-11
7	Resources & Transformation	4,214	4,676	-462
8	Total Portfolios	17,672	16,868	804
9	Investment Income	-2,775	-2,929	154
10	Interest Payable	259	260	-1
11	Technical Items	1,296	2,170	-874
12	Net Expenditure	16,452	16,369	83
13	Use of Government Grants	-1,391	-1,482	91
14	Net Revenue Budget	15,061	14,887	174
	Financed by:			
	Business Rates			
15	Core funding	-3,326	-3,326	0
16	Growth / S31 grants	-1,949	-1,871	-78
17	Business Rates Pool	-1,063	-1,080	17
18	Revenue Support Grant	-172	-172	0
19	Recovery Grant	-395	-395	0
20	Funding Floor	-991	-991	0
21	National Insurance Grant	-132	-132	0
22	Council Tax deficit	0	151	-151
23	Council Tax	-7,559	-7,539	-20
24	Total Financing	-15,587	-15,355	-232
25	Trf to/(from) working balances	526	468	58
26	Net Revenue Budget	15,061	14,887	174

5.8 The table above shows that net expenditure including Investment Income, Technical financing adjustments and use of government grants was **£14.887 million**, **£0.174 million** (1.16%) less than the budget.

- 5.9 The actual expenditure on portfolio budgets was £0.804 million (4.55%) lower than anticipated with Investment Income being £0.154 million higher than expected due to the increased interest rates, and reduced interest on balances held. Technical items show a variance of £0.874 million reflecting additional reserve contributions.
- 5.10 Business rates incomes shows reduced receipts of £0.061 million with the overall position, actual net expenditure, and financing, resulting in a transfer to working balances of £0.468 million. This was as compared to the budgeted figure which envisaged a contribution to reserves of £0.526 million, at year end a reduced £0.058 million contribution was made.

Net Portfolio expenditure

- 5.11 Net portfolio expenditure was £0.804 million lower than the budget. The principal cost variations, on each portfolio are as follows ((-) is an unfavourable variance (+) is a favourable variance):

Community Wellbeing

- **CCTV** – Lower telephone costs due to conversion of circuits to Wi-Fi £36,000 (+).
- **Housing services** - staff variations £16,000 (+), contributions towards staffing £18,000 (+), housing benefit recovered on temporary accommodation £45,000 (+), reduced supplies and services £6,000 (+) and bed and breakfast costs £45,000 (-).
- **Leisure Contract-Sports** – Reclassified capital spend £ 12,000 (-), laptop purchases wellbeing team £12,000 (-) and reduced income from previous leisure provider £104,000 (-).
- **Partnerships** – staff variations £3,000 (-).
- **Stadium** - reduced repair costs £9,000 (+).
- **Leisure Contract Procurement** – staff variations £68,000 (-), legal and consultant support for leisure contract £118,000 (-) and reserve funding for costs £186,000 (+).

Environment and Climate Change

- **Waste** – Staff variations £15,000 (+), street nameplates £5,000 (-), contract payments £21,000 (-), underspend supplies £27,000 (+), additional Extended Producer Responsibility grant (new for 25/26) £647,000 (+), income from recycling £36,000 (+), recycling credits £23,000 (+), miscellaneous income £13,000 (+), reduced chargeable waste income £56,000 (-). Food waste grant £79,000 (+), storage for food waste containers £28,000 (-), liners for food waste caddies £29,000 (-), leaflets for food waste service £8,000 (-) and contribute balance of food waste grant to reserves £14,000 (-).
- **Regulatory services** - staff variations £89,000 (+) contributions towards staffing £22,000 (+), reduced pest control income £6,000 (-) and other variations £5,000 (+).
- **Cleansing** - reduced costs £2,000 (+).
- **Drainage** - reduced maintenance costs £2,000 (+).
- **Countryside management** – insurance for vehicle £7,000 (+) and other variations £3,000 (+).

- **Off-street parking** – reduced penalty charge income £19,000 (-), general parking income £7,000 (-) and reduced operational costs £6,000 (-).
- **Conservation areas** - staff variations £17,000 (+).
- **Food Safety** – staff variations £34,000 (+), and additional income £7,000 (+).
- **Management and Administration** - staff variations £14,000 (-).
- **Mortuary** - reduced maintenance costs £4,000 (+).
- **Licensing** - reduced income £5,000 (-), staff variations £49,000 (+) and other variations £5,000 (+).

Housing (Housing General Fund)

- **Caretakers and Cleaners** - staffing variations £30,000 (+) and reduced supplies etc £6,000 (+).
- **Circular 8/95** – reduced recharge of costs HRA £6,000 (+).
- **Civic ballroom** – additional election room hire income £20,000 (+).
- **Miscellaneous properties** - additional cost of Cabot properties £33,000 (-) and rental income from Cabot shops £38,000 (+).
- **Private sector housing** - staff variations £7,000 (+), reduced supplies and transport £4,000 (+), additional mobile home licence fee income £12,000 (+), renters right grant £26,000 (+) and contribution to reserve renters right grant £26,000 (-).
- **Public Buildings** - additional income £75,000 (+), contribution towards staff costs £38,000 (+), staff variations £11,000 (+), maintenance costs Hawks Green offices £7,000 (-).

Leader of the Council

- **Members** - reduced members allowances £5,000 (+), and other variations £3,000 (-).
- **Executive Management and support** - reduced costs £8,000 (+), consultant Local Government reorganisation (LGR) costs £29,000 (-) and reserve funding LGR costs £29,000 (+).

Parks, Culture and Heritage

- **Grounds maintenance** – staffing variations £127,000 (+); supplies £7,000 (+), other variations £33,000 (+), additional income £77,000 (+), less transfer Trading reserve £108,000 (-), earmarked reserve contributions £27,000 (-).
- **Parks and Open spaces** - staffing variations £15,000 (+), additional income £26,000 (+), reclassified capital spend £6,000 (-), less transfer Trading reserve £14,000 (-).
- **Cemeteries** - staffing variations £10,000 (-), rates refund £15,000 (+), additional income £26,000 (+) and maintenance costs £11,000 (+).
- **Allotments** - reduced costs £2,000 (+).
- **Street Cleansing** - additional fee income £8,000 (+), reduced operational costs £2,000 (+).

- **Vehicles** - staffing variations £16,000 (+), supplies etc £28,000 (-) and additional income £19,000 (+).
- **Leisure Contract-Heritage and Arts** – additional supplies etc £6,000 (-) and reduced income £2,000 (-).
- **Tourism** - reduced supplies £6,000 (+).
- **Contract monitoring** - staffing variations £36,000 (+), reduced transport costs £2,000 (+), additional income £4,000 (+), reduced supplies etc £4,000 (+).

Regeneration and High Streets

- **Building Control** - staffing variations £21,000 (-), reduced supplies etc £60,000 (+), income and contributions £96,000 (+), less shared service reserve contribution £179,000 (-).
- **Development Control** – staffing variations £28,000 (net of biodiversity grant income) (-), external support planning application validations £15,000 (-), additional planning fee and pre application income £273,000 (+), additional reserve contribution £225,000 (-) and other variations £5,000 (-).
- **Economic Development** - staffing variations £29,000 (-) lets grow grants (funded by Joint Investment programme (JIP) grant £12,000 (-), JIP grant £63,000 (+), contribution to reserve balance of JIP grant £51,000 (-). Pride in place grant £150,000 (+), contribution to reserves Pride in Place grant £150,000 (-), levelling up fund reclassified capital spend £2,200,000 (-) funding for levelling up £2,200,000 (+).
- **Industrial sites** - reduced repair costs £3,000 (+), reduced business rates £2,000 (+) additional income £9,000 (+), and other variations £2,000 (+).
- **Land charges** - staff variations £22,000 (-), grant income £24,000 (+), contribution to reserves grant income £24,000 (-) and additional search fee income £11,000 (+).
- **Management and Support** - staffing variations £40,000 (+), local plan additional costs £49,000 (-), new local plan grant £108,000 (+), contribution to reserves new local plan grant £108,000 (-), reduced supplies etc £10,000 (+), contribution towards staff costs £41,000 (+) and reduced reserve funding £34,000 (-).
- **Town Centre management** - reduced public buildings £17,000 (+), additional premises insurance costs £10,000 (-) and reduced rent income £6,000 (-).
- **Markets** - reduced public buildings £10,000 (+), reduced utilities £28,000 (+), business rates £12,000 (-) and additional supplies etc £3,000 (-).
- **Street naming management** – Staffing variations £20,000 (+).

Resources and Transformation

- **Technology** – additional costs of switches £23,000 (-), reserve funding for infrastructure changes £23,000 (+), Netcall additional charge £26,000 (-), recharge part of Netcall costs to HRA £24,000 (+) managed threat protection and response £15,000 (-), and cyber grant funding £15,000 (+).
- **Human Resources** - corporate HR costs employee costs for the authority £27,000 (-).

- **Customer services** - Staffing variations £16,000 (-).
- **Corporate Services** - additional postage costs £30,000 (-), reduced supplies £3,000 (+) and income from partners for postage costs £25,000 (+).
- **Communications** - Staffing variations £9,000 (-) and reduced supplies £13,000 (+).
- **Risk** – staffing variations £4,000 (+) and additional income £4,000 (+).
- **Taxation** - staffing variations (net of reserve funding and contribution from partners) £138,000 (-), postages £89,000 (-), audit fees £26,000 (-), supplies etc £24,000 (+) and additional income, reserves and grants £98,000 (+).
- **Finance** - staffing variations £63,000 (+), additional supplies etc £54,000 (-) and contributions to shared service reserve £9,000 (-).
- **Corporate management** – additional audit fees £28,000 (-), reduced supplies £2,000 (+), additional grants from government for audit fees £70,000 (+) and contribution to reserves unused audit grant £41,000 (-).
- **Non distributed costs** - reduced pension payments £10,000 (+).
- **Excluded items** - additional bad debts provision £1,000 (+), write off historical income suspense account £149,000 (+), contribution to reserves historical income suspense account £149,000 (-), reduced underspend estimate across the authority £50,000 (-) and corporate vacancy factor £35,000 (-).
- **Democratic services** - staffing variations £29,000 (+).
- **Elections** – Staffing variations £3,000 (+), additional supplies Electoral registration £20,000 (-) and reserve funding by election costs £9,000 (+).
- **Benefits payments** - additional cost reflecting subsidy return £245,000 (-).

5.12 A summary of performance of the main streams of income against budget is set out in the following table:

Main Streams of Income

	Revised	Actual	Variance
	£'000	£'000	£'000
Waste & Recycling	(2,623)	(3,279)	656
Off Street Parking	(764)	(737)	(27)
Building Control	(347)	(443)	96
Local Taxation	(362)	(310)	(52)
Development Control	(447)	(716)	269
Licensing	(211)	(206)	(5)
Public Buildings	(310)	(386)	76
Cemeteries	(208)	(249)	41
Town Centre Management	(100)	(94)	(6)
Grounds Maintenance	(106)	(182)	76
Industrial Sites	(124)	(134)	10
Land Charges	(63)	(74)	11
Bus Shelters	(29)	(29)	-
Leisure Contract Sports	(196)	(189)	(7)
Leisure Contract Heritage	(2)	-	(2)
Total Main Sources	(5,892)	(7,028)	1,136

- 5.13 Overall income levels were £1.136 million higher than the revised budget. The major variation related to Waste and Recycling the majority of which was for the Extended Producer Responsibility grant (new for 2025/26), this grant is dependent on payments by producers into the scheme which is then redistributed. There is no certainty that this additional income will continue into 2026/27. Development Control, Building Control, Public buildings, Cemeteries, Grounds maintenance and Local Taxation all showed additional income.
- 5.14 More detailed explanations for all expenditure and income variances greater than £10,000 and 10% are attached for each portfolio at **annex 1**.

Business Rates Retention

- 5.15 The Business Rates Retention Scheme forms part of the current Funding regime for Local Government and incentivises councils to promote economic growth in their area as they are entitled to retain a share of business rates growth.
- 5.16 The scheme came into operation with effect from April 2013; therefore 2025/26 is the thirteenth year of operation. Income being shared between central government, the Council, Staffordshire County Council, Staffordshire Commissioner Fire and Rescue Service and the Stoke on Trent and Staffordshire Business Rates Pool. The pool has ceased to operate in 2026/27 due to changes in central government policy around the business rate reset.
- 5.17 Overall business rates income was £0.061 million lower than anticipated, this related to changes in growth, section 31 grants, and pool distribution.

Working Balances

- 5.18 The outturn shows a contribution to working balances on the General Fund of £0.468 million with a resultant £2.878 million balance as at the 31 March 2026. As the Council policy is to retain a working balance of £1.0 million the £1.878 million above this balance will be available to support future budgets.

Capital Outturn

- 5.19 The Council approves the Capital Programme for the financial year as part of the budget process and the amount that can be spent is limited by the amount of capital resources available to the Council. The 2025/26 capital programme was approved in February 2025 and updated as part of the revised budget set as part of the 26/27 budget cycle.
- 5.20 Many of the schemes within the Capital Programme take some time to develop and implement so the detailed programme can experience many changes. Considerable variation will therefore arise over the 18-month period from the time the Capital Programme for the financial year is initially considered, right through to the end of March of the relevant year.
- 5.21 As per appendix 1 there was a write off of previously capitalised costs as the levelling up programme scope was modified. This was a technical adjustment, moving capital costs to be funded from revenue and didn't change the total amount spent to date. This has resulted in a revenue balance being available for the delivery of the regeneration programme of £0.799m which is currently held in a regeneration reserve.

- 5.22 The Council spent £5.697 million on General Fund capital projects in 2025/26 which was £2.028 million less than the budget of £7.725 million. This is primarily as a result of timing delays in bringing projects to fruition. Of this underspend, £0.637 million relates to DFG spend and £0.490 million relates to delays in the Levelling up fund project. There is also an underspend of £0.815 million in relation to the Food Waste grant, this element primarily related to vehicle purchase, this has been slipped to 2026/27 financial year.

Capital Outturn Position

	Budget	Actual	Variance from Budget
	£'000	£'000	£'000
Environment & Climate Change	1,112	317	795
Parks, Culture and Heritage	878	623	255
Resources and Transformation	-	-	-
Community Wellbeing	1,445	818	627
Housing	113	113	-
Regeneration and High Streets	4,177	3,826	351
Total	7,725	5,697	2,028

The major items of capital spend in the year were:

- **£3.109 million** on Levelling Up Fund
- **£0.670 million** on Community Infrastructure Levy funded projects
- **£0.662 million** on Disabled Facilities Grants.
- **£0.434 million** on Cannock Park Phase 1
- **£0.220 million** on Food Waste

The detailed Capital Programme outturn for 2025/26 is attached at **ANNEX 2** along with explanations for major variations.

- 5.23 The capital programme of £5.697 million was financed in the following way:

Capital Financing	£'000
Capital grants and contributions	4,402
Capital receipts	176
Direct Revenue Financing	1,119
Total	5,697

Collection Fund

- 5.24 Cannock Chase is the billing authority and as such has a statutory requirement to establish and maintain a separate fund covering the collection and distribution of amounts due in respect of council tax and national non-domestic rates (NNDR). Net Business Rates attributable to the Council are accounted for as part of the General Fund under the new Business Rates regime.

Council Tax

- 5.25 The net position on the Collection Fund for the year was a surplus of £1.601 million for Council Tax after taking into account reclaim of previous year deficits in year. The overall position for Council tax leaves a net surplus on the fund of £0.857 million at 31 March 2026 (of which £0.105 million relates to this Council).

National Non-Domestic Rates

- 5.26 A deficit of £1.036 million exists in relation to Business Rates as at 31 March 2026. The deficit is however notional and represents a timing difference between estimated Business Rates returns and actual returns. This Council's actual retained Business Income is in line with the Income and Expenditure account after taking into account the timing deficit required as part of the Collection Fund Statutory requirements.

6 Implications

6.1 Financial

The financial implications have been referred to throughout the report.

6.2 Legal

The legal implications have been referred to throughout the report.

6.3 Human Resources

There are no human resource implications arising from this report.

6.4 Risk Management

Nil.

6.5 Equalities and Diversity

Nil.

6.6 Health

Nil.

6.7 Climate Change

Nil.

7 Appendices

Annex 1: Detailed Revenue Outturn 2025/26.

Annex 2 - Capital Outturn 2025/26.

8 Previous Consideration

None.

9 Background Papers

Available in Financial Services.

COMMUNITY WELLBEING PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
CCTV					
Expenditure	276,240	240,955	35,285	12.8%	Lower telephone costs due to conversion of circuits to Wi-Fi
Income	(64,660)	(66,975)	2,315	(3.6%)	
Net	211,580	173,980	37,600		
Grants and Contributions					
Expenditure	93,310	93,310	-	0.0%	
Net	93,310	93,310	-		
Housing Services					
Expenditure	2,317,270	2,811,868	(494,598)	(21.3%)	Asylum grant (£29k), bed and breakfast costs (£45k), grant funded homeless prevention (£435k) and staffing variations £16k
Income	(1,992,450)	(2,527,832)	535,382	(26.9%)	
Net	324,820	284,036	40,784		
Leisure Contract Sports					
Expenditure	2,463,610	2,488,265	(24,655)	(1.0%)	Reduced income from previous leisure provider
Income	(420,710)	(317,039)	(103,671)	24.6%	
Net	2,042,900	2,171,226	(128,326)		
Partnerships					
Expenditure	340,580	346,980	(6,400)	(1.9%)	
Income	(69,020)	(72,420)	3,400	(4.9%)	
Net	271,560	274,560	(3,000)		

COMMUNITY WELLBEING PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Stadium					
Expenditure	72,110	61,990	10,120	14.0%	Reduced repairs costs £9k and minor variations
Income	-	-	-	n/a	
Net	72,110	61,990	10,120		
DFG Delivery					
Expenditure	178,990	198,315	(19,325)	(10.8%)	Staffing variations
Income	(178,990)	(198,315)	19,325	(10.8%)	Additional recharge to capital reflecting spend
Net	-	-	-		
Leisure Planning and Marketing					
Expenditure	120,010	124,975	(4,965)	(4.1%)	
Income	(34,390)	(38,923)	4,533	(13.2%)	
Net	85,620	86,051	(431)		
Leisure Contract Procurement					
Expenditure	144,620	330,463	(185,843)	(128.5%)	Staffing variations (£68k), legal and consultant support for leisure contract (£118k)
Income	(144,620)	(330,463)	185,843	(128.5%)	Reserve funding for costs
Net	-	-	-		
Portfolio Total	3,101,900	3,145,152	(43,252)	(1.4%)	

ENVIRONMENT AND CLIMATE CHANGE PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Waste and Recycling					
Expenditure	4,735,750	4,797,995	(62,245)	(1.3%)	
Income	(2,639,580)	(3,380,963)	741,383	(28.1%)	Additional Extended Producer Responsibility grant (new for 25/26) £647k, income from recycling £36k, recycling credits £23k. Food waste grant £79k, partly offset by reduced chargeable waste (£57k) and minor variations
Net	2,096,170	1,417,033	679,137		
Regulatory Services					
Expenditure	487,240	394,870	92,370	19.0%	Staffing variations £89k
Income	(23,910)	(41,199)	17,289	(72.3%)	Contribution towards staffing £22k, partly offset by reduced pest control income
Net	463,330	353,671	109,659		
Cleansing Services					
Expenditure	509,290	507,369	1,921	0.4%	
Net	509,290	507,369	1,921		
Drainage Services					
Expenditure	9,060	7,450	1,610	17.8%	
Net	9,060	7,450	1,610		

ENVIRONMENT AND CLIMATE CHANGE PORTFOLIO

ANNEX 1

Final Accounts 2025-2026					
	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Countryside Management					
Expenditure	322,490	361,089	(38,599)	(12.0%)	Site management additional costs (funded by grant) (£15k), contribution to reserves Higher Level Stewardship grant (£16k) and Biodiversity net gain grant (£9k)
Income	(84,670)	(132,825)	48,155	(56.9%)	
Net	237,820	228,264	9,556		
Public Clocks					
Expenditure	7,480	6,659	821	11.0%	
Net	7,480	6,659	821		
Off Street Parking					
Expenditure	480,110	485,640	(5,530)	(1.2%)	Reduced penalty charges income (£19k) and general parking income (£7k)
Income	(841,450)	(814,291)	(27,159)	3.2%	
Net	(361,340)	(328,651)	(32,689)		
Bus Shelters					
Expenditure	37,480	39,098	(1,618)	(4.3%)	
Income	(28,690)	(29,445)	755	(2.6%)	
Net	8,790	9,653	(863)		
Conservation Areas					
Expenditure	214,010	199,127	14,883	7.0%	Staffing £17k
Net	214,010	199,127	14,883		

ENVIRONMENT AND CLIMATE CHANGE PORTFOLIO

ANNEX 1

Final Accounts 2025-2026					
	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Food Safety					
Expenditure	377,300	341,451	35,849	9.5%	
Income	(5,720)	(12,504)	6,784	(118.6%)	Food hygiene rating scheme income £2k, contribution towards costs £3k and minor variations
Net	371,580	328,947	42,633		
Management and Administration					
Expenditure	124,910	140,219	(15,309)	(12.3%)	Staffing
Net	124,910	140,219	(15,309)		
Mortuary					
Expenditure	11,840	7,549	4,291	36.2%	
Income	-	-	-	n/a	
Net	11,840	7,549	4,291		
Licensing					
Expenditure	209,750	155,434	54,316	25.9%	Staffing £49k, reduced driving assessments and vehicle inspection costs £4k
Income	(210,900)	(205,744)	(5,156)	2.4%	
Net	(1,150)	(50,310)	49,160		
Resilience					
Expenditure	71,640	71,640	-	0.0%	
Income	(52,250)	(52,250)	-	0.0%	
Net	19,390	19,390	-		

ENVIRONMENT AND CLIMATE CHANGE PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Hawks Green Depot					
Expenditure	129,670	129,845	(175)	(0.1%)	
Income	(186,180)	(186,160)	(20)	0.0%	
Net	(56,510)	(56,315)	(195)		
Climate Change					
Expenditure	60,000	76,852	(16,852)	(28.1%)	Contribution to reserves of contributions
Income	-	(16,852)	16,852	n/a	Contribution from partners to staff costs
Net	60,000	60,000	-		
Portfolio Total	3,714,670	2,850,056	864,614	23.3%	

HOUSING PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Caretakers and Cleaners					
Expenditure	358,360	322,062	36,298	10.1%	Staffing variations £30k, reduced cleaning materials £4k and minor variations
Net	358,360	322,062	36,298		
Circular 8 95					
Expenditure	50,200	44,266	5,934	11.8%	Reduced HRA recharge
Net	50,200	44,266	5,934		
Civic Ballroom					
Expenditure	670	-	670	100.0%	
Income	(6,960)	(27,160)	20,200	(290.2%)	Room hire for County election
Net	(6,290)	(27,160)	20,870		
Miscellaneous Properties					
Expenditure	250,840	283,751	(32,911)	(13.1%)	Additional costs of Cabot properties
Income	(133,510)	(171,915)	38,405	(28.8%)	Rent income from Cabot shops
Net	117,330	111,836	5,494		
Private Sector Housing					
Expenditure	228,520	243,210	(14,690)	(6.4%)	
Income	(4,200)	(42,982)	38,782	(923.4%)	Renters right grant £26k and additional mobile home licence fee income £12k
Net	224,320	200,228	24,092		

HOUSING PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Public Buildings					
Expenditure	1,202,650	1,269,411	(66,761)	(5.6%)	Staffing variations £11k, Landlords repairs additional costs (£71k) and Hawks Green office repairs (£7k)
Income	(452,580)	(637,154)	184,574	(40.8%)	Reserve funding landlord repairs £71k, contribution towards staff costs £38k, additional rent and service charges £65k
Net	750,070	632,257	117,813		
Portfolio Total	1,493,990	1,283,488	210,502	14.1%	

LEADER PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Members					
Expenditure	350,540	348,963	1,577	0.4%	
Net	350,540	348,963	1,577		
Executive Management and Support					
Expenditure	1,038,640	1,061,390	(22,750)	(2.2%)	Local government reorganisation consultant costs (£30k) and minor variations
Income	-	(31,289)	31,289	n/a	Reserve funding for Local government reorganisation costs £30k
Net	1,038,640	1,030,101	8,539		
Portfolio Total	1,389,180	1,379,063	10,117	0.7%	

PARKS CULTURE AND HERITAGE PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Grounds Maintenance					
Expenditure	1,286,430	1,254,729	31,701	2.5%	
Income	(1,286,430)	(1,362,901)	76,471	(5.9%)	
Net	-	(108,172)	108,172		
Parks and Open Spaces					
Expenditure	1,907,220	1,991,373	(84,153)	(4.4%)	
Income	(106,220)	(211,904)	105,684	(99.5%)	Grant income Forest of Mercia reimbursement of costs £74k, commuted sums income £26k and minor variations
Net	1,801,000	1,779,469	21,531		
Cemeteries					
Expenditure	327,460	326,347	1,113	0.3%	
Income	(217,410)	(258,469)	41,059	(18.9%)	Memorial benches income £15k and income from services provided £26k
Net	110,050	67,878	42,172		
Allotments					
Expenditure	4,460	2,651	1,809	40.6%	
Income	(4,640)	(6,229)	1,589	(34.2%)	
Net	(180)	(3,578)	3,398		
Street Cleansing					
Expenditure	792,270	790,678	1,592	0.2%	
Income	(792,270)	(799,781)	7,511	(0.9%)	
Net	-	(9,103)	9,103		

PARKS CULTURE AND HERITAGE PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Vehicles					
Expenditure	266,150	278,770	(12,620)	(4.7%)	
Income	(279,360)	(298,846)	19,486	(7.0%)	
Net	(13,210)	(20,077)	6,867		
Leisure Contract Heritage and Arts					
Expenditure	526,540	532,073	(5,533)	(1.1%)	
Income	(386,220)	(384,181)	(2,039)	0.5%	
Net	140,320	147,892	(7,572)		
Tourism					
Expenditure	6,050	40	6,010	99.3%	Reduced supplies and services
Net	6,050	40	6,010		
Contract Monitoring					
Expenditure	217,420	176,607	40,813	18.8%	Staffing £36k and minor variations
Income	(60,810)	(65,118)	4,308	(7.1%)	
Net	156,610	111,490	45,120		
Portfolio Total	2,200,640	1,965,839	234,801	10.7%	

REGENERATION AND HIGH STREETS PORTFOLIO

ANNEX 1

Final Accounts 2025-2026					
	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Building Control					
Expenditure	852,610	992,197	(139,587)	(16.4%)	Staffing variations (£21k), reduced transport and supplies £60k and shared service contribution (£179k)
Income	(628,240)	(724,705)	96,465	(15.4%)	Additional income and contributions
Net	224,370	267,492	(43,122)		
Development Control					
Expenditure	761,140	1,052,090	(290,950)	(38.2%)	Staffing (£51k), external support planning application validations (£15k), contribution to planning reserve (£225k) and minor variations
Income	(483,450)	(774,400)	290,950	(60.2%)	Planning fee income £257k, pre application charges £16k, Biodiversity grant £23k and minor variations
Net	277,690	277,690	-		
Economic Development					
Expenditure	1,244,210	3,688,418	(2,444,208)	(196.4%)	Staffing variations (£29k), lets grow grants (£12k), Joint Investment programme grant contributed to reserves (£51k), Pride in Place grant contributed to reserves (£150k), Levelling Up reclassified capital spend (£2.2 million) and minor variations
Income	(850,980)	(3,264,658)	2,413,678	(283.6%)	Pride in Place grant £150k, funding for Levelling up costs £2.2 million and Joint Investment Programme grant funding £63k
Net	393,230	423,760	(30,530)		

REGENERATION AND HIGH STREETS PORTFOLIO

ANNEX 1

Final Accounts 2025-2026					
	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Industrial Sites					
Expenditure	13,880	7,024	6,856	49.4%	Repairs £3k and business rates £2k
Income	(124,200)	(133,986)	9,786	(7.9%)	
Net	(110,320)	(126,962)	16,642		
Land Charges					
Expenditure	80,220	126,586	(46,366)	(57.8%)	Staffing (£22k), contribution land registry grant to reserves (£24k)
Income	(72,180)	(107,918)	35,738	(49.5%)	Land registry grant £24k and additional search fee income £11k
Net	8,040	18,667	(10,627)		
Management and Support					
Expenditure	619,390	726,015	(106,625)	(17.2%)	Local plan additional costs (£49k), contribution to reserves new Local Plan grant (£108k), partly offset by staffing variations £40k and reduced supplies £8k
Income	(162,250)	(278,732)	116,482	(71.8%)	New local plan grant £108k and minor variations
Net	457,140	447,283	9,857		
Town Centre Management					
Expenditure	252,640	243,666	8,974	3.6%	
Income	(100,250)	(94,107)	(6,143)	6.1%	
Net	152,390	149,559	2,831		
Markets					
Expenditure	165,080	141,153	23,927	14.5%	Reduced utility costs £28k, repairs £10k, partly offset by additional business rates (£12k)
Income	(44,920)	(44,923)	3	0.0%	
Net	120,160	96,230	23,930		

REGENERATION AND HIGH STREETS PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Street naming management					
Expenditure	34,740	14,352	20,388	58.7%	Staffing variations
Net	34,740	14,352	20,388		
Portfolio Total	1,557,440	1,568,071	(10,631)	(0.7%)	

RESOURCES AND TRANSFORMATION PORTFOLIO

Final Accounts 2025-2026					
	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Legal Services					
Expenditure	316,290	316,290	-	0.0%	
Income	(220,580)	(220,580)	-	0.0%	
Net	95,710	95,710	-		
Technology					
Expenditure	1,107,980	1,163,925	(55,945)	(5.0%)	
Income	(345,470)	(398,351)	52,881	(15.3%)	Grant funding cyber costs £15k, reserve funding for IT infrastructure changes £23k, additional netcall recharge to HRA £24k and minor variations
Net	762,510	765,574	(3,064)		
Governance					
Expenditure	44,020	48,690	(4,670)	(10.6%)	
Income	(19,650)	(24,320)	4,670	(23.8%)	
Net	24,370	24,370	-		
Human Resources					
Expenditure	291,800	333,893	(42,093)	(14.4%)	Corporate HR costs for employees (£27k) and risk management training (£15k)
Income	(187,250)	(202,200)	14,950	(8.0%)	
Net	104,550	131,693	(27,143)		
Customer Services					
Expenditure	452,140	467,428	(15,288)	(3.4%)	
Income	(130,700)	(130,666)	(34)	0.0%	
Net	321,440	336,762	(15,322)		

RESOURCES AND TRANSFORMATION PORTFOLIO

Final Accounts 2025-2026					
	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Corporate Services					
Expenditure	236,320	264,248	(27,928)	(11.8%)	Postages costs
Income	(40,610)	(66,117)	25,507	(62.8%)	Income from partners for postages costs
Net	195,710	198,131	(2,421)		
Communications					
Expenditure	356,250	351,418	4,832	1.4%	
Income	(33,950)	(33,950)	-	0.0%	
Net	322,300	317,468	4,832		
Policy and Performance					
Expenditure	36,280	36,763	(483)	(1.3%)	
Net	36,280	36,763	(483)		
Audit					
Expenditure	303,150	303,150	-	0.0%	
Income	(133,170)	(133,170)	-	0.0%	
Net	169,980	169,980	-		
Risk					
Expenditure	1,166,550	1,163,036	3,514	0.3%	
Income	(1,006,190)	(1,011,221)	5,031	(0.5%)	
Net	160,360	151,815	8,545		
Customer Serv Mgmt incl Social Alarms					
Expenditure	61,120	60,847	273	0.4%	
Income	(30,970)	(30,970)	-	0.0%	
Net	30,150	29,877	273		

RESOURCES AND TRANSFORMATION PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Taxation					
Expenditure	4,149,910	4,094,611	55,299	1.3%	
Income	(2,852,420)	(2,666,717)	(185,703)	6.5%	
Net	1,297,490	1,427,894	(130,404)		
Finance					
Expenditure	1,664,150	1,664,570	(420)	0.0%	
Income	(1,197,750)	(1,198,170)	420	0.0%	
Net	466,400	466,400	-		
Corporate Management					
Expenditure	312,140	379,780	(67,640)	(21.7%)	Additional audit fees (£28k) and contribution of additional audit grant to reserves (£41k)
Income	(59,670)	(129,334)	69,664	(116.7%)	Audit backstop grant £49k and Redmond review audit grant £21k
Net	252,470	250,447	2,024		
Non Distributed Costs					
Expenditure	317,550	307,669	9,881	3.1%	
Income	(44,170)	(44,170)	-	0.0%	
Net	273,380	263,499	9,881		
Excluded Itms					
Expenditure	(32,840)	199,767	(232,607)	708.3%	Budget provision across the authority outturn estimate (£50k), corporate vacancy factor (£35k) and contribution to reserves income suspense account (£149k)
Income	(967,660)	(1,116,589)	148,929	(15.4%)	Write off historical income suspense account
Net	(1,000,500)	(916,823)	(83,677)		

RESOURCES AND TRANSFORMATION PORTFOLIO

Final Accounts 2025-2026

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Democratic Services					
Expenditure	172,140	142,181	29,959	17.4%	Staffing variations
Net	172,140	142,181	29,959		
Elections					
Expenditure	243,090	260,487	(17,397)	(7.2%)	
Income	(1,290)	(9,934)	8,644	(670.1%)	Reserve funding for by election costs
Net	241,800	250,552	(8,752)		
Benefit Payments					
Expenditure	16,103,490	13,258,054	2,845,436	17.7%	Lower spend than mid year estimate, Rent Rebates £2.148 million and rent allowances £0.697 million
Income	(15,815,430)	(12,724,520)	(3,090,910)	19.5%	Reduced housing benefits subsidy grant reflecting claim
Net	288,060	533,534	(245,474)		
Portfolio Total	4,214,600	4,675,827	(461,227)	(10.9%)	

COMMUNITY WELLBEING CAPITAL PORTFOLIO

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
DFG Private Grants					
Expenditure	1,299,510	662,057	637,453	49.1%	Balance to slip to 2026/27, actual reflects activity due to staff turnover and the occupational therapist provider going into administration
Net	1,299,510	662,057	637,453		
RLC Solar Panels					
Expenditure	750	-	750	100.0%	Spend transferred to revenue
Net	750	-	750		
CCLC Solar Panels					
Expenditure	145,000	156,077	(11,077)	(7.6%)	
Net	145,000	156,077	(11,077)		
Portfolio Total	1,445,260	818,134	627,126	43.4%	

ENVIRONMENT AND CLIMATE CHANGE CAPITAL PORTFOLIO

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Wheelie Bins					
Expenditure	76,910	97,165	(20,255)	(26.3%)	Reflects purchases, funding brought forward from 2026/27 to finance overspend
Net	76,910	97,165	(20,255)		
Food Waste					
Expenditure	1,035,000	219,542	815,458	78.8%	Budget to slip to 2026/27, grant included for the purchase of food waste vehicles
Net	1,035,000	219,542	815,458		
Portfolio Total	1,111,910	316,707	795,203	71.5%	

HOUSING CAPITAL PORTFOLIO

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Grounds Machinery					
Expenditure	112,650	112,650	-	0.0%	
Net	112,650	112,650	-		
Portfolio Total	112,650	112,650	-	0.0%	

PARKS CULTURE AND HERITAGE CAPITAL PORTFOLIO

ANNEX 2

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Additional Cemetery Provision					
Expenditure	15,640	-	15,640	100.0%	Project complete budget slipped from 2025/26 for any minor works, not required
Net	15,640	-	15,640		
Stile Cop Cemetery					
Expenditure	78,280	88,220	(9,940)	(12.7%)	Project complete, additional cost for welfare facilities
Net	78,280	88,220	(9,940)		
Fortescue Lane Play Area					
Expenditure	-	(2,272)	2,272	n/a	Release of retention not required
Net	-	(2,272)	2,272		
Penny Cress Green Play Area					
Expenditure	-	(1,765)	1,765	n/a	Release of retention not required
Net	-	(1,765)	1,765		
Stadium Development Phase 2					
Expenditure	19,000	4,257	14,743	77.6%	Project complete budget slipped from 2025/26 for any minor works
Net	19,000	4,257	14,743		
Parks and Open Spaces Vehicles					
Expenditure	26,260	19,532	6,728	25.6%	Budget to slip to 2026/27
Net	26,260	19,532	6,728		

PARKS CULTURE AND HERITAGE CAPITAL PORTFOLIO

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Laburnum Avenue Phase 1					
Expenditure	65,210	30,094	35,116	53.9%	Slip balance to 2026/27
Net	65,210	30,094	35,116		
Ravenhill Park Tennis Courts					
Expenditure	-	1,524	(1,524)	n/a	
Net	-	1,524	(1,524)		
Cannock Park Phase 1					
Expenditure	449,910	434,363	15,547	3.5%	
Net	449,910	434,363	15,547		
Heath Hayes Play Area					
Expenditure	182,580	48,983	133,597	73.2%	Slip balance to 2026/27
Net	182,580	48,983	133,597		
Tree System					
Expenditure	41,000	-	41,000	100.0%	No longer capital will be revenue cost
Net	41,000	-	41,000		
Portfolio Total	877,880	622,937	254,943	29.0%	

REGENERATION AND HIGH STREETS PORTFOLIO

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
Let`s Grow Grants					
Expenditure	28,110	-	28,110	100.0%	Costs transferred and funded on revenue
Net	28,110	-	28,110		
UK Shared Prosperity Fund					
Expenditure	214,230	46,479	167,751	78.3%	Slip balance to 2026/27
Net	214,230	46,479	167,751		
Levelling Up Fund Capital					
Expenditure	2,099,870	1,627,692	472,178	22.5%	Slip balance to 2026/27
Net	2,099,870	1,627,692	472,178		
Levelling Up Fund Phase 2 Capital					
Expenditure	1,499,720	1,481,579	18,141	1.2%	Slip balance to 2026/27
Net	1,499,720	1,481,579	18,141		
Etching Hill CIL					
Expenditure	175,860	175,855	5	0.0%	
Net	175,860	175,855	5		
Five Ways CIL					
Expenditure	159,370	159,375	(5)	0.0%	
Net	159,370	159,375	(5)		
Chadsmoor School CIL					
Expenditure	-	162,315	(162,315)	n/a	CIL approved capital scheme
Net	-	162,315	(162,315)		

REGENERATION AND HIGH STREETS PORTFOLIO

Final Accounts 2025-26

	Annual Budget	Total Spend	Variance from Annual Budget		Comments (variances > 10% and £5,000)
	£	£	£	%	
John Bamford CIL					
Expenditure	-	172,799	(172,799)	n/a	CIL approved capital scheme
Net	-	172,799	(172,799)		
Portfolio Total	4,177,160	3,826,093	351,067	8.4%	

Quarter 1 Performance Report 2026/27

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Business Support and Assurance
Portfolio:	Resources and Corporate Services

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans and the performance at the end of the first quarter of 2026-27.

2 Recommendations

- 2.1 To note the progress at the end of the first quarter relating to the delivery of the Council's priorities as detailed at Appendices 1a-1d and the key performance information set out at Appendix 2.

Reasons for Recommendations

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

3 Key Issues

- 3.1 The Corporate Plan 2026-28 sets out the Council's priorities and strategic objectives. The plan is supported by Priority Delivery Plans (PDPs) which set out the key projects and actions for delivery each year.
- 3.2 Overall, 87% of the project actions have been delivered. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1d.
- 3.3 With regard to the operational performance of the key services of the Council, 76% of targets have been met or exceeded. Further details can be found in section 5 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The Annual Delivery Plans set out key strategic and operational projects which support the delivery of the Council's priorities.

5 Report Detail

Background

- 5.1 The Corporate Plan 2026-28 sets out the Council's priorities and strategic objectives. There are four overarching priorities
1. To create a District that thrives.

2. To encourage and support residents to lead healthy, independent and happy lives.
 3. To ensure Cannock Chase is a place that residents are proud to call home.
 4. To be a responsible Council and ensure we deliver good value for money.
- 5.2 The priorities are supported by a number of objectives that set out what the Council is aiming to achieve, how we will deliver these and how we will measure our performance.

Priority Delivery Plans

- 5.3 The Priority Delivery Plans (PDPs) set out in Appendices 1A to 1D to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions and timetable for delivery that are the basis of the Council's performance reporting framework.
- 5.4 Two new projects have been added to the PDPs for 2026/27 and these are:
- Completion of the Ministry of Housing, Communities and Local Government (MHCLG) requirements for Pride in Place Programme, Cannock North; and
 - Explore Community Asset Transfer of the Museum of Cannock Chase
- 5.5 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is given in Appendices 1a-1d. A summary of progress, by rating, is given in the table below.

Table 1: Summary of progress in delivery of key projects for Quarter 1 2026-27

Performance Rating	Action Completed	Work started but behind schedule	Work due but not started	Actions due to end of Quarter 1
Corporate Plan Priority				
Economic Prosperity	5			5
Health and Wellbeing	4	1		5
Community	3			3
Responsible Council	1	1		2
Total	13	2		15

- 5.6 At the end of quarter 1, of the 15 actions planned for delivery in this period:
- 87% have been completed; and
 - 13% are in progress but behind target;

Key Performance Indicators (KPIs)

- 5.7 In addition to the Delivery Plans, performance is also reported against the delivery of key operational services. Key Performance Indicators (KPIs) for these services are set out in Appendix 2 and are summarised in Table 2:

Table 2 - Summary of key performance indicators for Quarter 1 2026-27

Corporate Plan Priority				Total Number of KPIs
	Performance on target or exceeded	Performance < 5% below target	Performance > 5% below target	
Economy Prosperity	4			4
Health & Wellbeing	2		1	3
Community	9	3		12
Responsible Council	4	2		6
Total	19	5	1	25

- 5.8 Of the 25 indicators due to be reported on in quarter 1:
- 76% indicators show performance on or above target; and
 - 24% indicators show performance below target.
- 5.9 It should be noted that further details on the delivery plan and performance relating to the Housing Service are reported separately to Cabinet and the Housing Board.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report. The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

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

6.5 Equalities and Diversity

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

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1a: Economic Prosperity PDP

Appendix 1b: Health and Wellbeing PDP

Appendix 1c: The Community PDP

Appendix 1d: Responsible Council PDP

Appendix 2: Key Performance Indicators

8 Previous Consideration

None.

9 Background Papers

Corporate Plan 2026-28 - Council 22 April 2026

Contact Officer: Judith Aupers

Telephone Number: 01543 464 411

Ward Interest: All Wards

Report Track: Cabinet: 20/08/26

Key Decision: No

Priority Delivery Plan for 2026-27

Priority 1 – Economic Prosperity

Summary of Progress as at end of Quarter 1

Actions Completed			Total: 5
Ref No	Action		
EP1	Phase One – complete demolition works		
EP1	Phase Two – Complete demolition works for phase 2 (Forum)		
EP1	Promote Cannock town centre regeneration opportunity at UKREiif		
EP6	Publish Local Plan timetable		
EP6	Complete Notice of Plan Making		
Work in progress but behind schedule			Total: 0
Ref No	Action		
-	-		
Actions due but not started			Total: 0
Ref No	Action		
-	-		
TOTAL NUMBER OF ACTIONS DUE TO END OF QUARTER 1			Total: 5

Priority 1 – Economic Prosperity

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Delivery of Cannock Town Centre Regeneration scheme (EP1)	• Phase One – complete demolition works	X				Main demolition works complete, final works to foundations underway	✓
	• Phase Two – Complete demolition works for phase 2 (Forum)	X				Main demolition works complete, final works to foundations underway	✓
	• Phase Two – Complete demolition works for phase 2 (Cabot)			X			
	• Promote Cannock town centre regeneration opportunity at UKREiiF	X				Meetings held with regional and national developers and operators	✓
	• Present options to Cabinet on next phase of Cannock Town Centre regeneration		X				
Complete new masterplan for Rugeley Town Centre (EP2)	• Present Masterplan to Cabinet for approval		X				
	• Prepare a delivery plan identifying potential projects/site opportunities				X		
Launch of new Business Support programme (EP3)	• Implement new programme of targeted business support		X				
Complete MHCLG requirements for Pride in Place Programme, Cannock North (EP4)	• Confirmation of boundary, Neighbourhood Board and Chair and submission of engagement plan to MHCLG		X				
	• Support the Neighbourhood to submit an initial programme plan to MHCLG				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Work in partnership with South Staffordshire College to strengthen the skills offer of the District (EP5)	Work with college to review future growth and opportunities to expand their operation in Cannock town centre				X		
Commence a new Local Plan (EP6)	Publish Local Plan timetable	X				Timetable for New Plan was published on 26 June 2026	✓
	Complete Notice of Plan Making	X				Notice to commence was published on 26 June 2026	✓
	Scoping consultation		X				
	Gateway 1 – publish self-assessment			X			
	Evidence gathering and site assessment			X	X		
	Publish scoping consultation summary				X		
	Draft consultation documents			X	X		
Ensure the next phase of the McArthurGlen Designer Outlet supports our local economy and provides opportunities for our residents (EP7)	Commencement of Phase Two construction			X			
	Work in partnership to support recruitment of local people				X		

Priority Delivery Plan for 2026-27

Priority 2 – Health and Wellbeing

Summary of Progress as at end of Quarter 1

Actions Completed			Total: 4
Ref No	Action		
HW1	Work with our new leisure provider to attract more people to use and enjoy our leisure centres		
HW2	Understand aspirations of new administration in relation to the museum and whether the possibility of a Community Asset Transfer should be explored		
HW3	Specification drawn up and issued for procurement for the Golf Course Irrigation System. Evaluation of responses to the procurement of the Golf Course Irrigation System		
HW4	Ensure smooth transition of Wellbeing Team into the Council		

Work in progress but behind schedule			Total: 1
Ref No	Action		
HW3	Appointment of architects for Padel waiting for contracts to be completed		

Actions due but not started			Total: 0
Ref No	Action		
-	-		

TOTAL NUMBER OF ACTIONS DUE TO END OF QUARTER 1			Total: 5

Priority 2 - Health and Wellbeing

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Work with our new leisure provider to attract more people to use and enjoy our leisure centres (HW1)	Support the new operator through mobilisation and contract launch with timely guidance, coordination of enquiries and issue resolution to ensure a smooth transition.	X				Mobilisation completed successfully, leisure members transitioned and supported with system/product issues as they arose. Clarification around authority/operator responsibilities established with operational staff.	
	Establish joint working arrangements between the Council's Wellbeing team and the leisure provider to strengthen GP referral pathways into appropriate physical activity and wellbeing services		X				
	Community Wellbeing Strategy shared with leisure operator, influencing their ongoing development and delivery of targeted outreach programmes aimed at increasing participation and engagement of underrepresented groups.		X				
Explore Community Asset Transfer of the Museum of Cannock Chase (HW2)	Understand aspirations of new administration in relation to the museum and whether the possibility of a Community Asset Transfer should be explored.	X				New administration keen to pursue asset transfer	
	Council to scope their requirements for a successful Community Asset Transfer of the Museum of Cannock Chase.			X			
	Decision on whether a Community Asset Transfer of the Museum is feasible.				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Deliver capital investment in our Leisure Centres to enhance existing facilities (HW3)	Specification drawn up and issued for procurement for the Golf Course Irrigation System. Evaluation of responses to the procurement of the Golf Course Irrigation System.	X				Completed and preferred provider for the works identified.	
	Contract Award for Golf Course Irrigation System.		X				
	Golf Course Irrigation Start on Site.			X			
	Completion of Golf Course Irrigation System and handover to Everyone Active.				X		
	Completion of capital works to Chase and Rugeley Leisure Centres.		X				
	Appointment of Architects to design Padel Courts at Chase Leisure Centre.	X				Specification for architects complete, architects identified. Delay in signing contract which will fall into quarter 2.	
	Get necessary permissions for Padel Courts and procure provider to build courts.			X			
	Completion of Padel Courts.				X		
Integrate the Wellbeing Team into the Council and deliver wellbeing support to our residents, working with our new leisure services provider (HW4)	Ensure smooth transition of Wellbeing Team into the Council.	X				Staff successfully moved into the Council and programme delivery continued without any concerns.	
	Explore opportunities for the Wellbeing Team to add value to the work of the council.		X				
	Ensure work of Wellbeing Team is integrated with the work of Everyone Active, the new Leisure Provider.			X			

Priority Delivery Plan for 2026-27

Priority 3 – The Community

Summary of Progress as at end of Quarter 1

Actions Completed			Total: 3
Ref No	Action		
C2	Commence recruitment of Tree Management and Maintenance Teams		
C3	Introduce new weekly food waste collections from April 2026		
C4	Complete actions detailed in the Housing Services Work Plan for 2026/27		

Work in progress but behind schedule			Total: 0
Ref No	Action		
-	-		

Actions due but not started			Total: 0
Ref No	Action		
-	-		

TOTAL NUMBER OF ACTIONS DUE TO END OF QUARTER 1			Total: 3

Priority 3 – The Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Deliver the Climate Change Strategy via our Climate Action Plans (C1)	Review delivery against Action Plan and report to Climate Action Board					Progress reports will be provided to the Board quarterly and the Cabinet every six months	N/A
Improve the Management of our Trees (C2)	Commence recruitment of Tree Management and Maintenance Teams	X				All 5 officers posts across both Councils were put to the market in early June 26, along with 2 Senior Arboriculturist's posts.	✓
	Interview and recruit successful candidates into teams.		X				
	Begin procurement of outsourced routine health and safety tree inspections.		X				
	Go-Live / Introduction of the joint tree management system.		X				
	Commence outsourced inspections of Red Zone Trees.			X			
Introduce weekly kerbside food waste collections (C3)	Introduce new weekly food waste collections from April 2026	X				Successful introduction of new weekly food waste collections across the district during April 2026 with higher-than-expected yield.	✓
Deliver the Housing Services Work Plan (C4)	Complete actions detailed in the Housing Services Work Plan for 2026/27.	X	X	X	X	For Q1, 2 actions completed out of 2 due. Full progress report to Cabinet on 20 th August.	✓
Complete the survey of the Council's housing stock (C5)	Undertake follow-up project to complete surveys on outstanding properties.		X				
	Develop a rolling annual programme for Stock Condition Survey updates on the stock to keep up to date.				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Produce a 30-year business plan setting out investment in and improvements to the stock (C6)	Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.			X			
	Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey (including against emerging DHS requirements also).				X		
	Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment.				X		
Install new bathrooms, kitchens, roofs and fences where necessary and affordable (C7)	External Envelope Contract Procurement.			X			
	Internal Upgrade Works (Kitchen, Bathrooms and Adaptations) contract Procurement.			X			
	Develop a rolling programme of planned improvements from SCS data, including new bathrooms, kitchens and external envelope works.				X		
Build 58 new homes, of which 29 will be for Council rent and 29 for sale at the Aelfgar site in Rugeley (C8)	Completion and handover of 29 Council properties.		X				

Priority Delivery Plan for 2026-27

Priority 4 – Responsible Council

Summary of Progress as at end of Quarter 1

Actions Completed			Total: 1
Ref No	Action		
RC3	Replacement of Revenues & Benefits System – build new system		

Work in progress but behind schedule			Total: 1
Ref No	Action		
RC3	Ongoing development of Customer Relationship Management (CRM) System		

Actions due but not started			Total: 0
Ref No	Action		
-	-		

TOTAL NUMBER OF ACTIONS DUE TO END OF QUARTER 1			Total: 2

Priority 4 – Responsible Council

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Local Government Reorganisation (RC1)	Work with neighbouring Councils to develop and deliver a plan for the transfer of services and the workforce to a new unitary Council.		X				
	Develop a plan for our own preparatory work			X	X		
Delivery of the Governance Improvement Plan (RC2)	Complete delivery of the value for money / governance improvement plan.					Working is ongoing to deliver the actions set out in the improvement plan - this is the subject of a separate report to the Audit & Governance Committee.	N/A
Deliver the digital strategy (RC3)	Development of Artificial Intelligence Policy and Guidance			X			
	Replacement of Revenues & Benefits System						
	• Build new system	X				Build of the new system completed. Testing on schedule to commence in July.	✓
	• Testing new system		X				
	• System go live			X			
	Ongoing development of Customer Relationship Management (CRM) System	X	X	X	X	Currently exploring options re new modules and forms to be developed.	▲

KPIs for Priority 1 – Economic Prosperity**Summary of Performance as at Quarter 1**

KPIs Achieving or Exceeding Target			Total: 4
Ref No	KPI		
	Major Planning Applications determined within time (EP4)		
	Non-major Planning Applications determined within time (EP5)		
	Major Planning Applications overturned at appeals as percentage of no. applications determined (EP6)		
	Non-major Planning Applications overturned at appeals as percentage of no. applications determined (EP7)		

KPIs not achieving target < 5%			Total:
Ref No	KPI		
-	-		

KPIs not achieving target >5%			Total:
Ref No	KPI		
-	-		

TOTAL NUMBER OF KPIs DUE TO END OF QUARTER 1			Total: 4

Priority 1 – Economic Prosperity

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Regeneration									
Economic activity rate (EP1)	N/A	New						Annual	
Visitor economy - value and volume of tourism in Cannock Chase (data source tbc) (EP2)	N/A	New						Annual	
Planning Services									
Number of housing completions and affordable homes (EP3)	N/A	New						Annual	
Major Planning Applications determined within time (EP4)	93.75%	60%	100%					✓	
Non-major Planning Applications determined within time (EP5)	98.63%	70%	98.6%					✓	
Major Planning Applications overturned at appeals as percentage of no. applications determined (EP6)	1.68%	<10%	5.56%					✓	
Non-major Planning Applications overturned at appeals as percentage of no. applications determined (EP7)	1.97%	<10%	0.36%					✓	

KPIs for Priority 2 – Health and Wellbeing

Summary of Performance as at Quarter 1

KPIs Achieving or Exceeding Target			Total: 2
Ref No	KPI		
HW8	Community Safety Partnership Hub referrals and case closures within 3 months		
HW9	Number of Disabled Facilities Grants (DFGs) completed		

KPIs not achieving target < 5%			Total:
Ref No	KPI		
-	-		

KPIs not achieving target >5%			Total: 1
Ref No	KPI		
HW6	% households had a positive outcome and secured accommodation for 6 + months		

TOTAL NUMBER OF KPIs DUE TO END OF QUARTER 1			Total: 3

Priority 2 - Health and Wellbeing

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Leisure, Culture & Heritage									
Annual Report from Leisure Provider setting out the performance of all facilities and the wider wellbeing work they facilitate.	N/A	N/A						Annual	The Operator will work with the Authority during Year 1 of the Contract to develop baseline information on the performance indicators that will be used to set targets for subsequent years of the Contract.
Health and Wellbeing									
Number of residents/cases dealt with by the CAB (HW4)	3,461	N/A Measure only	Pending data from Citizen's Advice					N/A	Contextual information only
Total value of financial outcomes achieved as a result of the Citizen's Advice contract (HW5)	£5,299,134	N/A Measure only	Pending data from Citizen's Advice					N/A	Contextual information only
Strategic Housing, Homelessness and Assistance									
% households had a positive outcome and secured accommodation for 6 + months (HW6)	44%	43%	29%						Team dealing with increase in section 21 notices prior to Renters Reform Act being implemented.

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Rough sleeper count (annual estimate) (HW7)	N/A	New						Annual	
Community Safety Partnership Hub referrals and case closures within 3 months (HW8)	110 referrals 98.75% closed	90% closed within 3 months	26 referrals 100% closed					✓	High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.
Number of Disabled Facilities Grants (DFGs) completed (HW9)	58	85	16					✓	The annual target is not profiled evenly across the year. It is typical in grant delivery for peak completion volumes to occur in Q3 and Q4, with a lower outturn in Q1 and Q2. The service is on track to reach its target of 85.

KPIs for Priority 3 – The Community

Summary of Performance as at Quarter 1

KPIs Achieving or Exceeding Target			Total: 9
Ref No	KPI		
C4	% collections completed first time		
C6	% Household waste sent for re-use, recycling and composting		
C7	Amount of household residual waste collected per household (Kgs)		
C9	% of due Food Inspections Completed		
C10	% of Houses in Multiple Occupation inspected		
C11	% of appropriate action taken to address Cat 1 hazards identified following Housing Health and Safety Rating System (HHSRS) Assessment		
C12	% response to Environmental Protection service requests		
C13	% of properties with a valid annual landlord Gas Safety Record		
C14	% of properties with a valid Electrical Certificate (within 5 years)		

KPIs not achieving target < 5%			Total: 3
Ref No	KPI		
C2	Number of engagement activities with businesses		
C3	Number of engagement activities with the community		
C5	Number of missed bin collections (including assisted)/100,000/qtr		

KPIs not achieving target >5%			Total: 0
Ref No	KPI		

TOTAL NUMBER OF KPIs DUE TO END OF QUARTER 1			Total: 12

Priority 3 – The Community

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Climate Change									
% reduction in Council's carbon emissions (C1)								Annual	Annual measure
Number of engagement activities with businesses (C2)	0	40	3						There was a delay in starting this work but it is anticipated that this can be recovered in the following quarters
Number of engagement activities with the community (C3)	0	12	2						There was a delay in starting this work but it is anticipated that this can be recovered in the following quarters
Waste and Recycling									
% collections completed first time (C4)	99.97%	99.90%	99.95%						Q1 % is above target showing continued high performance considering the introduction of weekly food waste collections during Q1.
Number of missed bin collections (including assisted)/100,000/qtr (C5)	27 per 100,000	<40 per 100,000	43 per 100,000						Q1 figure is slightly above target as it does not include food waste collections which are yet to be factored in.

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
% Household waste sent for re-use, recycling and composting (C6)	35.70%	45%	45.39%					✓	Q1% has exceeded the 26/27 target following the introduction of food waste collections.
Amount of household residual waste collected per household (Kgs) (C7)	482.94 kgs	<480kg or 120kg / quarter	105.70 kgs					✓	Kg's collected within CCDC target. Lower residual waste collected due to introduction of food waste collections.
Amount of food waste collected (tons) (C8)	N/A	NEW	694					N/A	Target to be determined during first year of introduction.
Regulatory Services									
% of due Food Inspections Completed (C9)	100%	100%	96%					✓	The 4% shortfall equates to just 3 low risk premises.
% of Houses in Multiple Occupation inspected (C10)	100%	100%	100%					✓	
% of appropriate action taken to address Cat 1 hazards identified following Housing Health and Safety Rating System (HHSRS) Assessment (C11)	N/A new indicator	100%	100%					✓	
% response to Environmental Protection service requests (C12)	93%	95%	95%					✓	

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Council Housing									
% of properties with a valid annual landlord Gas Safety Record (C13)	100%	100%	100%					✓	
% of properties with a valid Electrical Certificate (within 5 years) (C14)	100%	100%	100%					✓	
Proportion of homes that do not meet the Decent Homes Standard at year end (C15)	19.91%	23%						Annual	

KPIs for Priority 4 - Responsible Council

Summary of Performance as at Quarter 1

KPIs Achieving or Exceeding Target			Total: 4
Ref No	KPI		
RC1	Days taken to process new Housing Benefit and Council Tax Claims (RC1)		
RC2	Days taken to process Housing Benefit and Council Tax change of circumstances (RC2)		
RC5	Average call wait time		
RC8	% of Council Tax collected annually		

KPIs not achieving target < 5%			Total: 2
Ref No	KPI		
RC3	% of calls answered		
RC9	% National non-domestic rates (NNDR) collected		

KPIs not achieving target >5%			Total
Ref No	KPI		
-	-		

TOTAL NUMBER OF KPIs DUE TO END OF QUARTER 1			Total: 6

Priority 4: Responsible Council

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Good Customer Experience									
Days taken to process new Housing Benefit and Council Tax Claims (RC1)	16.3	20	7.7					✓	
Days taken to process Housing Benefit and Council Tax change of circumstances (RC2)	2.6	9	5.9					✓	
% of calls answered (RC3)	96.7%	95%	94.6%					⚠	The target was missed by less than 0.5%. This is due to a vacancy
Number of calls answered (RC4)	75,110	N/A	19,485					N/A	This is not a measure but gives context to the performance in call handling
Average call wait time (RC5)	37 seconds	90 seconds	69 seconds					✓	
Number of services (forms) available online (RC6)	N/A	New	76					N/A	This year will set the baseline
Number of online transactions (RC7)	N/A	New	16,882					N/A	This year will set the baseline

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 26/27	Rating Symbol	Comments
Funding Council Services									
% of Council Tax collected annually (RC8)	96.8%	98% at year end	27.9						
% National non-domestic rates (NNDR) collected (RC9)	97.9	98% at year end	26.3						The first quarter of this year was 0.4% below the same time last year. This appears to be due to increases in business rate bills this year.
Good Governance									
Number of public consultations/engagement exercises undertaken (RC10)		New						Annual	

Updated Strategic Risk Register

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Business Support & Assurance
Portfolio:	Resources and Corporate Services

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 30 June 2026

2 Recommendations

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

Reasons for Recommendations

- 2.2 Cabinet are required to approve the Strategic Risk Register.

3 Key Issues

- 3.1 All strategic risks and associated action plans have been reviewed and updated for 30 June 2026, and the Council's risk profile is summarised in the table below:

Risk Status	Number of Risks at 1st April 2026	Number of Risks at 30th June 2026
Red (High)	7	7
Orange (Medium)	5	5
Yellow (Moderate)	0	0
Green (Low)	0	0
TOTAL	12	12

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Risk management is a systematic process by which key business risks / opportunities are identified, prioritised, and controlled so as to contribute towards the achievement of the Council's aims and objectives.
 - (ii) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

“A relevant body must ensure that it has a sound system of internal control which:

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk.”

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation, and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council’s ability to deliver its Corporate Priorities and Objectives.

5.4 The Strategic Risk Register was refreshed in April 2026, and this is the first quarterly updated since the refreshed risk register was presented to Members. The updated Strategic Risk Register is attached as **APPENDIX 1**. Work has continued to enhance and refine the risks and actions identified to manage them as the Strategic Risk Register matures.

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

RED	High risk, score 12 and above (action plan required to reduce risk and/or regular monitoring)
Orange	Medium risk, score 6 to 9 (action plan required to reduce risk)
Yellow	Moderate risk, score of 3 to 4 (risk within risk appetite, no action plan required but watching brief to ensure controls are effective and operating)
GREEN	Low risk, score below 3 (risk tolerable, no action plan required)
Blue	Negligible Risk, score of 1 (risk tolerable, no action plan required)

5.6 The summary risk register and detailed information on Red Risks are reported to Cabinet and the Audit Committee throughout the year. The updated risk register as at 1st April 2026 is attached at Appendix 1 and detailed information on all risks at Appendix 2.

- 5.7 Leadership Team monitoring the progress on all risks throughout the year and will advise on any changes to risk scores.
- 5.8 At the 30th June, no risk scores have changed in the quarter, however work has been progressing on the action plans for each risk.
- 5.9 Risk 2025-07 has had the scope of the risk reviewed and amended. The wording has changed from
“Failure to meet required housing standards and not being prepared for Inspection”
to
“Failure to meet required housing standards and proactively preparing for the Regulator of Housing Inspection.”

6 Implications

6.1 Financial

None.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

The Risk Management implications are included within the body of the report and appendices.

6.5 Equalities and Diversity

None.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1 – Summary of Strategic Risks – 30 June 2026

Appendix 2 – Strategic Risk Register – Red Risks – 30 June 2026

8 Previous Consideration

None.

9 Background Papers

File of papers held by the Chief Internal Auditor & Risk Manager.

Contact Officer: Stephen Baddeley

Telephone Number: 01543 464415

Report Track: Cabinet 20/08/26
Audit & Governance Committee 23/09/26

Key Decision: No

Cannock Chase Council
Summary of Strategic Risk Register as at 30 June 2026

Risk Ref	Risk Owner	Risk Name	Inherent Risk Score	Residual Risk Score Dec	Residual Risk Score April	Direction of Travel in Period	Target Score
2025-01	Deputy Chief Executive (Resources)	Financial Stability	16	12	12	↔	12
2025-02A	Housing & Corporate Assets	Safety & Compliance arrangements for Housing properties	16	12	12	↔	8
2025-02B	Housing & Corporate Assets	Safety & Compliance arrangements for Corporate Properties	16	12	12	↔	8
2025-03	Chief Executive	Local Government reorganisation	16	12	12	↔	8
2025-09	Operations	Safe Management of Trees	16	12	12	↔	8
2025-15	Economic Development & Planning	Delivery of Town Centre Regeneration Project	16	12	12	↔	8
2025-06	Chief Executive	Corporate capacity is insufficient to maintain provision of core services and deliver major projects	16	12	12	↔	12
2025-04	Business Support & Assurance	IT Resilience	16	8	8	↔	8
2025-07	Housing & Corporate Assets	Failure to meet required housing standards and proactively preparing for the Regulator of Housing Inspection	16	8	8	↔	4
2025-10	Deputy Chief Executive (Resources)	Failure to deliver good governance	16	8	8	↔	4
2025-12	Chief Executive	Health and safety arrangements for people	12	8	8	↔	4
2025-14	Housing & Corporate Assets	HRA Financial Sustainability	12	8	8	↔	4

Key to Direction of Travel

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased

Cannock Chase Council
Strategic Risk Register as at 30 June 26

Risk Ref	2025-01
Risk Owner	Deputy Chief Executive (Resources)
Risk Name	Financial Stability
Risk Description	Central government policy changes which impacts the Council's financial position.
Consequences	s114 notice / Government intervention Damage to reputation with stakeholders May affect ability to bid for funding Poor PR
Corporate Objective CCDC	Responsible Council
Main Risk Category	Financial

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		12

Comment on Target Score:

The three-year financial settlement announced in December 2025 has not increased certainty of funding moving forwards as it was varied at the last moment and there is continuing uncertainty around the funding levels contained in it. The provisional funding allocated has allowed the Council to balance a 3-year budget with use of reserves. This has reduced the Council's financial resilience.

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Quarterly review of reserves to be undertaken	s151 Officer	Ongoing	A general review of the adequacy of reserves has been undertaken as part of the review of the outturn for 2025-26 which will be reported on in Q2

Progress Updates

Current Position	No change - a balanced 3-year budget was approved in February. Whilst the Council has a balanced budget, the risk remains high due to the uncertainties of future funding

Risk Ref	2025-02A
Risk Owner	Head of Housing & Corporate Assets
Risk Name	Safety & Compliance arrangements for Housing properties
Risk Description	Operational property procedures including CDM compliance, maintenance and management of properties is not sufficient to adequately ensure they are safe for tenants, employees, leaseholders or visitors leading to death or serious injury.
Consequences	Death or serious and minor injury, Prosecution by HSE and private legal action. Reputational damage. Deterioration in condition of buildings Depreciation of buildings
Corporate Objective CCDC	Responsible Council
Main Risk Category	Health & Safety

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

There are situations outside of the control which will lead to accidents, and a large housing and property portfolio means that a risk score of 4 is unlikely as accidents and incidents will still happen.

Actions Housing - 2A

Actions Planned	Person Responsible	Timescale	Progress/Comments
Following results of Stock Condition Survey address identified Category 1 hazards	HPS Manager	Quarter 2 2026-27	26% of properties not surveyed, surveys are still progressing in-house and cat 1 hazards are reported.
Further work is required on monitoring all Cat 1 hazards identified to ensure all actions are completed.	Housing Services Manager	Quarter 3 2026-27	At present it is not possible to identify Cat 1 hazards separate to other priority 1 repairs.

Actions Planned	Person Responsible	Timescale	Progress/Comments
NEC Housing Information System to be further developed to ensure all Building Safety testing and monitoring data is collected (additional elements/fields to be built).	HPS Manager	Quarter 3 2026-27	Elements have been created in test system and being tested. Reportability from Logbook system (Tio) has been tested and can be uploaded weekly. Once testing complete will be built into the Live system.
Procedures to be developed for the Compliance Policies that have been approved 8 Procedures (Asbestos, Building Safety, Electrical, Fire Safety, Gas Safety and Heating, Water hygiene (Legionella), Lifting Equipment and Damp and Mould) to be developed. In addition, an over-arching Access Procedure to be produced.	Housing Maintenance Manager and HPS Manager.	Quarter 3 2026-27	Procedure drafts in progress.
Increase third party assurance of inspections by third party company to carry out 10% audit of Gas Safety inspections and Electrical Inspection Condition Reports.	HPS Manager	Quarter 3 2026-27 (Changed from Q2 June 2026)	Specification and cost schedules complete. Delay due to staffing resources.
Damp and Mould, Disrepair, HHSRS system data collection to follow (element/fields to be built) further to requirements arising from Awaabs Law.	Housing Maintenance Manager	Quarter 1 2026-27	A basic system is in place to capture the data and provide monitoring. Action complete.

Progress Updates Housing - 2A

Current Position	Ensuring NEC holds building safety information in process. Elements built and being tested by HPS team. NEC Housing Information System to be further developed to ensure data is collected - this is resource intensive project, and the initial timescales were ambitious. Damp & Mould work complete with a basic system in place. Delay in procuring third party assurance inspections due to competing challenges and priorities within the delivery team. Actions have been completed but due to the complex nature of the work it will take time for sufficient progress to be made in order for the risk score to be reduced.

Risk Ref	2025-02B
Risk Owner	Head of Housing & Corporate Assets
Risk Name	Safety & Compliance arrangements for Corporate Properties
Risk Description	Operational property procedures including CDM compliance, maintenance and management of properties is not sufficient to adequately ensure they are safe for tenants, employees, leaseholders or visitors leading to death or serious injury.
Consequences	Death or serious and minor injury, Prosecution by HSE and private legal action. Reputational damage. Deterioration in condition of buildings Depreciation of buildings
Corporate Objective CCDC	Responsible Council
Main Risk Category	Health & Safety

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

There are situations outside of the control of the Council which will lead to accidents, and a property portfolio means that a risk score of 4 is unlikely as accidents and incidents will still happen.

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Statutory Compliance for all Council owned Buildings needs to be validated on an ongoing basis.	Corporate Asset Manager	Quarter 2 2026-27	A review of processes to improve evidence of compliance monitoring is in place. Weekly meeting, compliance tracker in place and is updated on a daily basis
Asset Reviews will be carried on all Council properties.	Corporate Asset Manager	Quarter 4 2026-27 (on-going)	This action is on hold due to limited staffing resources. If any buildings are deemed unsafe – action will be taken without delay to ensure safety.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Review of core compliance policies needed. CDM Policy and Fire Safety Policy to be produced and Asbestos Policy updated.	Corporate Asset Manager	Q4 2026-27	

Progress Updates Corporate Property - 2B

Current Position	The risk score has remained at 12 as detailed work is required. These actions will take a significant time to produce results that will reduce the residual risk score. The Corporate Asset Manager has undertaken a comprehensive review of compliance, and a number of actions have been followed up and completed in QTR 1. Weekly monitoring is in place, and all category 1 hazards are completed immediately. The review has led to some new actions being created and further work is needed to address the risk and reduce the residual score. Work is planned throughout 2026-27 to deliver the required actions. The Estates Lead and Facilities Team Leader posts have been recruited to with an anticipated start date of September 2026.

Risk Ref	2025-03
Risk Owner	Chief Executive
Risk Name	Local Government reorganisation
Risk Description	The Council has to divert resources to the management of the Council's response plans for Local Government re-organisation which threatens the ability to maintain the quality of services at a time when capacity is already stretched.
Consequences	Core Services and major projects fail to be delivered Reputational damage
Corporate Objective CCDC	Responsible Council
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8
Comment on Target Score: As planning for LGR is still in its infancy, it is too soon to be confident that we can mitigate this risk fully and reduce it to a 4. At present it is considered we can potentially reduce the likelihood to a 2 giving a target score of 8. As planning and work progresses, actions and the target score will be reviewed. Progress with this risk is also linked to the risk regarding capacity (ref 2025-06).		

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Development of action plan for internal preparation, pending decision	Head of Business Support and Assurance	Q1 2026-27	Work plans are being developed, and these include preparatory work for LGR. At present, this primarily focuses on our workforce but as the external work progresses, this will inform our own work plans.

Progress Updates

Current Position	The impact of work on LGR continues to fall on the corporate and support services and this is having an impact on workloads with no additional resources currently allocated to support this; consequently, the risk score remains unchanged. Now that we have a decision, it is anticipated that there will be a review of the resources needed to support the work going forward. Work continues through the County wide project structure to prepare for LGR, pending a review of this following the Government's decision to create two new unitary councils in Staffordshire. The Council has a representative on all 7 corporate workstreams and work has been focussed on collating baseline data. Our own work planning is also considering the internal preparatory work needed for LGR.

Risk Ref	2025-06
Risk Owner	Chief Executive
Risk Name	Corporate capacity is insufficient to maintain provision of core services and deliver major projects
Risk Description	The inability to recruit and retain staff particularly in statutory and other core areas threatens service delivery across the Council. This risk is exacerbated by other factors such as the number of high priority projects, large procurement exercises, demand for new software, competing priorities and Local Government Reorganisation.
Consequences	Projects are delayed or not implemented Operational services are delivered to a lower standard; backlogs arise or service not delivered at all Complaints / damage to reputation Wellbeing of staff who are under pressure to deliver
Corporate Objective CCDC	Responsible Council
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		12

Comment on Target Score:

Due to the limited market in key professions such as Finance, Legal, Planning etc, the uncertainty created by Local Government Reorganisation and the volume of major projects in progress, it is considered that the residual risk score cannot be reduced further and actions planned are focussed on maintaining the current position.

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Development of work plans for the next 2 years. This will allow us to assess capacity and pinch points and prioritise work accordingly.	Leadership Team	Quarter 1 26-27	Each Head of Service has developed a summary work plan and a detailed delivery plan for their service area. These are currently being reviewed and will be finalised in Quarter 2.
Monitoring delivery of workplans	Leadership Team	From Quarter 2 onwards	Progress monitoring template being developed

Actions Planned	Person Responsible	Timescale	Progress/Comments
Monitoring capacity	Leadership Team	From Quarter 2 onwards	A template to monitor vacancies is being developed and current vacancies are being identified. Sickness reporting being updated
Management of expectations / discussion with Cabinet	Chief Executive / Leadership Team	Revised to Q4 from Q2 2025-26 and ongoing (Jan 26)	Preliminary discussions with Cabinet Members are taking prior to the work plans being finalised.

Progress Updates

Current Position	Capacity and workload continue to be an ongoing issue, and this is not expected to change, particularly with the additional work that LGR will bring in the coming months. The intention is to manage this through regular reviews of the workplans which set out the key projects for the next 2 years. As the work required for LGR becomes clearer, the workplans will be reviewed and it may be necessary to stop work on some projects. Leadership Team is continuing to focus on managing capacity within the current resources and maintaining the current position so that this does not deteriorate.

Risk Ref	2025-09
Risk Owner	Operations
Risk Name	Safe Management of Trees
Risk Description	Risk of a tree or part of a tree falling on an individual/s causing death or serious injury. Risk of a tree or part of a tree falling onto a building causing severe damage to a property or the death or serious injury of an individual/s.
Consequences	• Death/Serious Injury • Damage to property • HSE Investigation/Prosecution • Corporate Manslaughter • Insurance Claims
Corporate Objective CCDC	The Community
Main Risk Category	Capacity / Service Delivery

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8

Comment on Target Score:

Given the number of trees and the unpredictability of the weather, and the increase in the number of severe weather events, it is considered the current residual likelihood score sits at a 3. With the residual impact score remaining at a 4, it makes the overall residual risk score a 12.

It is unlikely that the impact score can be reduced below a 4. Due to its categorisation, the nature, and the subject area it may also be difficult to reduce the likelihood from a 3 to a 2. The residual risk score will remain high for some time at a 12 until re-inspections have been undertaken, and resultant work programmes are well established.

Given the circumstances of the risk, while currently higher than preferred at 12, an overall goal of a residual risk score of an 8 is considered acceptable in the longer-term.

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Review tree service, TPOs and procedures	Natural Environment Manager	Q3 2026-27	In progress – several requirements identified including tree team, full TPO review.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Joint Tree Team Structure to be developed and implemented	Natural Environment Manager	Q4 – 2026/27 (Revised from Q1 2027-28 – June 26)	Structure has been agreed and posts have gone out to advert during Q1. Successful completion remains subject to market conditions.
Implement new full risk-based tree management procedure	Natural Environment Manager	Q3 2026-27	In progress, a new tree risk management strategy has been drafted.
Implement new joint tree management ICT GIS based system	Natural Environment Manager	Q3 2026-27 (Updated from Q2 206-27 June 26)	Data cleansing and preparation in progress; this will take several months. Priority to be given to uploading tree data so that inspection work for red zones can be commissioned
Outsource next round of tree inspections for all trees to create new baseline data (78,000 trees) and ongoing inspections	Natural Environment Manager	Q4 2026-27	Trees in red zones are being prioritised. Data for inspections being collated and procurement options being considered
Deliver and monitor tree risk-based works and ongoing inspections	Natural Environment Manager	Ongoing	Progress against Tree Management action plan being monitored and reported to Trees Management Board

Progress Updates

Current Position	Although the risk score remains at 12, actions are progressing but will take time to complete. Delivery of project work has been affected by vacancies with resources focussed on operational response. The plans have been reviewed and refocussed for 2026-27 to allow for work to commence in stages with a focus on higher risk areas. Consultant tree officers continue to be used to cover vacant posts until permanent staff can be recruited and a large amount of tree maintenance works are being contracted out. Recruitment to the above posts has begun, with interviews scheduled for early Q2. The limited capacity currently available within the team is being prioritised and focused on responsive inspections and tree works, while recruitment takes place and alternative arrangements are sought, where available. Notwithstanding this, good progress continues to be made to deliver the planned actions to improve the service.

	Two officers continue to support the implementation of the new tree management system to allow for the input of tree data which can then be used to inform tree inspection works. Work has commenced on preparing for the procurement of a contractor to undertake inspections of trees in red zones as a priority, with inspections of other areas to follow. Due to the nature of the risk, it is considered the overall residual likelihood score will not be reduced until the full tree inspection survey has been completed and the majority of the high-risk remedial tree works identified from this has been carried out. This may take upward of 2-3 years.

Risk Ref	2025-15
Risk Owner	Head of Economic Development & Planning
Risk Name	Delivery of Town Centre Regeneration Project
Risk Description	There is a risk that the high-profile large regeneration projects may not deliver as anticipated, to time or to budget, leading to reputational risks to the Council and creating financial risks that impact on the Council's financial position and could impact on service delivery and hinder the Council's wider ambition to secure economic prosperity for the District. There is a risk that either the Council may not be able to deliver the demolition phase of the project or secure a development partner to re-develop the cleared sites.
Consequences	• Major reputational risk for the Council in terms of not delivering the schemes that local residents expect; potential that Council may be unsuccessful with future funding bids. • Reduced growth and economic prosperity for local residents. • Decline of town centres / impact on major redevelopment proposals. • Council exposed to unplanned financial risks and pressure on revenue resources which impacts on delivery of core services. • Clawback of funding for non-delivery or return of Government funding due to not spending the funding within the agreed deadlines. • Increased pressure on already stretched services/functions of the council which have capacity issues. • Cleared sites could sit empty for indeterminate period if developer interest doesn't materialise.
Corporate Objective CCDC	Economic Prosperity
Main Risk Category	Reputation, Customer/ Public Perception

Inherent Impact	Inherent Likelihood	Inherent Risk Score
4	4	16
Residual Impact	Residual Likelihood	Residual Risk Score
4	3	12
Target Score		8
Comment on Target Score: Inherent nature of the risk profile of the regeneration schemes makes it difficult to reach a score of 4, therefore a target score of 8 has been set at this stage. External influences may affect the ability to secure operators/end users to build out development within the agreed footprint of the scheme.		

Although the demolition works to the former MSCP and Forum Shopping Centre are now complete and there has been a strong level of interest in the town centre from potential operators the target risk score will remain at 8 until the Council agrees the overall Development Framework for the scheme and secures agreements with operators.

It should be noted that it is anticipated that the risk profile of the scheme will change over time as the Council completes the demolition works and secures development partners/operators to bring forward development on the cleared sites, however the ability to achieve this is likely to be constrained by timescales and LGR decisions impacting on the Council's ability to complete the scheme

Actions

Actions Planned	Person Responsible	Timescale	Progress/Comments
Communications to stakeholders, partners, and the public - development of Comms Strategy and Plan	Head of Economic Development & Planning, Communications Manager	Quarter 2 2026-27 (Updated from Q1 2026-27 June 26)	Officers have prepared a report setting out options for the future of the regeneration programme. The report will go to Cabinet where a decision will be made on next steps. Awaiting decision from Cabinet on the next steps.
Agree approach to securing development delivery	Head of Economic Development & Planning	Quarter 2 2026-27 (Updated from Q1 2026-27 June 26)	The Council has produced a draft Development Framework. The intention of the Framework is to guide development within the cleared regeneration site. A draft report has been presented to Cabinet setting out the current position regarding the regeneration programme and potential options. It is anticipated that the report will be presented to Cabinet in August, with Cabinet asked to consider the options and determine which option to take forward. Further detailed due diligence, design work and full business cases will need to be undertaken before any final commitment is made to delivery.
Formal procurement process to appoint development partner(s)	Head of Economic Development & Planning	Quarter 3 - 2026-27 (Updated from Q1 2026-27 June 26)	Officers have completed work to research procurement frameworks and other routes to market that could be used to select developers/operators. Due to the delay in presenting the options report to Cabinet this action will be delayed until Quarter 3 26-27.

Actions Planned	Person Responsible	Timescale	Progress/Comments
Business case to review opportunity for Council to relocate from the Civic Centre site	Chief Exec Deputy Chief Exec - Resources Deputy Chief Exec – Place Head of Economic Development & Planning Head of Housing & Corporate Assets	N/A	This workstream is currently on hold due to Council not agreeing the funding in the Capital Programme (Council 21 January 2026).

Progress Updates

Current Position	Performance Dashboards and Risk Registers have been produced and reported to Project Boards and LT. Meetings with developers/operators are continuing to take place as part of the soft market testing to discuss the regeneration opportunity being created by the Council utilising the regeneration funding. Procurement frameworks have been researched and identified with the view to understand the optimum route to the market. Officers have produced a draft Development Framework which sets out a vision and set of parameters for the cleared development site and the intention is that this will guide the proposed uses in this area. Performance Dashboards and Risk Registers have been produced and reported to Project Boards and LT. Meetings with developers/operators are continuing to take place as part of the soft market testing to discuss the regeneration opportunity being created by the Council utilising the regeneration funding. Procurement frameworks have been researched and identified with the view to understand the optimum route to the market. Officers have produced a draft Development Framework which sets out a vision and set of parameters for the cleared development site and the intention is that this will guide the proposed uses in this area. It was intended to present the Development Framework to Cabinet in Quarter 4 25/26, but this report was deferred due to local elections. Officers have prepared a comprehensive report for Cabinet setting out the current position of the regeneration programme and options available to secure regeneration delivery utilising the remaining capital funding. It is anticipated that the report will be presented to Cabinet in August 2026. Selection of an option will enable Officers to undertake further due diligence, detailed design, and business case development to inform a final commitment to delivering that option.

	The ability to progress the regeneration project will also be dependent on decisions relating to Local Government Reorganisation for Stoke-on-Trent and Staffordshire, expected in July 2026. Once the LGR decision is confirmed by Government, it is anticipated that the Government will issue a statutory section 24 notice which is a legal mechanism requiring shadow authority consent for material financial or contract decisions. Whilst it doesn't prevent the council from progressing its plans, it does create an extra risk that the Council will need to manage/mitigate. As at end of 30th June, the residual risk score remains at 12, it should be noted that if a decision is not made by Cabinet in August regarding the future of the scheme, then the residual risk for the project will increase from 12 to 16. This increase will also take into account the significant uncertainty regarding the Council's ability to deliver a viable regeneration scheme due to LGR timescales.

Housing Services - Quarter 1 Performance Report 2026/27

Committee:	Cabinet
Date of Meeting:	20 August 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 Work Plan and performance at the end of the first quarter of 2026-27.

2 Recommendations

- 2.1 To note:
- i) the contents of the 2026/27 Housing Services Work Plan and revised Key Performance Indicators.
 - ii) the progress at the end of the first quarter relating to the delivery of the Housing Services Work 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 A Housing Services Improvement Plan (HSIP) was approved by Cabinet on 24 April 2025 and Quarter 4 2025/26 performance reported on 16 July 2026. The majority of actions were completed, therefore a new Work Plan* has been developed to supersede the HSIP and a revised set of performance indicators to accompany the plan have also been established. These are designed to focus on key strategic and operational priorities for Housing Services.

*The Work Plan is still subject to approval by Leadership Team.

- 3.2 The revised collection of KPIs has been considered by the Housing Board and met their requirements for assurance. The Work Plan and KPI Performance will also be reported to Housing Board each quarter.
- 3.3 No projects were due for completion at the end of Q1; however, progress is underway on the majority of actions under each project. Progress in delivering the Work Plan is summarised in section 5 of the report and set out in detail in Appendix 1.
- 3.4 With regard to the operational performance of the key areas of Housing Services, 82% 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 Work Plan 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 Services Work Plan (HSWP) set out in Appendix 1 to this report is the 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.

The Work Plan is subject to approval by Leadership Team as it will be aligned with the Corporate PDP monitoring to ensure minimal duplication in the reporting of Housing Services actions and KPIs and maintain effective oversight and assurance for Cabinet and Housing Board.

- 5.2 In addition to the HSWP, 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 Services Work Plan (HSWP)

- 5.3 A commentary on performance/progress and a rating for each of the 69 actions assigned to 18 projects is set out in the HSWP 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 1

Quarter	Action completed	Action - Work in progress	Action - Progress behind schedule	Total Number of Actions due	Projects completed
1	2	33	0	2	0
2					
3					
4					
Total at Q1	2	33	0	2	0

- 5.4 At the end of quarter 1, no projects were due for completion and only 2 actions were due by Q1 end.
- 2 actions out of 2 due were completed.
 - 33 actions are work in progress for future quarters.
 - 0 actions or projects are behind schedule.

The majority of the actions (and therefore projects) planned for 2026/27 are due to be completed later in the year and into 2027/28.

Updates on the actions are set out in Appendix 1.

Key Performance Indicators (KPIs)

- 5.5 In addition to the HSWP, 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 1

Quarter	Green	Amber	Red	N/A	Total Number of KPIs
	Performance on target (met or exceeded at year end)	Performance < 5% below target	Performance > 5% below target	Reported Annually / Measure only	
1	18	0	4	6	28
2					
3					
4					
TOTAL (as at Q1)	18 (82%)	0 (0%)	4 (18%)	6	28

- 5.6 Of the 28 indicators due to be reported on in quarter 1:

- 18 indicators show performance on or above target (82%)
- 4 indicators show performance below target (18%)
- 6 indicators are measure only.

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

The Public Sector Equality Duty also needs to be upheld and evidenced along with compliance with the legislative and regulatory standards.

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 Work 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 Work Plan

Appendix 2: Key Performance Indicators

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer: James Morgan

Telephone Number: 01543 464 381

Report Track: Cabinet: 20/08/26

Key Decision: No

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
Safety and Quality Standard								
1) Work towards a new 30-year business plan for Council Housing								
i) Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.	CF				X			In progress. Savills appointed to assist with the HRA Business Plan review and revision.
ii) Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey (including against emerging DHS requirements also).	CF					X		As above, working with Savills.
iii) Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment	CF					X		Follows i) and ii)
iv) Business plan to be updated on a rolling basis as stock condition data increases.	CF						X	Follows iii)
v) Business plan review to be undertaken on a quarterly basis.	CF/NS						X	Follows iv)
vi) Develop and roll out training for housing staff on business plan and assumptions.	CF						X	Follows all above.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
2) Housing stock condition survey and programme for improvements								
i) Undertake follow-up project to complete surveys on outstanding properties.	CH			X				Work underway to complete mop-up of surveys on no access properties. Brought in additional surveyors, at current rate Q2 target achievable.
ii) Develop a rolling programme of planned improvements from SCS data, including new bathrooms, kitchens, roofs and fences where necessary and affordable.	CH					X		Work ongoing, procurements as per below and programme will develop as more SCS data becomes available.
3) Repairs and Maintenance - Revenue and Capital Budgets transfer								
i) Develop strategy for the transfer of current R&M revenue charged work to capital work.	RF / HK	<i>Aligned to budget setting process</i>			X			Preparation to commence when budget setting in Q3. Initial meeting with HPS and HMIT teams.
ii) Develop an auditable form to capture renewable item and reasons for capitalising the work		<i>Explore NEC Forms or alternative electronic forms</i>				X		To follow i) Form to be finalised to data capture individual jobs for audit reference
iii) Identify capital and revenue work through the NEC system and link to CIVICA Finance system implementing control measures to ensure financial compliance		<i>Process to assure Finance Department Team that Financial Regulations are being adhered to.</i>				X		To follow i) - HMIT now tasked to build into the NEC system - Finance Team to be included at latter stages for financial regulation compliance

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
4) HRA Compliance and Governance arrangements for housing assets and resident data.								
i) Complete entry of Tenant Profile Survey data and ensure information is utilised in BAU and as part of service delivery planning. Embed questions in housing application. Develop plan for rolling programme of surveying to maximise tenant information held.	LT					X		Casual Data Entry Assistant now in post to carry out and complete data entry. Looking at NEC to embed questions into housing application process.
ii) NEC Housing Information System to be further developed to ensure all Building Safety testing and monitoring data is collected	LT / CH						X	Testing has been carried out in the test database ready for build into Live database – still on target.
iii) External Third-Party independent assurance to be sought on Building safety compliance performance. 10% audit of Gas Safety inspections and Electrical Inspection Condition Reports.	CH					X		Follows other procurements, see 5)
iv) Develop HRA Asset Management Strategy - once SCS completed.	CH						X	Follows project 2) Housing stock condition survey and programme for improvements
v) Establish 'Building Safety Team' and meeting regime.	CH			X				On track for first meeting in September 2026.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
5) Housing Property Services Procurements								
i) Fire Precaution Contract	CH				X			In Progress – determining framework and standard form of contract.
ii) Asbestos Abatement (Removals)	CH						X	Follows other procurements
iii) FRA Contract	CH						X	Obtaining quotations for a year to ensure service continuity.
iv) Lift Consultant	CH			X				Follows other procurements
v) Lift Servicing Contract	CH				X			Follows after iv)
vi) Building Safety Audits	CH					X		Follows other procurements
vii) Legionella Risk Assessments (LRA)	CH						X	Obtaining quotations for a year to ensure service continuity.
viii) Lightning Protection	CH						X	Follows other procurements
ix) Roller Shutter Servicing	CH						X	Obtaining quotations for a year to ensure service continuity.
x) External Envelope	CH				X			Draft Specification being reviewed.
xi) Occupational Therapist Services	CH				X			Draft sourcing strategy, Specification and pricing document in place.
xii) Internal Upgrade Works (Kitchen, Bathrooms and Adaptations)	CH					X		Draft sourcing strategy to be reviewed.
xiii) Asbestos Surveys	CH						X	Obtaining quotations for a year to ensure service continuity for additional provider due to poor performance and industry surveyor shortage affecting current incumbent.
xiv) Warden Call system at Schemes	CH		X					Procurement Complete – delivery underway.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
Transparency, Influence and Accountability Standard								
6) Resident Engagement Strategy Delivery and Refresh								
i) Delivery of remaining 2024-27 strategy actions	LT					X		Work in progress on remaining actions, such as increasing involved groups and better recording and promoting outcomes for tenants.
ii) Prepare and produce a new Resident Engagement Strategy with full tenant consultation.	LT						X	Work will commence towards end of 2026/27.
7) Housing Services Complaints Policy and Procedure								
i) Ensure new draft policy is compliant further to Housing Ombudsman Service (HOS) review. Submit to HOS for approval.	LT		X					Completed. Policy approved by HOS and now in operation.
ii) Roll out new procedure for Housing Services (including Corporate input into delivery)	LT			X				Procedure developed and being rolled out during Q2.
Neighbourhood and Community Standard								
8) Grounds Maintenance Contract (with Parks and Open Spaces)								
i) Review of HRA budget v Internal Services costs against new specification.	HC/ BW/ LB/PJ			X				Looking at resources and logistics, to determine if the Internal POS Team can meet the specification.
ii) Mobilisation and transition	HC/ BW/ LB/PJ					X		To follow review.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
iii) Service delivery approach (by workstream) Leaseholder charges, general needs blocks and Sheltered schemes review	HC/ BW/ LB/PJ						X	To follow transition.
iv) Performance management, monitoring and reporting and Resident and stakeholder communications.	HC/ BW/ LB/PJ						X	To follow once new contract in place.
9) Integrated Communal Cleaning contract with Empty Property cleansing service								
i) Moderation and award of contract	RF/ HC					X		Contract currently live for tender.
ii) Mobilisation and transition	RF/ HC					X		To follow award.
iii) Performance management, monitoring and reporting and Resident and stakeholder communications	HC/BW						X	To follow once new service in place.
Rent Standard								
10) Rent Standard Compliance								
i) Policy updated & governance approval	HC					X		Draft Rent Standard Compliance & Rent Convergence Delivery Plan (2027/28–2028/29). Change Rent Policy for 2026 and beyond.
ii) Data quality validation check and baseline formula rent	HC /HK			X				Full stock validation being done; correct tenure/exemption flags; baseline formula rent refresh and gap analysis.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
iii) Systems configuration & parameter controls for risk mitigation	HC/RC			X				Work started to: Configure rent engine; automated validations; reconciliations; documented controls and test scenarios; then update procedures.
iv) Tenant communications and priorities	HC/SR/PR & COMMS					X		To follow above
v) Assurance & reporting and annual rent timetable.	HC/HK					X		To follow above
11) Service Charges								
i) Alignment of Independent Living Schemes Service Charges / Management Charges	HC/BW					X		Work to commence later in 26/27.
ii) De-pooling of General Needs rent and Services Charges	HC						X	Work to commence later in 26/27.
Tenancy Standard								
12) Tenancy Standard Compliance								
i) Review of external management agreements.	HC						X	Work to commence later in 26/27.
ii) Development of new temporary accommodation	HC/HS					X		Work to commence later in 26/27. Discussions ongoing with Housing Options and Homelessness team.
Cross-cutting								
13) Inspection Preparation								
i) Procure Critical Friend	LT			X				Critical Friend procurement almost complete, preparatory work started.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
ii) Action Plan following Self-Assessment	LT				X			Follows completion of Critical Friend work.
iii) General Prep - Document Collation - Planning, team resources identified. - Horizon scan, keep track of inspection findings and themes, network with others.	LT	Ongoing	X	X	X	X	X	Document collation in progress and work with Critical Friend will further inform preparation.
14) Compliance Procedures								
i) Procedures for: Asbestos, Building Safety, Electrical, Fire Safety, Gas Safety and Heating, Water hygiene (Legionella), Lifting Equipment and Damp and Mould to be developed.	CH / RF					X		All procedures currently being drafted.
ii) Section 20 Consultation Procedure	CH				X			1st draft in progress
iii) Over-arching Housing Services Access Procedure to be produced.	CH / HC / RF					X		Background discussions held to prepare for formulation.
15) Housing System maximisation								
i) Go Mobile/Console utilisation or replace	LT / RF					X		Officer seconded from July to focus on the module for a 6 month period. A decision will then be made to either continue to use or replace.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
								Final operative tablets to be rolled out and all trades on electronic work orders and drip feed of jobs, will improve current situation.
ii) Resources review (system capabilities not staffing)	LT					X		Interim HMIT Team Leader working through modules with Managers and business cases on way forward as necessary.
iii) Asset Management business case	LT / CH					X		Work to start later in year. HPS to work with HMIT to identify all issues with the assets module. When done, NEC have suggested a Health check later in the year.
iv) HALO (Helpdesk system)	LT			X				Work progressing - due to go live by end of July.
v) Business Objects Business Case - NEC Analytics / PowerBI	LT			X				Hybrid model adopted of basic reports delivered by NEC business reporting and complex reports by Power BI. Reports currently being built into the system.
vi) Housing Services structure - HMIT	LT					X		To be reviewed when HALO system is established and work stream can be effectively monitored.
vii) NEC contract renewal decision	LT						X	Review in 27/28

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
16) Independent Living Scheme Accommodation Review								
i) Appoint consultant to undertake review.	GS			X				Tender completed and waiver obtained to appoint consultant.
ii) Review completed, with final report and Delivery Action Plans provided.	GS					X		To follow once review undertaken.
iii) Work commences on Delivery Action Plans content.	NS					X	X	Follows ii)
17) Delivery of new Build Programme in Rugeley								
i) Completion and handover of 29 Council properties	LT			X				On target for completion and handover by end of Q2.
ii) Snagging, 12 month defects and Open space establishment periods, continued liaison with developer to ensure full delivery of scheme and requirements.	LT						X	To follow on 12 months on completion. Ongoing liaison with developer and POS team.
18) Housing Policies								
i) A number of Housing Policies are due for review/renewal, they are contained within a Policy Tracker document for Housing Services, included as a priority for 2026/27: • Aids and adaptations • Delivery of DFG Works to Council Housing Policy (& Procedure) • Right to Buy Policy	LT / CH / HC / RF					X	X	Work started on a few, plus easy reads in development. Policy, Performance and Complaints Officer now in post to assist.

Delivery Work Plan for Head of Housing and Corporate Assets

Project/Milestones	Lead Officer	Comments	Q1	Q2	Q3	Q4	27/28	Progress Update
• Disrepair - Procedure and Process • Housing Vehicle Policy Inc. Tracking, Use of Company Vehicle and Use of Private Vehicle • Garage Management Policy • Tools Policy • Decant Policy • Housing Asset Management Strategy • Easy Read Policies								

Progress Key

Green = Progress on target (action completed on target in quarter)

Amber = Work in progress (to be used when work has started to complete an action due in a future quarter)

Red = Progress behind schedule (action not completed in full by the end of the quarter in which it is due)

KPIs for Housing Services

Description/Key	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
Performance on target or above	18				
Performance < 5% below target	0				
Performance > 5% below target	4				
Reported Annually / Not Applicable	6				
TOTAL	28				

N.B. Further to advice sought from Housemark on KPI recording and presentation slight changes have been made to the Housing Services KPIs this year. They are now colour coded rather than symbols, and the number of levels reduced from 4 to 3, removing 'exceeding target' and combining with 'on target or above'.

Each quarter figure will be colour coded so will clearly show where performance sits. A benchmark figure is also included to show comparatively how we perform – see footnote, these will be updated periodically with the latest available.

Benchmark

a = Housemark 25/26 annual median b = Housemark Monthly Pulse median (average of) c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Housing Repairs								
% emergency repairs completed in timescales	100%	100%	100%				96.10% ^a	
% of non-emergency repairs completed in timescales	75.60%	80.00%	49.39%				88.70% ^a	There has been a 45% increase in Priority 1's reported in Q1 significantly impacting on the resources available to undertake non-emergency repairs. The introduction of Awaabs Law has impacted on the number of P1's - a budget request has been submitted to cope with the increase in damp and mould repairs and the adherence to the timescales. There has also been an increase in dis-repair claims which has had an impact, taking resources away. Additional resources have been dedicated to clearing the backlog of fencing repairs – this has impacted on the % of repairs completion timescales.
Satisfaction with most recent repair (transactional survey) (%)	85%	85%	88%				89% ^a	Q1 may be revised in due course, only limited return on June surveys available to include at time of reporting.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Damp and Mould								
New significant damp and mould hazards reported per 1,000 properties	64	N/A	89.75				83 ^b	Difficult to target this early following introduction of Awaab's Law requirements, still gauging and depends on incoming cases. The 25/26 year end was only for the 6 month period from Oct 25 when Awaab's Law was introduced, reporting is actively promoted to tenants so figure increasing, will stabilise in future.
Percentage of D&M emergency hazards resolved within 24 hours (%)	100%	90%	100%				N/A	No directly comparable benchmark data available for this indicator. Housemark indicator is all emergency hazards, not just D&M.
Percentage of significant damp and mould hazards investigated within 10 working days (%)	74%	90%	49.37%				92% ^b	All reported cases for damp and mould are attended through the D1 priority and those cases that are classed as more significant are triaged to a D2 priority for further investigation under the 10 day timescale (so no properties are missed). Factors impacting this figure are: This figure includes no access, whereby we have attended in the 10 days but were denied access – True attendance figure would be 62.03%.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
								As with general repairs, we are looking to now: • Roll out tablets which will enable real-time repairs reporting moving forward. • Report/monitor internally on carded and non-carded to show the impact. • We will be testing NEC's new dynamic scheduler – this will allow better appointment allocation.
Building Safety/Decency								
% of properties with a valid annual landlord Gas Safety Record	100%	100%	100%				99.93% ^a	
% of properties with a valid Electrical Certificate (within 5 years)	100%	100%	100%				99.28% ^a	
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%	100%				100% ^a	
% of buildings that have a current Legionella risk assessment	100%	100%	100%				100% ^a	

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
% of buildings that have a current Fire risk assessment	100%	100%	100%				100% ^a	
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out. (%)	100%	100%	100%				100% ^a	
Proportion of homes that do not meet the Decent Homes Standard at year end. (%)	19.91%	23.00%					3.64% ^c	Measure only - Annual figure. The improved stock condition data we now have has identified properties that require repair or upgrade works to windows and doors, roofs, external walls and boilers during 2026/27. There were no serious Category 1 hazards identified with higher potential effects on the health and safety of occupants. Works are being programmed in to ensure completion of these repairs/upgrades and start to reduce the figure at year end. The target is amended to reflect a projected increase, with further data to be received, but 2027/28 will see significantly more works and the figure will reduce substantially.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Housing Management								
Housing Applications Processed within 28 days (%)	99.7%	99.5%	100%				N/A	Benchmark data not available for this indicator.
Number of Housing Applicants on the Housing Register	930	N/A	960				N/A	Benchmark data not applicable to this indicator.
% of dwellings that are vacant and available for let (at period end)	0.44%	0.66%	0.56%				0.62% ^a	Measure only. Equates to 21 properties at year end 25/26. At Q1 26/27 end there were 28 properties. (Target of 0.66% equates to approx. 33 properties, dependent on stock movement, i.e. RTB sales, new build handovers)
Average re-let time for Standard Voids (calendar days)	31.10	30.00	21.93				41.00 ^a	
Average re-let time for Major Works Voids (calendar days)	90.62	75.00	57.29				99.39 ^a	

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Satisfaction with allocations and lettings process (transactional survey) (%)	90%	95%	70%				N/A	Benchmark data not available for this indicator. Survey returns will be analysed to identify the reason(s) for the decrease in satisfaction and any common issues to be addressed and improvements implemented to ensure satisfaction increases in future quarters.
Rent (current and former tenants) collected as proportion of rent due (%)	100.27 %	100%	100.33 %				99.93% ^a	
Rent loss due to voids (£)	£279,683	£215k	£68,700				N/A	Measure only. Benchmark data not available for this indicator. Profiled Q1 target is £53,750, therefore over target at Q1, lower pro rata compared to year end last year. Longer term voids are still being returned which contributed to higher rent loss, going forward shorter term voids will contribute lower rent loss and we would expect to see a drop in future quarters to bring down to target by year end.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Indicator	Year End 25/26	Target 26/27	Qtr 1	Qtr 2	Qtr 3	Qtr 4 / Year End 26/27	Benchmark Comparison (if available, see footnotes)	Comments
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year	24.65	N/A	8.81				35.15 ^a	Measure only.
Number of ASB cases which involve hate incidents.	0.20	N/A	0.00				0.70 ^a	Measure only.
Housing Complaints								
Stage one complaints received per 1,000 homes during the reporting year.	10.04	N/A	4.40				55.90 ^a	Measure only.
Proportion of Stage one complaints responded to within 10 days (%)	100%	95%	100%				94% ^a	Volume and complexity are increasing, so slight target reduction due to anticipated slippage.
Stage two complaints received per 1,000 homes during the reporting year.	2.81	N/A	0.80				11.40 ^a	Measure only.
Proportion of Stage two complaints responded to within 20 days (%)	100%	95%	100%				94% ^a	Volume and complexity are increasing, so target has been amended to reflect the anticipated impact this will have.
Staffing								
Working days lost to sickness absence (%)	3.89%	4.50%	3.49%				3.82% ^b	All absences are being robustly case managed through HR policies and procedures.

Benchmark

a = Housemark 25/26 annual median

b = Housemark Monthly Pulse median (average of)

c = TSM LARP median 24/25

Housing Services Annual Complaints Performance and Service Improvement Report and Self-Assessment

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1. Purpose of Report

- 1.1 To note the requirements of the Housing Ombudsman Complaint Handling Code to complete an annual complaints performance and service improvement report, including a self-assessment against the code.
- 1.2 To seek Cabinet approval for the Housing Services Annual Complaints Performance and Service Improvement Report.
- 1.3 To note the contents of the self-assessment form and its subsequent publication on the Council's website.

2. Recommendations

- 2.1 That Cabinet:
 - i) Note the contents of the Annual Complaints Performance and Service Improvement Report and self-assessment;
 - ii) Approve the Report and the outcomes from the self-assessment form, further to its subsequent publication on the Council's website and submission to the Housing Ombudsman.

Reasons for Recommendations

- 2.2 To adhere to membership requirements of the Housing Ombudsman and its Complaint Handling Code 2024 for Landlords to produce an annual complaints performance and service improvement report for scrutiny and challenge by Cabinet, which must include the annual self-assessment against this Code to ensure complaint handling policy remains in line with the Ombudsman's requirements.

3. Key Issues

- 3.1 The Council is required to comply with the Housing Ombudsman's Complaint Handling Code, its latest revision being applicable from 1 April 2024.
- 3.2 One of the implications is the completion of an annual complaints performance and service improvement report, including a self-assessment against the Code. This report forms the annual complaints and service improvement report, and the self-assessment is attached as Appendix 1. The Ombudsman expects landlords to report their performance report and outcome of their self-assessment to their board members or, in the case of local authorities, elected members.

- 3.3 The Ombudsman expects landlords to carry out a regular self-assessment against the Code and take appropriate action to ensure their complaint handling is in line with the Code.
- 3.4 The [updated self-assessment](#) finds that Housing Services now fully adheres to all of the requirements in the Code as a result of the provisions set out in a new Housing Services Complaints Policy.

4. Relationship to Corporate Priorities

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

Adhering to the Complaint Handling Code will assist Housing Services in dealing with complaints and help achieve the Council's 'Responsible Council' priority by delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services - and to be accountable for our decisions and uphold good governance across the Council.

5. Report Detail

Background

- 5.1 Cabinet considered the [previous year's Complaints Performance and Service Improvement report](#) at their 31 July 2025 meeting, this report contains the detailed background and purpose of the report.
- 5.2 The Housing Ombudsman requires Landlords to produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include the annual self-assessment against the Complaint Handling Code to ensure their complaint handling policy remains in line with its requirements.

The Annual Complaints Performance and Service Improvement Report

- 5.3 The annual complaints performance and service improvement report must include the following:

- a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.**

This is provided as Appendix 1, also see paragraphs 5.41 and 5.47.

- b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;**

See paragraphs 5.4 - 5.31 below.

- c. any findings of non-compliance with this Code by the Ombudsman;**

The Council, as were all local authorities, were subject to a review by the Housing Ombudsman of the Corporate Complaints Procedure. The review letter found the procedure did not comply with the Code fully and a series of recommendations were made. A separate Housing Services Complaints Policy was approved by Leadership Team on 14 April 2026 and submitted to the Ombudsman. The Ombudsman subsequently approved the new policy on 27 May 2026.

d. the service improvements made as a result of the learning from complaints;

See paragraphs 5.32 - 5.37 below.

e. any annual report about the landlord's performance from the Ombudsman;

The Council was **not** subject to any reports about its performance from the Ombudsman.

The Ombudsman's [latest landlord performance reports](#) are for landlords with five or more findings made in cases determined between 1st April 2024 and 31st March 2025.

The Council didn't have any cases determined by the Housing Ombudsman in 2024/25 (see paragraphs 5.35 - 5.36 for more detail).

f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

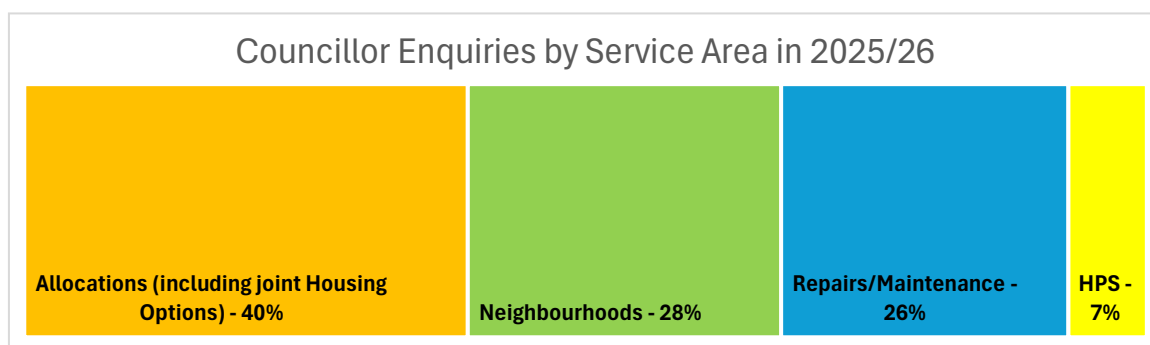
The Council was **not** subject to any other reports from the Ombudsman specifically regarding its own work or services.

The Ombudsman produces a large number of reports throughout the year, available on their [website](#). These include Spotlight reports that look at thematic issues to special investigations into specific landlords' failings and quarterly Insight and Complaint Handling Failure Order reports. These reports are regularly digested by officers and any learning noted and implemented where possible, see paragraphs 5.38 - 5.41 below.

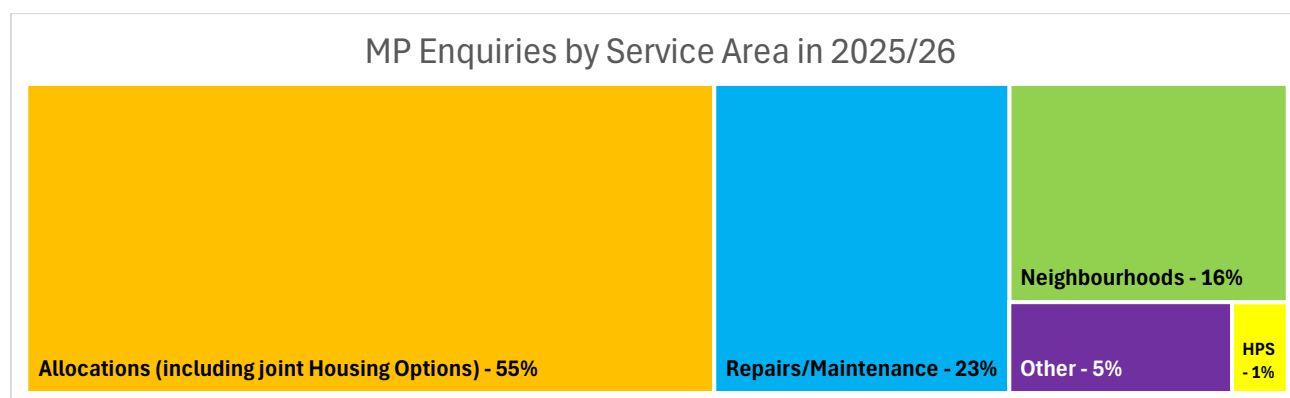
Complaints Analysis

- 5.4 The Service Improvement Team administer Housing Services' complaints and service requests that get directed to the service. The team use a dedicated email account housingformalenquiries@cannockchasedc.gov.uk and maintain a register of all complaints and enquiries received. All formal complaints are directed through this inbox, including those received via the CEO office and their dedicated email account ceoformalenquiries@cannockchasedc.gov.uk.
- 5.5 The team logged a total of 346 enquiries and complaint contacts during 2025/26, with 50 Stage 1 complaints and 14 Stage 2 complaints, the remainder being Councillor enquiries, MP enquiries, and Service Requests, this doesn't include a large number of other enquiries that go directly through managers, team leaders and other officers.
- 5.6 These Councillor enquiries, MP enquiries, and Service Requests were all considered 'informal resolutions' in accordance with the Corporate Complaints Procedure, they were generally first-time enquiries or where the service hadn't had opportunity to respond when an issue had arisen or it was a query over the service provision or delivery. However, under the new complaints policy, Councillor and MP enquiries will be categorised as service requests or complaints to fully adhere to the Complaint Handling Code.

- 5.7 There were 43 Councillor enquiries received throughout 2025/26, with the majority being received for Allocations (including jointly with Housing Options / Homelessness). Allocations received 40% of total Councillor enquiries, which was 17 enquiries. HPS received the fewest number of Councillor enquiries (3), which amounts to 7% of total Councillor enquiries received.
- 5.8 The majority of Allocations (including joint Housing Options) Councillor enquiries were requests for updates on Housing Applications and applicant's circumstances. There were a few Councillor enquiries requesting reconsideration for Banding given or Medical Needs Assessment decision.
- 5.9 Proportions of Councillor Enquiries received by service area can be seen in the chart below. The most common Councillor enquiries were:
- Updates on Housing Applications (as mentioned above)
 - Reports of Council-owned gardens and/or estates in poor condition
 - Following up outstanding repairs and requesting updates as to when repairs/upgrades are expected to be carried out.



- 5.10 There were 77 MP Enquiries received throughout 2025/26, of which the Allocations team (including some jointly with Housing Options team on homelessness cases) were the Service Area to receive the most - they received 42 enquiries which amounts to 55% of total MP Enquiries received. Generally, these enquiries were requesting assistance with current Housing Applications or asking for help with a move/transfer. There were many enquiries which requested a review of existing Housing Applications, especially regarding banding, medical and/or social needs, and homelessness priority.
- 5.11 The chart below shows the proportion of MP Enquiries received between areas within the Housing Service.
- Typical MP enquiries included:
- Requesting a review or reconsideration of Application/Band, particularly in relation to Medical Needs, Social Needs or Homelessness status
 - Queries regarding succession of tenancy
 - Chasing outstanding repairs, particularly fencing and Damp and Mould; and
 - Unresolved Anti-Social Behaviour cases.

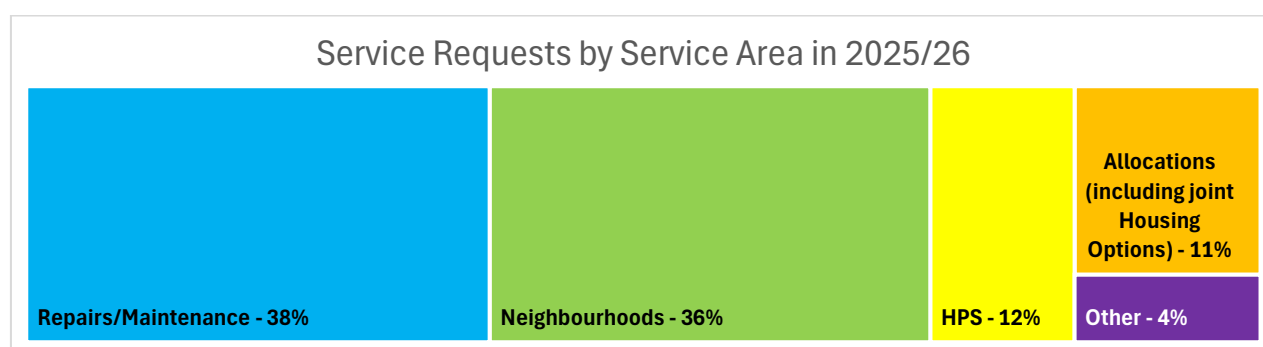


5.12 162 Service Requests were received during 2025/26. Repairs and Maintenance received 61 requests, giving them the highest percentage of 38%, closely followed by Neighbourhoods who received 58 Service Requests (36%).

4% of Service Requests were received for “Other”, which included Income Management, Leasehold Services and Independent Living.

Similar to MP enquiries, typical service requests included:

- Requesting a review of Housing Application
- Neighbour issues, including noise nuisance and Anti-Social Behaviour
- Awaiting fencing repairs
- Parking issues



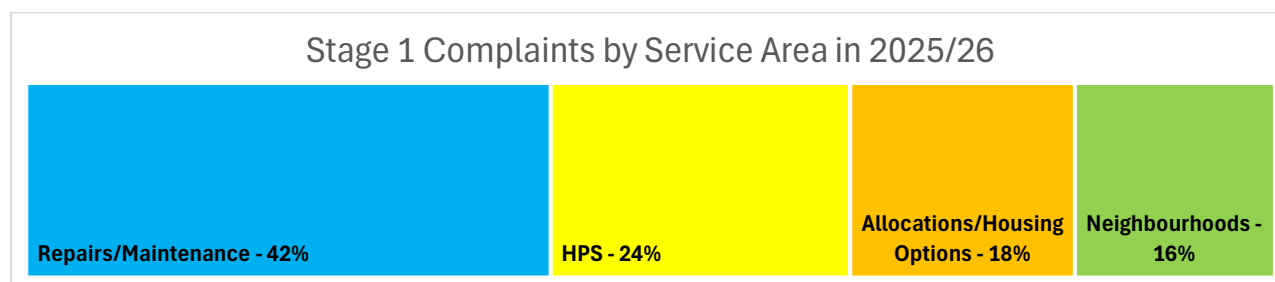
Stage 1 Complaints

5.13 A total of 50 Stage 1 complaints were received during 2025/26, this is slightly higher, by 11%, than last year's figure, where 45 were received.

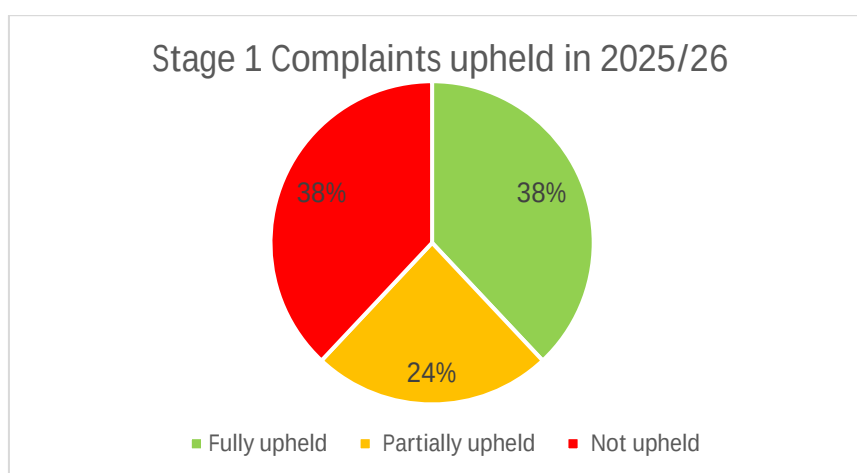
Stage 1 Complaints

Service Area	Count	Percentage
Repairs/Maintenance	21	42%
HPS	12	24%
Allocations/Housing Options	9	18%
Neighbourhoods	8	16%
Total	50	

- 5.14 The majority of Stage 1 complaints were received for Repairs and Maintenance - 21 complaints were received, accounting for 42% of total Stage 1 complaints. There were 12 complaints made for Housing Property Services (24%). The Tenancy Services section received 17 complaints in total across Allocations (including jointly with Housing Options) and Neighbourhoods teams, with Allocations receiving just one more Stage 1 Complaints than Neighbourhoods. The graph below illustrates the proportion received by each housing service area.



- 5.15 When looking further into the main areas of concern for Repairs and Maintenance complaints, 18 complaints were based around outstanding repairs at the property – many of which were either outstanding roof repairs, or fencing repairs. Furthermore, a few of the Repairs Complaints required input from HPS, as some repairs linked closely with adaptations works – either outstanding or not completed satisfactorily.
- 5.16 HPS received a total of 12 Stage 1 Complaints. Five complaints dealt with by the HPS Gas team concerned issues with the boiler, including being left without heating and hot water. Seven complaints received for HPS were due to issues with adaptations works or poor upgrade works completed by contractors (Dodds and/or Novus).
- 5.17 Allocations received 9 Stage 1 Complaints; this included some cases dealt jointly with the Housing Options Team. The majority of which were based around dissatisfaction on how residents' applications had been dealt with and requesting a review of their needs and banding.
- 5.18 Neighbourhoods received 8 Stage 1 Complaints, with the vast majority involving on-going Anti-Social Behaviour cases. Some of these complainants were unhappy with the Neighbourhoods Team and how matters had been dealt with.
- 5.19 Of the 50 Stage 1 complaints, 7 were escalated from unresolved MP enquiries, Councillor enquiries or Service Requests, equating to an escalation rate of 14% - an improvement on last year where the escalation rate was 8 out of 45 (18%).
- 5.20 One complaint was refused to be considered. This was because the complaint was in relation to an ongoing neighbour dispute and involved multiple agencies including the Police. It was considered better to deal with through the ASB case handling route. The dispute was resolved fairly quickly, rather than going through the formalised complaint process.
- 5.21 Of the 50 Stage 1 complaints, 38% of complaints were fully upheld and 24% were partially upheld – therefore 62% were upheld to some extent. The remaining 38% were not upheld.



- 5.22 Upon investigation, the majority were found to show error or fault from the team, therefore where there is found to be fault, we will own the mistakes and apologise, put them right and offer appropriate resolutions to the complainant - and most importantly learn from the issues raised, see paragraphs 5.32 - 5.37 for more detail.

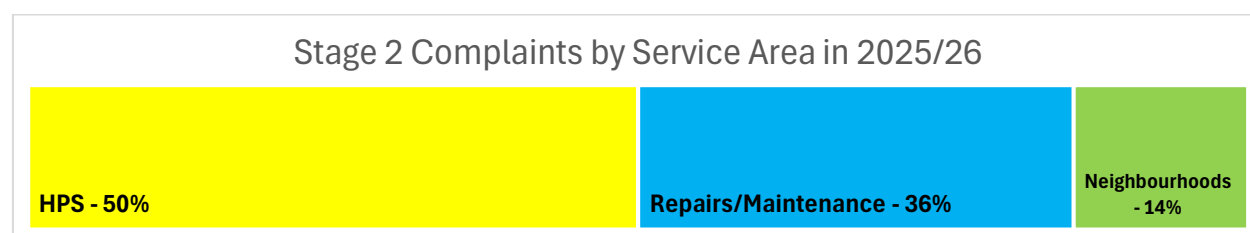
Stage 2 Complaints

- 5.23 28% of Stage 1 complaints were escalated up to Stage 2 (14 out of 50). This means the total number of Stage 2 Complaints was 14 for the year, which is 7 more than last year (a 100% increase).

Stage 2 Complaints

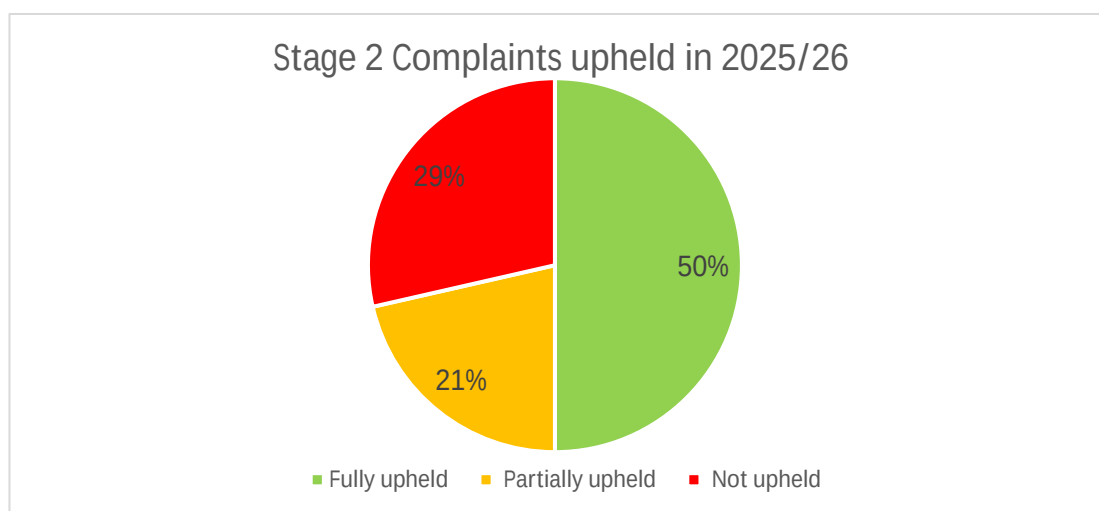
Service Area	Count	Percentage
HPS	7	50%
Repairs/Maintenance	5	36%
Neighbourhoods	2	14%
Total	14	

- 5.24 The majority of Stage 2 Complaints were related to property issues, with 7 for HPS and 5 for Repairs and Maintenance. 50% of the Stage 2 Complaints received were for HPS. Neighbourhoods received the remaining 14% of Stage 2 Complaints (2). The Allocations team did not have any complaints escalated to Stage 2 during the year.



- 5.25 When looking at the upholding of Stage 2 complaints, half of them were fully upheld (50%) and 21% were partially upheld, therefore 71% were upheld to some extent. The remaining 29% were not upheld.

Two Stage 2 complaints that were not upheld at Stage 1 had their complaint decisions upgraded to partially upheld following the review. The remaining 12 Stage 2 complaints maintained the decision from the Stage 1 investigation.

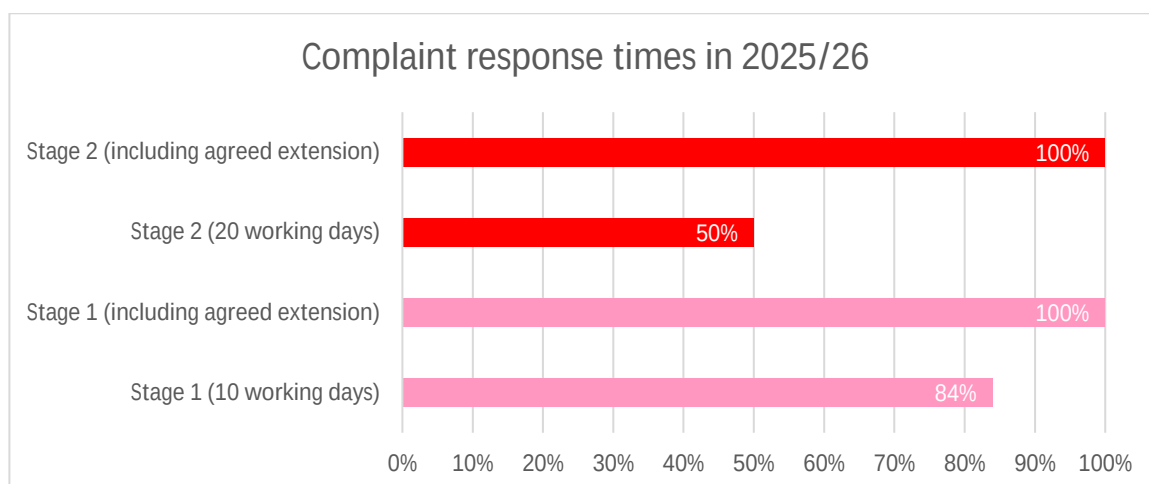


- 5.26 The majority of complainants that escalated their complaint to Stage 2 stated they were dissatisfied with the Stage 1 response. A couple of complainants were offered compensation at Stage 1, however escalated to Stage 2 as they were in disagreement with the amount offered.

Further information on how we have learnt from the complaints is covered in paragraphs 5.32 - 5.37.

Response times

- 5.27 42 Stage 1 complaints were responded to within timescales (10 working days). This amounts to 84% of them being responded to on time. However, the remaining eight of the Stage 1 complaints had their deadline extended as allowed for under the Complaint Handling Code. Therefore, when factoring in these complaints as being responded to on time, the figure rises to 100%. This is an improvement on the response times in 2024/25, where 93% of Stage 1 Complaints were responded to within timescales (including extensions).
- 5.28 50% of Stage 2 complaints were responded to within 20 working days, meaning seven were responded to within the timescale. Again, an extension of the response due date was used for the remaining seven complaints, meaning we can count them as being responded to on time. This puts the overall percentage of Stage 2 complaints responded to on time at 100%.



Tenant Satisfaction Measures (TSMs)

- 5.29 The Regulator of Social Housing (RSH) created the TSMs system for assessing how well social housing landlords in England are doing at providing good quality homes and services. Performance is to be reported to the RSH annually (by the end of June) and will subsequently be published by the RSH in the Autumn of each year.
- 5.30 There are 22 TSMs in total which cover five key themes, one of these themes is Effective Handling of Complaints. There are three tenant satisfaction measures linked to the Effective Handling of Complaints theme which includes:
- CH01: Complaints relative to the size of the landlord, based on the number of complaints the Housing service receives for each 1,000 homes of the relevant stock type. This is recorded by the Service Improvement Team.
 - CH02: Complaints responded to within Complaint Handling Code timescales, based on the percentage of complaints the Housing service responds to within the timeframes set by the Housing Ombudsman's Complaint Handling Code. This is recorded by the Service Improvement Team.
 - TP09: Satisfaction with the landlord's approach to handling complaints, measured by a tenant perception survey and will be based on the percentage of tenants who say they are satisfied with the approach to handling complaints. This was obtained by the TSM perception survey carried out in Spring 2026, and will be reported to tenants through our newsletter, the Annual Report (towards the end of the year) and on our [website](#).
- 5.31 The performance to be reported to the Regulator will be as follows:

CH01: Complaints relative to the size of the landlord	
Stage 1 complaints received per 1,000 homes during the reporting year.	10.04
Stage 2 complaints received per 1,000 homes during the reporting year.	2.81
<i>Commentary: This is an increase on last year, where 8.98 stage 1 complaints were received per 1,000 homes. Stage 2 complaints received has doubled compared to last year's 1.40 per 1,000 homes, but from a low base.</i> <i>This would appear low in comparison to the sector, the 25/26 results (Housemark early release figures) found that the average number of complaints received per 1,000 homes was 55.9 at Stage 1 and 11.4 at Stage 2.</i> <i>We believe we followed the Corporate Complaints Procedure and the Complaint Handling Code, identifying service requests and informal resolutions correctly in accordance with both. Other housing providers may interpret more service requests/informal resolutions as formal complaints. The new Housing Complaints Policy when adopted may increase the number of complaints logged in 2026/27 as the new Policy is more closely aligned with the HOS Complaint Handling Code.</i>	

CH02: Complaints responded to within Complaint Handling Code timescales	
Proportion of Stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (10 days)	100%
Proportion of Stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (20 days)	100%
<i>Commentary: All 50 Stage 1 complaints were responded to within timescale. This is an increase from last year at 93%.</i> <i>In comparison, 89.9% was the average for all providers in 24/25, so we are exceeding the average performance from last year.</i> <i>All 14 (100%) Stage 2 complaints were responded to within 20 working days. This maintained the 100% level from last year, despite the number responded to increasing by 71% (7 up to 14).</i> <i>The national average in 24/25 was 88.9% for the sector, so we are performing well into the upper quartile of providers.</i>	

TP09: Satisfaction with the landlord's approach to handling complaints	49%
<i>Commentary: Whilst 49% may appear low (maintained from last year), in comparison to other housing providers it is relatively good. The median score for this indicator in 25/26 for benchmarking providers with Housemark was 34.1%, therefore we are comfortably in the upper quartile of providers on this indicator.</i> <i>As per the previous year, when looking at the data from the TSM perception survey a large number of tenants who responded to the question about complaint handling hadn't submitted a formal complaint - the numbers were vastly different. A number of these 'complaints' will have been from MP enquiries or service requests where the complainant may believe they have submitted a formal complaint but actually have not.</i> <i>It is a contentious area as those responding could have a negative perception of the approach to our handling of the complaint if they did not achieve the outcome they wanted, whilst we always try to achieve outcomes for complainants it is not always possible.</i> <i>We introduced complaint handling satisfaction surveys for 2025/26, however responses to the survey were minimal. From 27 surveys sent out, we only received 4 responses – two thirds (67%, 3 responses) were satisfied or very satisfied with the way the complaint was handled; and half (50%, 2 responses) were satisfied or very satisfied with the complaint outcome – but conclusions cannot reliably be drawn from such a low response.</i>	

Learning from complaints

- 5.32 In both our regular [tenant newsletters](#) and the [Annual Report to Tenants](#) we have reported upon our learning from complaints, therefore previous years' have been published.

- 5.33 A learning from complaints form is completed by the responding manager shortly after each stage 1 complaint, or if escalated after the stage 2 response is completed. It allows the service to quickly put something right - either a policy or procedure change, or act quickly to implement any staff training, to ensure that no other tenant or resident has to go through the same experience and improve our services to them.

The actions taken in response to learning help us improve the customer experience and reduce the likelihood of similar issues occurring in future. We will continue to monitor progress against these actions to ensure that learning from complaints leads to meaningful service improvements.

- 5.34 Not all complaints produce learning points; however, a selection of cases and improvements made from complaints received in 2025/26 are included in the following table.

Complaint outline (reasons etc.)	Our response	Learning implemented
A resident expressed concerns about ongoing flooding at their property and the emotional distress due to the work involved in rectifying issues when a flooding occurs. The resident expressed dissatisfaction with a lack of response and action from the Council when flooding occurs and lack of action when flood water recedes.	We ensured that there was a clear end-to-end process in place within our Housing Maintenance team that guided our approach to flooding. This now includes clear reporting channels to both Severn Trent and SCC so that historic records can be looked at in the future and risk of flooding identified.	Review process of flooding due to reason outside the Council's control but affecting housing properties. Ensure that staff advise residents to report flooding on SCC and Severn Trent website each time they happen and as a Landlord, to do the same when flooding is reported to us.
A resident felt that the Council had failed to consider the needs of the resident's disabled son-in-law when allocating a property. Therefore, a property was given that failed to fully meet their needs. They felt that they were put under pressure to accept the property. The move was delayed due to unfinished repairs some of which remained outstanding.	Identified that it was essential that when OT assessments are undertaken, the affected person is involved in the whole process and before an offer is made. Also recognised that an inspection should be carried out after void works are carried out.	Amendments were made to Disabled Facilities Works/Adaptations Process to include effective completion and post inspection of void works, and continuous monitoring of void works completion.

Complaint outline (reasons etc.)	Our response	Learning implemented
A resident made a complaint about unresolved repairs to a leaking waste pipe. The resident was unhappy with the timescales of the repairs. The resident also raised draughts and security concerns with the front door, electrical safety in the property and black mould in the bedroom.	It was recognised that there was a need for improving communication between staff in different departments as well as between those carrying out different aspects of the job for the same resident. It was also agreed that work should be carried out to re-prioritise some issues (i.e. foul waste, leaking roofs etc) as urgent.	Toolbox talks were held to discuss better communication between the operatives and planners/supervisors. Repairs that involve foul waste were re-prioritised as urgent repairs, and in future these cases will be resolved in a quicker timeframe.
Service failure and poor staff attitude were raised by a resident who moved into our property. They noted issues with the stair bannister, floorboards in the bedrooms, condition of the walls, lack of flooring in the bathroom, rubbish left by previous tenant and the attitude of our staff.	It was agreed that we needed to improve communication with new customers, being clear where the Council's responsibility lies with repairs. Especially important was ensuring that we get void repair work right the first time.	A New Lettable Standard Leaflet is being produced to help explain the standard of the property at handover stage so that the tenant knows what they are signing up to.

Summary

21 Stage 1 and Stage 2 complaints cases had cause for learning to be identified, and actions were taken to address the issues raised.

Most of the learning related to complaints over service failure, unresolved repairs, void management and new lettings, allocations and housing need, staff attitude and conduct, and contractor management.

Overall, the learning from Stage 1 and Stage 2 complaints over the 2025/26 period show a need for better communication, stronger repair management, clearer ownership of action, and improved use of systems. Key areas for improvement include:

- repair tracking and follow-up.
- communication with residents and communication between teams.
- planning of complex works.
- post-inspection of repairs and void works.
- staff awareness and training.
- use of systems to record and monitor work.
- clarity for residents about standards and timescales.

In response to this learning, key actions have focused on improving repair management, communication, void standards, and how services work together. Actions taken include: new processes, better planning of works and system improvements, toolbox talks, team briefings, policy reviews, staff training, and improved monitoring of similar issues.

- 5.35 We have recorded a total of four complaints being escalated to the Housing Ombudsman or the Local Government and Social Care Ombudsman (LGO) during 2025/26, but no full determinations were made in the year.
- 5.36 Two complaints were under investigation at year end and the other two we are informed have been triaged for investigation by the Housing Ombudsman. Whilst not within the 2025/26 year, one of the two under investigation did reach determination in late April 2026. It did find maladministration in the handling of the resident's requests for adaptations as the landlord was partly responsible for delays in carrying out works to adapt the property. We were issued with an order to apologise to the resident, pay compensation of £550 and arrange an urgent stakeholder meeting to agree a timebound plan for action.
- 5.37 Learning highlighted in the determination included:
- Offering timely apologies for cases where there was service failure. – ***learning has been taken from this case and further learning from the HOS severe maladministration reports referred to in paragraph 5.40 below.***
 - On complaints where the Council believes that the payment of compensation is appropriate, it should pay compensation at the earliest opportunity in its complaint process. If it believes that it cannot fully quantify the amount payable, it can say it will pay more at a later date, but a recognition of service failure should be made at the earliest opportunity. – ***the Housing Services Compensation Policy is in place and assists responding officers with making resolutions, staff will be reminded of this. The new Housing Complaints Policy (and accompanying procedure), plus additional staff resource in a new Policy, Complaints and Performance Officer starting in early May 2026, should hopefully improve resolution offers and better communication with complainants.***
 - The Council should consider self-assessment against the Knowledge and Information Management report if it hasn't already done so. - ***we will complete in 2026/27 and report upon learning in next year's performance report.***
 - The landlord has accepted that its communication with the resident was inadequate and it was found that this contributed to the distress suffered by the resident in this case. – ***as per second learning point, we should hopefully improve resolution offers and better communication with complainants.***

Learning from reports or publications produced by the Ombudsman in relation to the work of the landlord

- 5.38 The Housing Ombudsman issued a Spotlight report on [repairs and maintenance – repairing trust](#) in May 2025. The report highlights the need to modernise maintenance operations and end poor practices, such as denying access to necessary repairs. Trust remains essential among landlords, residents, and contractors. The report made several recommendations for complaint handling, which have been considered and the following actions have taken place or are being embedded:

Recommendation Area	Action / Response
Systems	We carried out a Tenant Profile Survey and Stock Condition surveys in 2025/26 to ensure we know about our residents as well as homes. We are inputting all this data into our Housing Management Systems and using the information to plan and manage service delivery in 2026/27 onwards.
Data and analysis	We will be using insights gained from the above data analysis to drive meaningful changes that enhance the repairs and maintenance service for residents. This should help identify any underlying factors stopping a high-quality repairs service. This may include issues such as failure to gain access, repeated resident contact for reassurance, or exceeding reasonable repair timescales and appointment frequencies.
Policy and procedures	Several policies and procedures are due for review in 2026/27, and a more collaborative review process has been established to involve more residents in reviewing all policies.
Communication and relationships	We are looking at ways to improve communication and build relationships and trust with residents. We are analysing the Tenant Profile Survey information and taking on board all resident comments, requests and communication preferences to ensure our communication is timely, transparent, tailored, and the tone is respectful of residents and address any communication gaps.
Training	We regularly review the training requirements for our operatives, ensuring they remain informed about evolving technologies. We also encourage contractors to adopt similar training practices. With the introduction of the Competency and Conduct Standard, further work will be carried out with HR Services to ensure compliance.

- 5.39 The Housing Ombudsman did not publish any Insight reports in 2025/26. Learning from severe maladministration reports and further investigation reports were reviewed for learning to help improve and create a positive complaint handling culture.
- 5.40 The learning from severe maladministration – February 2026 report focused on the use of apologies as a remedy. A timely apology given as soon as the problem is understood is a most effective resolution. The sooner an apology is given, the sooner the trust and relationship between the landlord and resident can begin to mend. In the report example the issues that led to the Ombudsman finding severe maladministration went beyond communication with the resident. A timely and effective apology could have helped improve the relationship and would have made a difference. The Council will ensure it offers sincere and meaningful apologies at the earliest opportunity where necessary.

- 5.41 The Housing Ombudsman did subsequently issue an Insight report on [further investigations](#) in June 2026. This Insight report highlights common themes, causes, and lessons. We will use this report in 2026/27 to consider how to discover potential weaknesses in our service provision and provide improved service delivery and assurance to the Member Responsible for Complaints.

The Self-Assessment 2026/27

- 5.42 As detailed above, the Complaint Handling Code requires landlords to undertake a self-assessment against the requirements set out. The self-assessment form is attached as Appendix 1.
- 5.43 The HOS reviewed all Local Authority social housing landlords' complaint procedures following 24/25 self-assessment returns.
- 5.44 There were 31 recommendations, which involved additional or amended policy wording and could easily be incorporated into the existing procedure. However, the implementation of them may have caused other service areas difficulties in operating to new requirements.
- 5.45 Housing Services have made every effort to operate a procedure in line with the HOS Complaint Handling Code but also having to interpret and follow the current complaints procedure, as per Self-Assessment 2025/26. However, the existing corporate procedure has dictated that not every requirement of the HOS complaint handling code can be evidenced as being met due to the written procedure not setting out these requirements – hence the findings of the HOS review and recommendations.
- 5.46 It was considered that for the most part the Council's Corporate Customer Feedback and Complaints Procedure made provision for the majority of requirements set out by the Code, and for the remainder the Housing Services team would interpret the Code and act in accordance with it.
- 5.47 The new Housing Services Complaints Policy now meets the requirements of the Complaint Handling Code as confirmed by the Housing Ombudsman in May 2026. It is published on the Housing Services [complaints webpage](#). Therefore, this performance report relates to operating under the previous corporate procedure. Next year's performance report will be under the new policy and procedures.

6 Implications

6.1 Financial

There are no direct financial implications from the report. However, the increase in the number of complaints may result in an increase in compensation payments being made in order to resolve complaints appropriately. Any costs arising from increased compensation payments will need to be met from within existing budgets.

6.2 Legal

As detailed within the report, the Housing Ombudsman's Complaint Handling Code became statutory on 1 April 2024. All members of the Housing Ombudsman Scheme are obliged by law to follow its requirements. The Housing Ombudsman has a legal duty to ensure landlords complaint procedures and responses are

compliant with the Code. The Code requires landlords to self-assess and submit an annual submission of their performance against the Code.

Failure to comply with a requirement of the Code will result in Ombudsman intervention to gain compliance. Repeated or ongoing failures can result in a Complaint Handling Failure Order and subsequent referral to the Regulator for Social Housing. It is therefore essential that the Council ensures compliance.

There has been a significant increase in complaints and references to discrimination and the Equality Act 2010 which could indicate a need to update training and understanding for those delivering the services to service users. It should be noted that there has been an increase in Artificial Intelligence (AI) generated complaints which are easily produced to reference the Equality Act and other legislation when created by residents, regardless of the complaint content.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equalities and Diversity

None.

6.6 Health

None.

6.7 Climate Change

None.

7 Appendices

Appendix 1: Self-Assessment Form 2026/27

8 Previous Consideration

Cabinet - 28 January 2021

Cabinet - 12 October 2023

Cabinet - 12 June 2024

Cabinet – 31 July 2025

9 Background Papers

None.

Contact Officer:	James Morgan
Telephone Number:	01543 464 381
Report Track:	Cabinet: 20/08/26
Key Decision:	No

Housing Ombudsman Complaint Handling Code: Self-Assessment Form 2026/27 - Cannock Chase Council

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

N.B. This has been completed against the new Housing Complaints Policy in May 2026.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	As per new policy. Section 2	Definition matches.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	As per new policy. Section 2	The word complaint doesn't have to be used for it to be accepted as such – now stated. Complaints determined by member of Service Improvement Team. Complaints are accepted from third parties or representatives, however a form of authority is required to disclose personal information to third parties. – now stated.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	As per new policy. Section 2 and 3.	Service request and complaint defined with examples provided. Service requests are recorded, monitored and reviewed for escalations to stage 1.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	As per new policy. Section 3.	If a complaint is raised whilst a service request remains ongoing then a complaint would be logged and actions would continue whilst complaint is investigated further and responded to.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	As per new policy. Section 4.	When receiving an expression of dissatisfaction through one of our regular satisfaction surveys or consultation exercises the relevant team would be informed of the issue and look to put it right regardless. The person completing the survey would be informed of the complaint procedure by letter or email, as to how to escalate to a Stage 1 if they continue to be unsatisfied with the response/actions of the Housing Service.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	As per new policy. Section 4.	Section 4 explains what will not be treated as a complaint and that a clear written explanation would be provided, alongside the details of the Ombudsman if the resident wanted to challenge the decision.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	As per new policy. Section 4.	As above. Those acceptable exclusions are included, alongside insurance claims
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	As per new policy. Section 5.	Normally accepted within 12 months of the resident becoming aware of the issue – stated. The Council may apply discretion in appropriate circumstances – stated.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	As per new policy. Section 4.	An explanation would be provided to the complainant and details of the Ombudsman provided. Should the Ombudsman tell us to take on the complaint, we would do so.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	As per new policy. Section 4.	As above, 2.4, complaints would be considered on each merits/circumstances.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	As per new policy. Section 6 and Section 2 details how to make a complaint.	Housing Services has a specific complaints webpage detailing how to make a complaint and contact details for assistance/further information: Housing Complaints Webpage Complaints can also be made direct to officers/members and be passed through the CEO office or Service Improvement Team. As per the Equality Act 2010 that requires us to provide reasonable adjustments for disabled people, defined by the Act as those who have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities, we would do everything possible to allow a complaint to be made. PA to Chief Executive or a Service Improvement officer would handle as required.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	As per new policy. Section 2	As above, complaints can also be made direct to officers/members and be passed through the CEO office or Service Improvement Team. Housing Services staff are aware of the complaints procedure. (Will be further informed about the new Housing Complaints Procedure once agreed for implementation.)
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	As per new policy. Section 3 states service requests will be logged and monitored. Section 12 outlines learning and monitoring.	Volumes of complaints are recorded and monitored. Learning from complaints is embedded in the procedure, reported annually and more frequently via newsletter and website, and to MRC in quarterly meetings.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	As per new policy. Section 6 outlines accessibility. The policy details the two stage process and what happens at each stage (Section 9).	Available on the website, both on the corporate page and duplicated on the Housing Services section of the website - Housing Complaints Webpage (will be updated with new Housing Complaints Policy once agreed for implementation) These pages can be easily accessed by searching for 'complaints'.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	As per new policy. Section 8.	Both links provide information on the Ombudsman. The Housing Services page has information on the Code and a link to the self-assessment.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	As per new policy. Section 7.	Section 7 Representation outlines that residents can have a representative act on their behalf and accompany at meetings at any stage.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	As per new policy. Section 9. And Housing Complaints Webpage	Information provided on the website and on written responses at stage 2. If an extension of time is required for a stage 1 response the complainant is also informed at this stage too.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	No evidence available to provide, see commentary.	PA to Chief Executive receives complaint and forwards to officer in Service Improvement Team to distribute to correct Team Leader, Service Manager or Head of Service. CEO Office currently acknowledge complaints, however under the new policy/procedure it will mean a change and the Service Improvement Team do the acknowledgements in liaison with the responding officer. CEO Office would still log for their records. Member of Service Improvement Team (currently Assistant Housing Services Manager) liaises with Ombudsman. Service Improvement Team log, monitor and manage responses to ensure timescales are met and complaint handled appropriately.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	No evidence available to provide, see commentary.	Assistant Housing Services Manager has access to staff at all levels and advises Managers to resolve disputes promptly and fairly.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	No evidence available to provide, see commentary.	All complaints are subject to the completion of a learning from complaints form which is used to improve upon complaint handling and ensure similar complaints are not received. Assistant Housing Services Manager administers and oversees process with Service managers dealing with stage 1 complaints and Head of Service with stage 2. They have the required skills and training as detailed.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	As per new policy. Some cross over with complaints that also involve jurisdiction of the LGSCO, but HOS Code would be followed.	New Housing Complaints Policy would cover all HOS Code complaints. Corporate procedure applies to all other complaints.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	As per new policy, no informal stage.	Audit trail of communication is kept. Resolutions are at the forefront of complaints received but do not obstruct access to the procedure. HRA Compensation Policy in place. Whilst the corporate procedure states an informal resolution stage, new draft Housing Complaints Policy has removed that. Assistant Housing Services Manager or Service Improvement Team determines service request or Stage 1 complaint.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	As per new policy, two stage process.	Two stage process.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	N/A	No evidence available to provide, see commentary.	Complaints would be handled by the Housing Service, response would be made in conjunction with contractor etc. but led by Housing Services.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	As above.	As above.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification	Yes	As per new policy. Section 9.	Under new Policy, the acknowledgement will include the complaint definition. New procedures will need to be implemented, there is additional staff resource demand. Previously during complaint responses at stage 1 and 2, the manager/HOS contacts the complainant to understand the complaint fully and know what outcome the resident is seeking. This was communicated in the response.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	As per new policy. Section 9.	As above. If there was a personal injury claim we would make clear this would be dealt with by the Insurance team; or if a Freedom of Information (FOI) or Subject Access Request (SAR) it would be dealt with by the Information Manager.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	No evidence available to provide, see commentary.	Assistant Housing Services Manager administers and oversees process with Service managers dealing with stage 1 complaints and Head of Service with stage 2. We would ensure all these are met through the process.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	As per new policy. Section 9.	Detailed in Section 9 for both stages. At the earliest known opportunity that a further extension (outside the initial allowed) is deemed required, the resident would be contacted to agree an extension of time and informed when the response would be provided.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	No evidence available to provide, see commentary.	As per 3.1. Any agreed reasonable adjustments would be recorded and kept under active review.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	As per new policy. Section 4.	As per 2.1 - 2.5.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	No evidence available to provide, see commentary.	A full record is kept of every complaint. A spreadsheet of all complaints is maintained with the required dates. Copies of all correspondence are also retained in relation to the complaint.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	No evidence available to provide, see commentary.	Complaints can be resolved at any point, service request, stage 1 and stage 2. HRA Compensation Policy now in place to guide resolutions.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	As per new policy. Section 13.	'Unreasonably Persistent and/or vexatious complaints and unreasonable behaviour' detailed, with link to additional Policy - Cannock Chase District Council's Policy on Unacceptable Actions by Complainants
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	As per new policy. Section 13.	As above. We would ensure any restrictions placed on contact due to unacceptable behaviour would be proportionate and demonstrate regard for the provisions of the Equality Act 2010.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	As per new policy. Section 9.	All complaints are aimed to be responded to in the prescribed timescales - 10 working days for stage 1, 20 working days for stage 2. Due dates and timescales are recorded and monitored. It is not often where we require additional time even if complex, in those situations (as per 5.9) the complainant would be contacted and informed of a new deadline for completion of the complaint investigation and response. We haven't had cause to use any extension over the permitted 10 or 20 working days as yet.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	As per new policy. Section 9.	All complaints logged and acknowledged within 5 working days, as per procedure. New policy/procedure will ensure definition is included in acknowledgement.
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	As per new policy. Section 9.	As per procedure, response provided within 10 working days of acknowledgement.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	As per new policy. Section 9.	As per procedure, there are some occasions when a full response cannot be provided within this timeframe due to the complexity of the issues raised. We will keep the complainant informed at the earliest opportunity should an extended timeframe be needed. Housing Services contact the resident and inform of an extension if required, giving an explanation as to why further time is required and the new due date.
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	As per new policy. Section 9.	Details are provided when an extension is taken.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	As per new policy. Section 9.	Stated in Section 9. Details of actions would be included in the response and are tracked to ensure they are completed by the Service Improvement Team.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	No evidence available to provide, see commentary.	All points raised would be addressed, reasoned and referenced where required.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	As per new policy. Section 10.	Stated in Section 10.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	No evidence available to provide, see commentary.	A template response is used by Housing Services which covers all these points.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	As per new policy. Section 9.	Stated in Section 9. This is the procedure we follow.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	As per new policy. Section 9.	Acknowledged and logged within 5 working days. New Policy/procedure will ensure the complaint definition is included in the acknowledgement.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	As per new policy. Section 9.	Stated in Section 9. Head of Service would contact/meet with resident to understand why they remained unsatisfied as part of their complaint investigation and response at stage 2.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	As per new policy. Section 9.	As per 5.8, Assistant Housing Services Manager administers and oversees process with Service managers dealing with stage 1 complaints and Head of Service with stage 2.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	As per new policy. Section 9.	We will provide a full response within a further twenty working days of being acknowledged.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	As per new policy. Section 9.	As per procedure, there are some occasions when a full response cannot be provided within this timeframe due to the complexity of the issues raised. We will keep the complainant informed should an extended timeframe be anticipated. Housing Services contact the resident and agree an extension if required, giving an explanation as to why further time is required.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	As per new policy. Section 9.	Details are provided as stated in Section 9.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	As per new policy. Section 9.	Stated in Section 9. Details of actions would be included in the response and tracked to ensure they are completed by the Service Improvement Team.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	No evidence available to provide, see commentary.	All points would be addressed, reasoned and referenced where required.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	No evidence available to provide, see commentary.	A template response is used by Housing Services which covers all these points.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	As per new policy. Section 9.	Stated in Section 9. Stage 2 is the final response, completed by the Head of Service who can involve all the suitable staff members needed.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	HRA Compensation Policy	We would try to provide the required remedy/outcome as appropriate, which includes those listed and detailed further in the HRA Compensation Policy .
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	HRA Compensation Policy	We would assess the impact and try to offer the appropriate remedy, as per the HRA Compensation Policy .
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	HRA Compensation Policy	Details of the remedy offered would be included in the response as required, as per the HRA Compensation Policy .
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	HRA Compensation Policy	We would listen to the Ombudsman and accept their recommendations on any remedies. Ombudsman guidance used in formulating the HRA Compensation Policy

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Submitted annually to Cabinet alongside a self-assessment. 2024/25 Report	Completed for 2024/25 and approved by Cabinet on 31 July 2025. 25/26 report will be presented to Cabinet in Summer 2026 prior to submission by 30 September 2026.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	As above.	As above. Published on the Housing complaint webpage .
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This self-assessment.	This self-assessment is as a result of the Ombudsman review and a new Housing Complaints Policy.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	This self-assessment.	As above.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	Circumstances have not arisen, no evidence.	We would comply should the circumstances arise.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	No evidence available to provide, see commentary.	Learning from complaint forms are completed for all complaints, with a view to service improvement in each case.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Annual Report	'What we learned from the complaints received and what we did' page 8-9 in the Annual Tenants report (24/25).
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Housing Board minutes when published.	Learning from complaints is not reported on corporately across the Council. We have formed a new Housing Board to oversee Housing Services, and learning from complaints will be reported to this board/panel going forward. Meeting 1 covered complaint themes, Annual Complaint Performance Report will be presented to the Board in due course for 25/26.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	No evidence available to provide, see commentary.	Assistant Housing Services Manager administers and oversees the complaints process, they report to the Housing Management Team on a regular basis regarding any themes/trends arising from complaints that require action through changes to policy/procedure etc.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Housing Portfolio Leader appointed as MRC	Head of Service and Assistant Housing Services Manager meets quarterly with the MRC to discuss themes and trends arising from complaints.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	No evidence available to provide, see commentary.	The Portfolio Holder for Housing will report to Cabinet Briefing on a regular basis information on Housing Services complaint handling. They will be given access to information and staff as required. This will follow consideration of the aforementioned information at the Housing Board as 9.3 above and the quarterly MRC meetings as 9.5.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	No evidence available to provide yet, see commentary.	MRC receives information quarterly and annually as required.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	No evidence available to provide, see commentary.	Whilst nothing is set out in writing, Housing Services employees would deliver complaint handling with these requirements at the forefront. A procedure for the new Policy is in place to ensure all staff are mindful of the objective.

Museum of Cannock Chase Update

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Wellbeing
Portfolio:	Leisure, Culture and Heritage

1 Purpose of Report

- 1.1 To provide an update on the Museum of Cannock Chase since the building closed in April 2025, the current position and future option.
- 1.2 To offer reassurance on the care, management and accessibility of museum collections for the benefit of local residents.

2 Recommendations

- 2.1 It is recommended that Members note the contents of the report.

Reasons for Recommendations

- 2.2 The report is provided for information only.

3 Key Issues

- 3.1 Artefacts, documents and items held in Museum of Cannock Chase Collections have been well maintained within the museum building since its closure to the public. Conservation management has continued at pace with a focus on collections care. Digitisation of the collection has made significant progress, and outreach work is underway.
- 3.2 Officers and Cabinet Members have met several times with representatives from Chase Heritage CIC, provided information about the museum land and buildings, and heard their concept proposals for how the group may wish to utilise this in future. The proposals involved developing the site into a heritage centre and leisure village. Recently, the Trust have requested that discussions are put on pause. The Council are willing to re-engage with the group should they wish.

4 Relationship to Corporate Priorities

- 4.1 This work meets Priority 1 and Priority 2 of the Corporate Plan 2026-28; to create a district that thrives; and to encourage and support residents to lead healthy, independent and happy lives.

5 Report Detail

- 5.1 Conservation of the museum collections has continued since April 2025, with a clear focus on collections management since the building closed to the public. The collection has continued to be maintained above and beyond accreditation standards. Upholding accreditation standards offers excellent opportunities to

attract national funding in a way that other schemes for professional or conservation standards currently do not.

- 5.2 During the winter of 2024 a consultation was undertaken to gather community views on the future of culture and heritage in the district. Some clear themes emerged from this piece of work. They included:

5.2.1 A desire for a distributed model of heritage engagement, reaching people where they are and embedding heritage in neighbourhood and outdoor spaces.

5.2.2 Interest in events, workshops, guided walks and trails, and wellbeing events.

5.2.3 To see heritage work supporting local artists and makers.

5.2.4 A need for artefacts to be kept in a safe environment and cared for sensitively for future generations to enjoy.

This community feedback has directly informed all work undertaken in the last 12 months and underpins long term forward planning for heritage and culture within the district.

- 5.3 The Council is a member of the Cannock Chase Cultural Compact along with organisations including Staffordshire libraries and South Staffordshire College. The group has collaborated with the Audience Agency, a non-profit research and development organisation supporting the cultural sector. They have developed data around the existing cultural habits of residents within the district. This includes mapping cultural business and industry in Cannock Chase; vocations and employment in arts and culture and students choosing cultural subjects, as well as understanding the desires of the population based on current behaviours.

The Audience Agency's final report is due to be published in late Summer and will help to define potential opportunities for appropriate and welcomed cultural engagement, as well as identifying the existing strengths base within the district.

- 5.4 Over 15,000 items at the museum have now been digitised, producing a large searchable database of artefacts, photographs and ephemera. This enables people from a wide audience to undertake their own research, find out about their local history, discover Cannock Chase stories and even become engaged in developing their own collaborative exhibitions.

- 5.5 A series of audio podcasts have been produced in conjunction with local community and heritage groups, along with keen volunteers and local people with stories to tell. Subjects include mining, WW1, glass making, workhouses, and local women with other themes currently being planned. These are available to listen to online on the Creative Chase website www.creativechase.co.uk.

- 5.6 Six community exhibition cases are hosting rotating exhibitions in five libraries across the district and Marquis Drive Visitor Centre. These have been curated collaboratively by collections team members and volunteers. The first exhibitions are open, and an engaging programme is planned throughout the year. Councillors recently presented the 1923 Miners Welfare Cup for display at the winter miners' reunion event.

- 5.7 This work has been carried out by members of the Community Wellbeing Team. In April 2026 this team transferred from Inspiring Healthy Lifestyles into Cannock Chase District Council they include a Collections Management Officer and Creative Development Lead.
- 5.8 A policy around the care of collections, including accessions, dispersals and governance, is being developed. It will reflect a long-term direction for heritage in the district and set out commitments around high-quality collections care, public access and community benefit.
- 5.9 Since closure, the museum buildings have continued to be serviced and protected. Building compliance has been undertaken by the council ensuring all necessary checks, servicing and safety requirements are current and compliant with relevant legislation. A security contract monitoring the site is also in place.
- 5.10 Cannock Chase Shed (The Shed) committee members expressed their desire to continue utilising out buildings on the museum site. The Council have now agreed a lease with The Shed which has seen them move back onto the site in April 2026, this followed Inspiring Healthy Lifestyles surrendering their lease at the end of March 2026.
- 5.11 Officers and Cabinet Members at the time met on several occasions with Chase Heritage who were developing proposals to enable the Museum site to be transferred to them as a Community Asset Transfer. Chase Heritage CIC presented a concept paper to the Council, setting out their desire to reimagine the museum site as a heritage centre and leisure village. The group were seeking to deliver a wide range of benefits in terms of history and heritage, health and wellbeing, tourism and community with an overall ambition to achieve financial independence with a charitable purpose. It was agreed that these high-level aims reflect the Council's corporate priorities and fit broadly with the themes from the culture and heritage consultation responses.
- 5.11 Following sight of this concept paper, officers from the Council and Chase Heritage met on 2 occasions to enable Chase Heritage to develop the detail around these broad proposals and to set out the requirements the Council would need to progress with a transfer, which would include a 5-year business plan. Council officers set parameters for the group to work within. Unfortunately, at this stage Chase Heritage made the decision to pause work on their proposals. Chase Heritage were also concerned about the potential impact of Local Government Reorganisation on future Heritage Strategy. The Council are in the process of preparing a Community Asset Transfer Policy should Chase Heritage want to pick up discussions again.
- 5.12 The Council made Arts Council England and the National Lottery Heritage Fund aware of the closure of the museum at the time and then updated them on the plans of Chase Heritage should they wish to seek guidance and support as well as potentially apply for funding opportunities.
- 5.13 The next steps will be:
- 5.13.1 To continue to care for and maintain the collections in situ to accreditation standards, whilst programming and delivering high-quality outreach, elevating community access to the artefacts and documents in the Council's stewardship.

5.13.2 To continue discussions with Chase Heritage should they wish to pursue a Community Asset Transfer.

5.13.3 To agree a Community Asset Transfer Policy.

6 Implications

6.1 Financial

There are no direct financial implications in this report, the activities referred to in the report is from existing budgets. If the Council was required to support any of the next steps this would require a separate report to agree additional funding. The Council currently does not have a Community Asset Transfer policy, this is in the process of being produced.

6.2 Legal

Should the Council consider disposing of the site in the future it must ensure that it complies with its statutory duties in respect of the disposal of land. A Community Asset Transfer involves the transfer of management or ownership of land or buildings from the Council to a community organisation at less than market value in order to achieve public benefit. Any possible community asset transfer should be subject to a robust evaluation of the business case, considering financial sustainability and an assessment of the public value in a transfer.

The Council should also consider whether there are any museum artefacts that may be the subject of donor conditions or artefacts held under trust arrangements and how any transfer might affect them.

6.3 Human Resources

None.

6.4 Risk Management

Care for the museum collections to accreditation standards mitigates risks in terms of ensuring proper environmental controls (humidity, temperature, pests), segregation of collections items where materials have specific care needs and recording treatments or interventions appropriately. Proper care can extend the useful lifespan of objects through preventative and remedial conservation, ensuring preservation for current and future generations.

Maintaining building compliance in line with legislative requirements, completing statutory checks, servicing and safety requirements mitigates risks of asset deterioration and ensures a safe place for staff and volunteers to work. Security monitoring of the site protects against criminal or antisocial impacts arising through the museum's remote location.

6.5 Equalities and Diversity

Conducting outreach work with museum collections, and making use of local built assets for community, leisure, and tourism can promote accessibility and inclusion, participation and social equity for diverse communities. A detailed proposal for alternative uses of the Museum of Cannock Chase site will require a full equalities impact assessment to be completed and considered before any recommendations are agreed.

6.6 Health

Exposure to curated collections, hosted in multiple publicly accessible locations allows residents to explore history, local heritage, artistic expression and foster a sense of identity and belonging. Engagement with heritage objects, photographs and local stories stimulates curiosity and learning, which can improve mental resilience and reduce stress levels for residents. There are multidimensional impacts on the health and wellbeing of the local community from preserving and providing access to museum collections. Opportunities for social interaction, volunteering and inclusive access to shared experiences can reduce isolation and enhance interpersonal skills.

6.7 Climate Change

Reuse of existing buildings at the museum is better for climate change than developing elsewhere.

Utilising existing community-accessible public spaces for collections outreach work allows circulation of exhibits with hyper-localised reach into communities. Libraries, schools and other public spaces are sustainable public infrastructure, served by public transport and in many cases, accessible on foot.

7 Appendices

None.

8 Previous Consideration

None.

9 Background Papers

None.

Contact Officer:	Sam Taylor
Telephone Number:	01785 619253
Ward Interest:	All
Report Track:	Cabinet: 20/08/26
Key Decision:	No

Permission to Spend - Local Authority Housing Fund 4

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Wellbeing
Portfolio:	Community Safety and Wellbeing

1 Purpose of Report

- 1.1 To request permission to spend the Local Authority Housing Fund 4 (LAHF 4) capital allocation that has been awarded to Cannock Chase District Council from central government at a value of £325,200.
- 1.2 To request additional funding of £379,800 for the purchase of temporary accommodation.

2 Recommendations

- 2.1 To note the content of this report.
- 2.2 To give permission to spend the LAHF 4 grant. This is to contribute to the purchase of two units of temporary accommodation and one unit of resettlement housing. Additional top-up funds are requested for the purchase (and any associated refurbishment costs) of these three properties in pursuance of the LAHF 4 funding.
- 2.3 That Council incorporate the total funding amount of £705,000 into the capital programme for 2026/27.

Reasons for Recommendations

- 2.4 Increase in demand for temporary accommodation has resulted in use of bed and breakfast accommodation which is costly to the local authority and not a sustainable option for temporary accommodation.
- 2.5 Cannock Chase District Council does not have sufficient supply of temporary accommodation to meet demand resulting in use of bed and breakfast accommodation. Housing Options have been successful in obtaining LAHF 4 funding for three additional units of temporary accommodation which will help to alleviate pressures on bed and breakfast use.
- 2.6 If we do not take steps to expand our stock of temporary accommodation, we risk not being able to fulfil our statutory duties to provide suitable temporary accommodation to eligible homeless households.

3 Key Issues

- 3.1 The Council has a statutory duty to provide suitable temporary accommodation to eligible households. The support needs of households accessing the housing options service mean it is increasingly challenging to both source and sustain temporary accommodation – with households staying in placements for longer and requiring higher levels of support. The Council relies on private nightly let and bed and breakfast accommodation which is costly to the local authority and in some instances may not be sustainable for vulnerable households.
- 3.2 An independent review of temporary accommodation outlined that council-owned temporary accommodation was the most cost-efficient model. The Council have been successful in obtaining grant funding to part fund the purchase of additional units through the LAHF 4 programme.
- 3.3 Owning temporary accommodation will require property management, including repairs, maintenance and compliance, alongside rent collection, neighbourhood management and floating support for residents. A temporary accommodation policy is being drafted and a paper on the management of temporary accommodation, including rents and service charges, will be brought to Cabinet for a decision once we have further details of the properties we are looking to purchase.

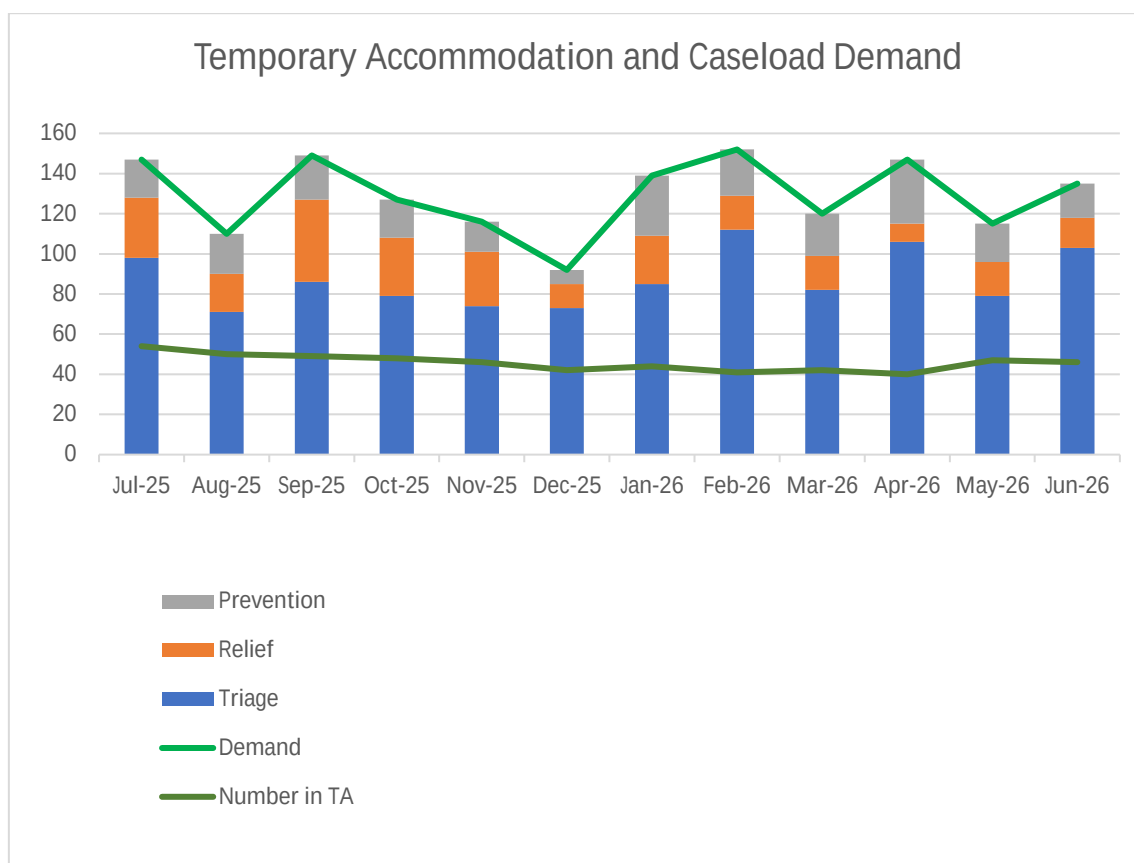
4 Relationship to Corporate Priorities

- 4.1 Cannock Chase District Council has a statutory duty to provide services to those experiencing homelessness which contributes to Corporate Priority 2 Health and Wellbeing *‘To encourage and support residents to lead healthy and independent lives.’*

5 Report Detail

Background

- 5.1 The Council have a statutory duty to provide temporary accommodation to eligible households who are homeless. Whilst the number of homeless duties accepted remains relatively stable, the support needs of those accessing the service have increased, with 50% of households presenting with at least one support need. This has resulted in both an increase in demand for temporary accommodation, and longer placements.
- 5.2 Cannock Chase District Council currently has a service level agreement for one unit of temporary accommodation from council housing stock. Outside of this unit, the Council uses private nightly let accommodation and bed and breakfast which is getting more difficult to source due to competing demands and low tolerance levels for households with support needs. Commercial hotel chains often have quota limits on the number of local authority placements they will accept at any given time, and we are reliant on local relationships to continue such placements.
- 5.3 The focus for Housing Options is always to prevent households from needing temporary accommodation. However, wider pressures on public services means households are presenting at crisis point, in need of temporary accommodation.



- 5.4 Since January 2026, we have had on average 41 households placed in temporary accommodation at the end of each month which demonstrates a requirement for additional temporary accommodation units.
- 5.5 Whilst the majority of our demand is from single homeless applicants, we have seen families accessing the service who are finding it more difficult to access long-term housing. Local authorities can only use bed and breakfast accommodation to house families for a maximum of six weeks. The new Local Authority Outcome Framework places additional oversight and governance on households in temporary accommodation, particularly families being placed for more than six weeks. Chief Executives will receive notification of every family placed in bed and breakfast for more than six weeks. Local authorities with more than five households exceeding six weeks in Bed and Breakfast will be mandated to develop a Bed and Breakfast Elimination Plan.
- 5.6 A previous review of temporary accommodation outlined that the most cost-efficient model to expand temporary accommodation would be for the Council to own and manage their own stock. Since this review, the Council has been successful in obtaining grant funding to purchase three units of accommodation through the LAHF 4 programme.
- 5.7 Whilst this has been a positive step forward to start the supply of council owned temporary accommodation, there is an ambition to increase the number of properties owned to meet demand from Housing Options.

Local Authority Housing Fund – Permission to Spend

- 5.8 In December 2025, Cannock Chase District Council submitted a bid for the Local Authority Housing Fund Round 4 (LAHF 4) for fixed capital and revenue funding to provide temporary accommodation alongside a minimum of one unit of housing for families under the Afghan Resettlement Programme (ARP). ARP offers a safe and legal route to relocation for individuals who supported UK efforts or are vulnerable, granting them indefinite leave to remain with full access to public funds. Families will be settled into the accommodation and, should they come to move on, the property will revert to temporary accommodation for our homeless duties.
- 5.9 Cannock Chase District Council has received a capital allocation of £325,200 to deliver two units of temporary accommodation and one unit for resettlement housing in 2026-2027. The grant comprises of £87,400 per property (based on 40% of median property price in Cannock Chase) and £21,000 per property to account for other costs, for example refurbishment and conveyancing costs.
- 5.10 We are requesting permission to spend the above funding and additional funds for the purchase (and any associated refurbishment costs) of three properties in pursuance of the LAHF 4 funding. Recent market research has indicated that the average cost of two- and three-bedroom properties, including estimated renovation costs, in Cannock Chase is £235,000.
- 5.11 We are requesting capital funding of an additional £126,600 per property to cover the purchase, refurbishment and other costs associated with the purchasing of each property. Any unspent allocation will be returned to the general fund.
- 5.12 A temporary accommodation policy is being drafted and a paper on the management of temporary accommodation, including rents and service charges, will be bought to Cabinet for a decision once we have further details of the properties we are looking to purchase.

6 Implications

6.1 Financial

The Council has received a capital grant of £325,200 from the Local Authority Housing Fund for the purchase of three homes to support temporary accommodation. As set out in paragraph 5.10 in order to purchase the properties the Council will be required to provide additional funding from its own resources. The report to Council in February 2026 stated unallocated capital resources were £1.210 million. It is proposed that the additional cost of £379,800 is funded from the unallocated capital resources

6.2 Legal

The Council has a statutory duty to provide temporary accommodation to homeless persons under Part 7 Housing Act 1996. Its legal powers to do so are found under s.9 Housing Act 1985 which permits the Council to provide housing accommodation and s. 120 (1) Local Government Act 1972 which confers powers to purchase land for the Council to undertake its statutory duties. There is also a general power of competence under s.1 of the Localism Act 2011 which means the Council can generally do what an individual can do, acting reasonably.

In accepting the funding under LAHF 4, the Council must adhere to the terms of a Memorandum of Understanding between the Council and the Ministry for Housing, Local Government and Communities ('MHLGC'). These have been considered by legal officers and are not duly onerous and as would be expected to see as standard from MHLGC.

The properties will be purchased under the Financial Procedure Rules in respect of levels of valuations (but not the procurement regime as the purchase of land and buildings are exempt) but any associated works will be procured in accordance the Contract Procedure Rules as any such works are subject to the procurement regime.

Legal Officers will ensure a robust and thorough conveyancing process is followed.

6.3 Human Resources

None

6.4 Risk Management

If we do not take steps to expand our stock of temporary accommodation, we risk not being able to fulfil our statutory function under homeless legislation to provide suitable accommodation to eligible households. The alternative is costly bed and breakfast placements which are increasingly difficult to source and may not be sustainable for vulnerable households, including families.

All properties will be registered under the Council's insurance provision. All properties will need to be maintained, ensuring compliance with relevant regulations for social housing. Existing property management arrangements and specialist knowledge within asset management will support the above.

6.5 Equalities and Diversity

Anyone can become homeless and the service has a duty to provide temporary accommodation for anyone who is eligible. Understanding the demographics of those who come through the service enables us to tailor provision to those characteristics. There is need for more accessible temporary accommodation for those with disabilities, older households and those with very young children, this will be one considering factor in choosing suitable properties. Although units of all sizes are required there is a specific need for larger family accommodation. Accommodation needs to be self-contained, in particular for those fleeing domestic abuse and for those with mental health challenges. Properties should be located near to public transport to enable residents to access employment and services.

6.6 Health

Health and housing are intrinsically linked, and the provision of suitable temporary accommodation has a direct impact on a household's overall health and wellbeing, both in terms of households facing homelessness and those who are rough sleeping. Suitable temporary accommodation that is local to existing support networks, including health and social care providers, alongside family and friends, will have a positive impact on the overall health and wellbeing of the household.

6.7 Climate Change

Properties are being refurbished to a standard that promotes energy efficiency, in line with budgetary requirements.

7 Appendices

None

8 Previous Consideration

None

9 Background Papers

None.

Contact Officer:	Hayley Smith
Telephone Number:	07800 729345
Report Track:	Cabinet: 20/08/26
Key Decision:	No

Redevelopment of Cotswold Road Play Area

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Head of Operations
Portfolios:	Operational Services and Parks / Community Safety and Wellbeing

1 Purpose of Report

- 1.1 To seek Members approval to proceed with the redevelopment of Cotswold Road Play Area, Hednesford. As set out in the attached draft proposals at Appendix 1.
- 1.2 To seek approval to add a £143,520 budget to the 2026-27 Capital programme and obtain permission to spend.

2 Recommendations

That Cabinet:

- 2.1 Grants' approval to proceed with the proposed development of Cotswold Road Play Area as set out in the report and as detailed in Appendix 1.
- 2.2 Recommends to Council to include £143,520 to the 2026/7 capital programme made up of £143,520 Cannock Chase Council S106 funds. Also, that permission to spend £143,520 as detailed in section 6.1 is granted to deliver the Cotswold Road Play Area project as set out within this report.

Reasons for Recommendations

- 2.3 Councils have a major role in contributing to the provision of recreation and play facilities. The provision of high-quality recreation and play facilities that are sustainable and meet the needs of the community can assist in this role.
- 2.4 Cotswold Road Play Area sits within the Hednesford Pye Green ward. The ward currently has two small play areas and one larger park (Cotswold Road play area, Bracken Close and Hednesford Park). Hednesford park was awarded a Heritage Lottery bid in 2015 and has been fully refurbished. The remaining two parks have had little investment within the last 20 years. Cotswold Road was last refurbished in 1996 (30 years ago). The development of this park would enable Cannock Chase Council to continue its work to deliver its multi-year capital parks programme.

3 Key Issues

- 3.1 Cotswold Road Play Area is a very small park measuring 0.07 hectares, located on the fringe of Cannock Chase Natural Landscape and within the Pye Green area of Hednesford. The park is situated within the Hednesford Pye Green Ward, with the land leased from Staffordshire County Council.

- 3.2 The Hednesford Pye Green Ward currently has one large main park (Hednesford Park) and one very small play area (Bracken Close), as well as Cotswold Road. The proposed play area improvements are being undertaken in line with the requirements and priorities within the Council's parks improvement plan, as agreed previously. Cotswold Road play area was ranked number fourteen on the list of play areas to be redeveloped, however, due to progress, it is now one of the next on the list.
- 3.3 The play area at Cotswold Road is outdated and not fully accessible. This should be rectified and a modern accessible play park that is inclusive and suitable for all members of our community created. A play area in this location is essential as currently there are limited quality outdoor play areas for children and families to easily access in their immediate vicinity. This project will enable the Council to create a high quality fully inclusive play area as well as public open spaces that encourage active play and participation, but are also sustainable, safe and meet the needs of the local community.
- 3.4 The existing play area is some 680m² in size, is not inclusive, and features only four individual pieces of formal play equipment, the last of which was improved circa 2008, and subsequently maintained and repaired only as necessary. The site hosts no significant ecological benefits, hosting some sporadic grassed areas, and no planting within the play area. The age and condition of the equipment is causing the Council maintenance issues, as much of the equipment is beyond economical repair. The formal play provision is located to the rear of the dwellings on Heather Road.
- 3.5 The play area was originally part of a larger park that included a full-size adult grass football pitch. The land including the football pitch was leased from Staffordshire County Council. Initially the football pitch was booked out to local football teams for use. However, in recent years the pitch has become unplayable due to land sinkage and as result no teams have booked the pitch for several years. Cannock Chase Council recently surrendered the lease of the grass pitch but continues to lease the land on which the play area is located.

Funding Strategy and Options

- 3.6 This report is seeking permission to add into the capital programme and spend £143,520 comprised of £143,520 from S106 funds (Q274 – Land at Pye Green Valley).

4 Relationship to Corporate Priorities

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

Priority 2 - Health & Wellbeing

- Work with partners to address health inequalities across the district.
- Provide opportunities for residents to lead healthy, happy and active lives and recognise the importance of mental health and wellbeing.

Priority 3 - The Community

- Attractive local parks and green spaces.

5 Report Detail

- 5.1 Cotswold Road Play Area was last fully refurbished in 1996 and although some of the equipment has since been replaced, most of the equipment is part of the original installation. The site is now outdated and has inadequate inclusive play provision.

The proposal aims to improve one of the Council's important smaller parks and encourages its links into the wider Cannock Chase Natural Landscape.

- 5.2 Cotswold Road was number fourteen on the original list of parks capital refurbishments. Of the fourteen, five play areas have been refurbished, and five have been put on hold, awaiting results from the play area rationalisation consultation programme, making Cotswold Road play area number four on the list of priorities.

With this in mind, the Council has been liaising with Hednesford Town Parish Council, with the view to improving the site once funding had been secured.

- 5.2 The scheme will be delivered in one phase, with work anticipated to be completed by March 2027. The cost to fully deliver the proposals is currently estimated at circa £143,520.

- 5.3 The Council is keen to progress the proposed development and for the work to be completed within the 2026-27 financial year. To achieve this deadline, it is necessary to include the estimated cost of the proposed scheme into the Council's Capital Programme for 2026-27, and to secure approval to spend the S106 funding.

- 5.4 It should be noted that given the level of information at this stage of the project, the estimated costs provided must be viewed as indicative only. They will need to be subject to further scrutiny at each element of the design stage and may be subject to value engineering to ensure the final expenditure is within the approved budget.

- 5.5 The proposed scheme entails:

- 1) The modernisation of the existing outdated junior / toddler play area;
- 2) Installing a new safer surface throughout the play area, removing the previous tarmacadam and grass areas;
- 3) Access and boundary improvements to make the space more secure, appealing and safe;
- 4) Installation of appropriate street furniture throughout the site, including bins, benches, and cycle parking.

- 5.6 Whilst Cotswold Road play area has no effective or established 'Friends of' group, the Parish Council are keen for this park to be redeveloped. The Parish Council are also keen to see more people using the park daily.

- 5.7 Budget cost estimates have been drafted (See Appendix 3). The following items of work have been included, as referenced in section 3.9:

Public open space (to be completed in financial year 2026/7)

1.	Preliminaries and site security	£ 5,858
2.	Preparatory work	£ 5,817
3.	Play area removal	£ 8,309
4.	Play area installation	£ 105,689
5.	Fencing, gates, and barriers	£ 16,120
6.	Street furniture	£ 5,800
7.	Contingency figure	£ 14,759
8.	Framework discount	- £ 18,832
Stage 2 - total		£ 143,520

- 5.8 The total cost of the project is £143,520. Whilst a draft budget estimate and design have been proposed, this will require further details to be drawn up. The proposed scheme has been drawn up and consulted upon with local ward members and Hednesford Town Council. This final design proposal has ward and Town Council support.

6 Implications

6.1 Financial

This report is seeking permission to add into the capital programme and spend £143,520. This will be funded from existing section 106 funds (Q274- Land at Pye Green Valley). Ongoing maintenance will be contained within existing budgets.

6.2 Legal

Any contracts for works and/or services relating to the works will be let in accordance with the Council's Procurement Regulations and the Procurement Act 2023 achieving a balance between value for money, quality and embodying the Council's mandatory policies.

All contracts will be required to be drafted to cover the obligations imposed on all parties involved, including provisions for agreed specifications for works and/or services.

Timescales will need to consider the time needed for tender exercises, planning approval and contract preparation work. Consideration will need to be given to the capacity within the Legal Services team for the drafting and provision of advice regarding contracts, and whether the work will need to be outsourced or can be carried out in-house.

The relevant S106 Agreements will be reviewed to ensure that the monies likely to be spent on this project from the particular S106 fund align with the spend purpose in that agreement.

6.3 Human Resources

None.

6.4 Risk Management

There is a risk that the project costs may increase. The project may be exposed to severe market fluctuations and increases in construction costs. This can be mitigated to some degree by re-engineering the project to ensure that the final expenditure is kept within the approved budget.

6.5 Equalities and Diversity

An equality and diversity impact assessment will be undertaken. It is anticipated that the new development and facilities will have a positive impact on a range of equalities groups and that current negative impacts will be negated through the design process.

6.6 Health

The Council's outdoor spaces are essential in enabling the residents of Cannock Chase District to have access to healthy and active lifestyle choices. This can be accomplished through play, sports, socialising or even simply by walking through a site on the way to school, college, or work, or riding through and around a site for fun or social purposes. All the above are proven to have a positive impact on physical health and supporting mental wellbeing.

6.7 Climate Change

Users of the site are encouraged to travel via active travel, using cycling and walking as the principal methods of travel. This will help to reduce the overall carbon footprint of Cannock Chase district, whilst at the same time help residents and site users to lead a healthier and more active lifestyle. Where possible materials and labour for the works will be sourced from the local area, as such reducing the overall carbon footprint of the works.

7 Appendices

Appendix 1: Cotswold Road play area proposal

Appendix 2: Budget estimate breakdown

Appendix 3: Draft Programme

8 Previous Consideration

None.

9 Background Papers

None.

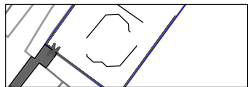
Contact Officer:	Colin Donnelly
Telephone Number:	01543 464520
Ward Interest:	Hednesford Pye Green
Report Track:	Cabinet: 20/08/26
Key Decision:	No

Cotswold Road Play Area Proposal

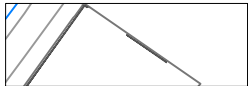
LEGEND:



SITE BOUNDARY



EXISTING PLAY EQUIPMENT BOUNDARY



SITE FENCING TO BE REPLACED WITH BLACK HOOP TOP FENCING 1.2M HIGH



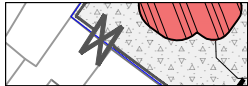
TARMACADAM SURFACING



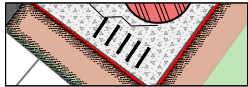
WET POUR SURFACING



NEW PLAY EQUIPMENT - WITH SAFETY SURFACING AND FALL AREA



SITE ACCESS GATE



CYCLE STORE



SPRING SEESAW



KICK ABOUT AREA



TODDLER SWINGS



INCLUSIVE ROUNDABOUT



JUNIOR SWINGS



BASKET SWING



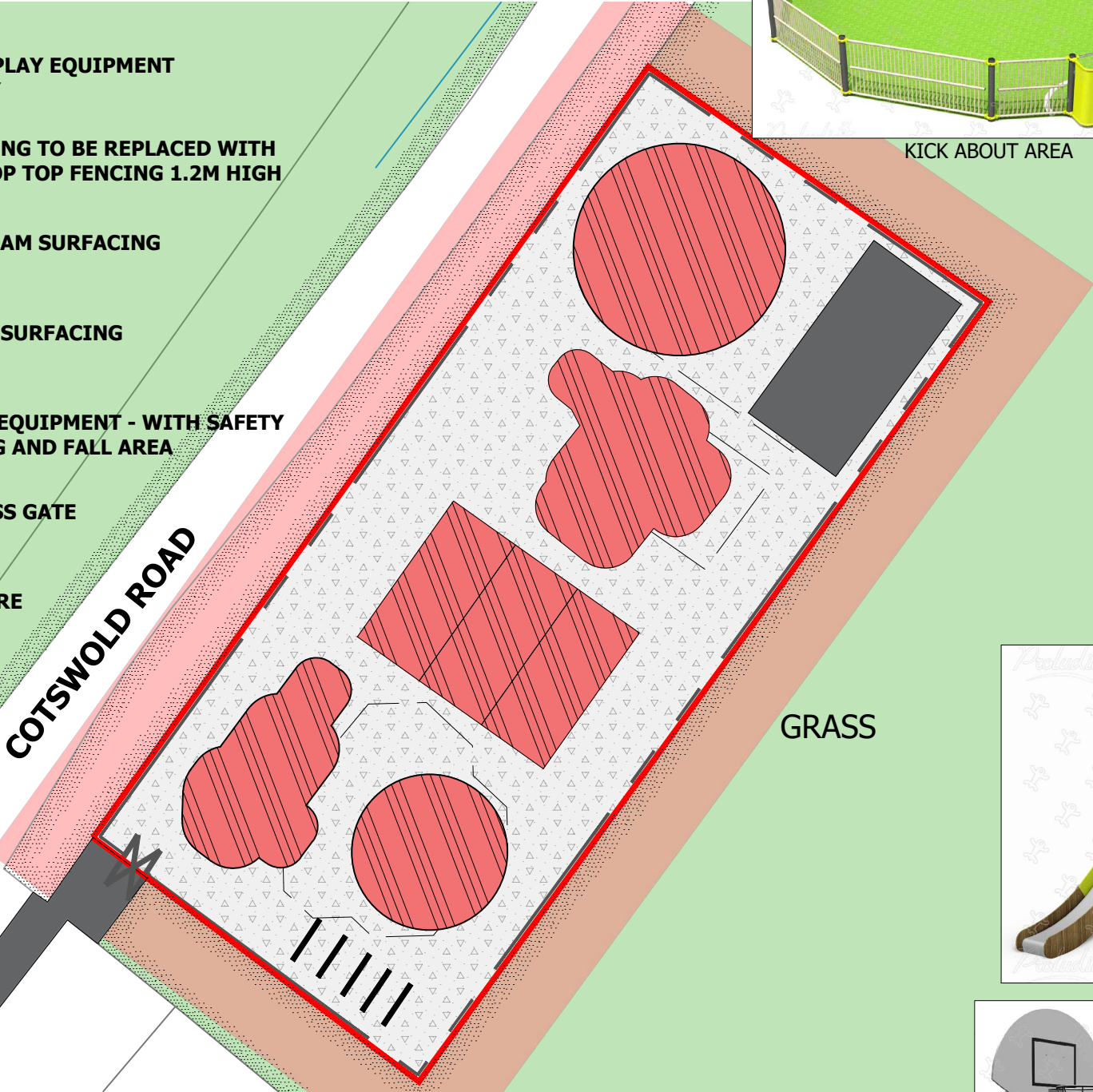
JUNIOR CLIMBING FRAME



TODDLER CLIMBING FRAME

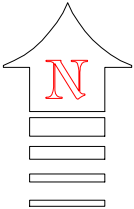


BASKETBALL HOOP



COTSWOLD ROAD PLAY AREA REDEVELOPMENT

NOTE: Images are for display purposes only and actual installed apparatus may differ from those shown.



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Scheme : APPENDIX 1 - COTSWOLD ROAD - REDEVELOPMENT SKETCH SCHEME	
Drawing Title : SKETCH SCHEME DRAFT LAYOUT AND PLANNING	
Drawing No : ST/09/CT/4/R2026-001	Scale : 1:250 @ A3
Drawn By : CWD / RP	Date : 14TH MAY 2026
Checked By :	Date :

CANNOCK CHASE DISTRICT COUNCIL

COTSWOLD ROAD PLAY AREA - REDEVELOPMENT

Schedule of Quantities - Refer to drawing ST/9/CT/4/R2026-BCE

09 May 2026



Schedule of Quantities - Budget Cost Estimates

Bill Re No	Description	Quantity	Unit	Rate	Amount
1.0	CONTRACT GENERALLY				
	PRELIMINARIES				
1.1	Allow for complying with all clauses of the conditions of contract , specification and other contract document not specifically mentioned herein.	1	Item	£500.00	£500.00
1.2	SITE SECURITY & ACCESS				
	<i>Location shown on Proposed layout drawing</i>				
1.2.1	Allow for closing off footpaths whilst work is being carried out. Include for security access barriers at each end to securely close access. Warning signs to state pathways are closed. Warning tape to prevent unauthorised access and alternative route direction signs and markers to adequately direct pedestrians to alternate routes.	1	No (Each End)	£250.00	£250.00
	PROVISIONAL ITEM				
1.2.2	Supply and erect 'Heras' type security fencing, to include privacy covers, in locations shown on the drawings. Maintain in good condition and ensure secure fixings at the end of each working day and during the contractors absence from site. Remove on completion of the contract.	114	Lin M	£20.00	£2,280.00
	PROVISIONAL ITEM				
1.2.3	Supply and fix locking mechanism to secure last fence panel at end of security fencing runs to adjacent existing fencing. Maintain in good condition and ensure secure fixings at end of each working day and during contractor's absence from site. Remove on completion of contract	2	Lin M	£20.00	£40.00
1.2.4	Supply and erect 'Construction Works in Progress – Keep Out' signs firmly fixed to security fencing. Maintain in good condition and ensure secure fixings at end of each working day and during contractor's absence from site. Remove on completion of contract	2	No	£50.00	£100.00
	PROVISIONAL ITEM				
1.2.5	Clear site debris general (Clearing of vegetation of existing pathway in order to send to licensed tip. (Exact measure to be agreed following site inspections) Currently 100% of pathways allowed for.	646	Sqm	£4.16	£2,687.36
Sub-Total					£5,357.36
2.0	PREPERATION WORKS -				
2.1	Allow for removal of existing fence and gates height 1.2m. To include for all support, fixings and foundations. All arisings to be carted off site to suitably licensed tip.				
a	Site boundary	114	Lin M	£6.81	£776.34

COTSWOLD ROAD PLAY AREA - REDEVELOPMENT

09 May 2026

Appendix 2

Schedule of Quantities - Refer to drawing ST/9/CT/4/R2026-BCE

Schedule of Quantities - Budget Cost Estimates

Bill Re No	Description	Quantity	Unit	Rate	Amount
	BALANCE BROUGHT FORWARD				
2.2	Removal of all scrub, turf and shrub vegetation. Cart all arisings off site to suitably licensed tip .	517	Sqm	£9.75	£5,040.75
					Sub-Total
3.0	Play AREA REMOVAL				£5,817.09
3.1	Removal of existing wet pour surface. Cart all arisings off site to a suitably licensed tip	128.5	Sqm	£31.40	£4,034.90
3.2	Take down and cut up into sections small enough to manual handle, existing steel play equipment. Include for removal of all fixings, footings and foundations to a depth not exceeding 300mm below ground level.				
3.2.1	2 bay junior swing (18.2 Sqm)	1	Item	£520.00	£520.00
3.2.2	2 bay toddler swing (19.8 Sqm)	1	Item	£520.00	£520.00
3.2.3	Junior climbing frame (47.6 sqm)	1	Item	£2,734.00	£2,734.00
3.2.4	Basketball hoop	1	Item	£500.00	£500.00
					Sub-Total
					£8,308.90

Bill Re No	Description	Quantity	Unit	Rate	Amount
	BALANCE BROUGHT FORWARD				
4.0	PLAY AREA - INSTALLATION				
4.1	Supply and install of the following pieces of play equipment as per manufacturers instructions. Include for all fixings, footings and foundations.				
a	Toddler climbing frame	1	Item	£12,500.00	£12,500.00
b	DDA Roundabout	1	Item	£7,500.00	£7,500.00
c	Springy See saw	1	Item	£4,000.00	£4,000.00
d	Junior climbing frame	1	Item	£15,000.00	£15,000.00
e	Two bay swing one flat seat, one baby seat and a basket swing saw	1	Item	£3,000.00	£3,000.00
f	Two bay swing one flat seat, one baby seat and a basket swing saw	1	Item	£3,000.00	£3,000.00
g	Kick about area	1	Item	£4,500.00	£4,500.00
4.2	Supply and lay 50 - 70mm depth black rubber surfacing on previously prepared sub base	646	Sqm	£48.23	£31,156.58
4.3	Groundworks	1	Item	£3,130.40	£3,130.40
4.4	Delivery	1	Item	£4,877.50	£4,877.50
4.5	ROSPA Inspection	1	Item	£525.00	£525.00
4.6	Installation	1	Item	£16,500.00	£16,500.00
					Sub-Total
					£105,689.48
5.0	FENCES, GATES AND BARRIERS				
5.1	Excavate for supply and install 2m high steel vertical bar fencing to boundary of the site. Colour Black	33.6	Linm	£100.00	£3,360.00
5.2	Excavate for supply and install new 1.2m high bow top fencing to play area. Colour black.	114	Linm	£90.00	£10,260.00
5.2a	Allow for yellow pedestrian access gate supplied by easygate. Or similar	1	Item	£1,000.00	£1,000.00
5.2b	Allow for yellow vehicular maintenance access gate supplied by easygate. Or similar	1	Item	£1,500.00	£1,500.00
					Sub-Total
					£16,120.00

COTSWOLD ROAD PLAY AREA - REDEVELOPMENTSchedule of Quantities - Refer to drawing **ST/9/CT/4/R2026-BCE**

09 May 2026

Schedule of Quantities - Budget Cost Estimates

Bill Re No	Description	Quantity	Unit	Rate	Amount
	BALANCE BROUGHT FORWARD				
6.0	STREET FURNITURE				
6.1	Allow for the supply and installation of new steel and recycled plastic benches.	2	No	£800.00	£1,600.00
6.2	Allow for the supply and installation of new black and gold street litter bins. Include for all fixings footings and foundations	2	No	£600.00	£1,200.00
6.3	Allow for the supply and installation of a new park notice boards to include for all fixings footings and foundations	2	No	£1,500.00	£3,000.00
					Sub-Total
					£5,800.00

APPENDIX 2 - COTSWOLD ROAD PLAY AREA - REDEVELOPMENTSchedule of Quantities - Refer to drawing **ST/9/CT/4/R2026-BCE**

09 May 2026

Schedule of Quantities - Budget Cost Estimates

Bill Re No	Description	Quantity	Unit	Rate	Amount
	SUMMARY SHEET				
1.0	PRELIMINARIES	1	Item	£500.00	£500.00
1.2	SITE SECURITY AND ACCESS	1	Item	£5,357.36	£5,357.36
2.0	SITE PREPERATION	1	Item	£5,817.09	£5,817.09
3.0	PLAY AREA REMOVAL	1	Item	£8,308.90	£8,308.90
4.0	PLAY AREA INSTALLATION	1	Item	£105,689.48	£105,689.48
5.0	FENCES, GATES AND BARRIERS	1	Item	£16,120.00	£16,120.00
6.0	STREET FURNITURE	1	Item	£5,800.00	£5,800.00
	SUB TOTAL				£147,592.83
7.0	10% Contingency figure	1	Item	£14,759.28	£14,759.28
8.0	Framework Discount @ 20%	1	Item	-£18,833.03	-£18,833.03
	TOTAL				£143,519.08

Works Programme

[illegible]

Revenues and Benefits Collection Report - Quarter 1

Committee:	Cabinet
Date of Meeting:	20 August 2026
Report of:	Deputy Chief Executive-Resources
Portfolio:	Resources and Corporate Services

1 Purpose of Report

- 1.1 To inform Cabinet of the performance of the Revenues and Benefits Service as regards:
- The collection of Council Tax during the 2026-2027 financial year.
 - The collection of Business Rates during the 2026-2027 financial year.
 - The recovery of overpaid Housing Benefit during the 2026-2027 financial year.
- 1.2 To seek approval to the write off of the arrears listed in the **confidential appendix**.

2 Reason(s) for Appendix being 'Not for Publication

- 2.1 In accordance with the provisions of Schedule 12A of the Local Government Act 1972 (as amended), Appendix 1 to the report is considered 'not for publication' under the following categories of exemption:
- Exempt Paragraph 1 – Information relating to any individual.
 - Exempt Paragraph 2 – Information which is likely to reveal the identity of an individual.
 - Exempt Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the Council).

3 Recommendations

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

Reasons for Recommendations

- 3.3 Efficient collection of the Council's revenues is of major importance to the funding of Council services and those provided by our preceptors.
- 3.4 Whilst our collection rates are traditionally good, regrettably not all of the monies owed to the Council can be collected and this report contains a recommendation to write off bad debts which cannot be recovered.

4 Key Issues

- 4.1 Council Tax due for the 2026–2027-year amounts to £73.3M of which some **27.9%** was collected by the 30th June.
- 4.2 Business Rates due for the current year amounts to £42.1M of which some **26.3%** was collected by the 30th June.

5 Relationship to Corporate Priorities

- 5.1 Not applicable.

6 Report Detail

6.1 Council Tax

- 6.1.1 Council Tax is collected on behalf of the District Council, Parish Councils, and our Major Preceptors (Staffordshire County Council and Commissioner for Police, Crime, Fire and Rescue). The effect of the Collection fund arrangements means that Cannock Chase Council retains around 11% of the council tax collected.
- 6.1.2 Council Tax due for the current year amounts to £73.3M and we have collected 27.9% to 30th June. Last year's collection figure was 28.0% for the same period.
- 6.1.2 Whilst trying to maintain this rate in the coming year, the team also increased its efforts to recover older years' arrears owed to the Council. In the first three months of the 2026-27 year, arrears of prior year Council Tax have reduced by £657K. This will have had some impact on some residents' ability to pay their 2026-27 bill.
- 6.1.3 In accordance with the Council's approved policies, all reasonable and lawful attempts are made to recover all amounts due. In the first instance this involves the issue of bills, reminders, and final notices, followed by Summonses in the Magistrates Court where the warning notices are not effective. At all stages of this process, debtors are encouraged to engage in voluntary arrangements to repay their arrears, to prevent the need for formal action.

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

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

- 6.1.4 The recovery powers available to the Council are considerable but not completely infallible. Some of the limitations which lead to debts being written off are described below.
- 6.1.5 Statutory safeguards such as Debt Relief Orders, Individual's Voluntary Arrangements exist to protect debtors suffering hardship, to attempt to the expensive, stressful, and sometimes ineffective process of personal bankruptcy. Where a debt is included in such an instrument, or when a debtor is bankrupt, our ordinary recovery powers cannot be used.

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

Our trace procedures include:

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

Unfortunately, legislation does not currently permit access to DWP or HMRC records to trace Council Tax debtors or their employers, though a Cabinet Office project is currently reviewing this. The government recently announced that a third pilot project will begin soon, to explore how best to share information between HMRC and local authorities. We will follow this keenly in order to utilise this feature at the first available opportunity.

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

6.2 Business Rates

- 6.2.1 Business rates income forms a part of the Council's core funding, with around 29% of receipts being retained by this Council. The remainder is collected on behalf of Central Government and our major preceptors.
- 6.2.2 Business Rates due for the current year amounts to £42.1M of which some **26.3%** was collected by the 30th June. This compares to 26.1% collected in the same period last year.
- 6.2.3 This is a particularly pleasing start to the year. Changes to the way that business rates are calculated this year mean that many retail, hospitality and leisure establishments faced increased bills as the former 40% rate relief was removed.
- 6.2.4 Whilst trying to maintain this rate in the coming year, the team also increased its efforts to recover older years' arrears owed to the Council. In the first three months of the 2026-27 year, arrears of prior year Business Rates have reduced by £149K. This will have had some impact on some residents' ability to pay their 2026-27 bill
- 6.2.5 The recovery powers available to us are again contained in the Council's approved policies and are used in full. Those powers and our procedures are similar to the council tax powers described above, with the exception that deduction from individuals' benefits and earnings are not permissible, even if the debtor is an individual.
- 6.2.6 Where rates are owed by an individual, similar safeguards exist for the debtors and trace facilities are used by the Council for absconding debtors, as described above.

- 6.2.7 Additionally, in the case of business rates, as has been reported to Cabinet previously, our collection efforts are sometimes frustrated by weaknesses in legislation. Rates are due from the occupiers rather than the owners of property and where the occupier is a company, we can only recover from that company. Some proprietors will strip a company of its assets or dissolve the company before we have had an opportunity to implement our recovery procedures. A new company is then formed in a similar style, to trade from the same premises.
- 6.2.8 Central Government has previously undertaken to review the loopholes that exist in rating and company legislation, though no changes have yet been received. Your officers continue to actively monitor these issues.
- 6.2.9 1 irrecoverable Business Rates debt of £12,660.93 is listed in the confidential appendix to this report.

6.3 Housing Benefit Overpayments

- 6.3.1 The Council manages the Housing Benefit scheme on behalf of the Department for Work and Pensions, who fund the cost of benefits paid to claimants.
- 6.3.2 Sometimes a claimant will be paid too much Housing Benefit, for example when the Council does not become aware of a change of circumstances until after the claimant has been paid the benefit. This is called an Overpayment of Housing Benefit. The Council is expected to recover these overpayments from the claimant in all but a few limited circumstances. DWP will fund only 40% of benefit which is overpaid as a result of claimant error or fraud.
- 6.3.3 Where an overpayment occurs as a result of a local authority error, DWP will provide 100% funding provided our error rate remains below a threshold of 0.48% of benefit paid, as it has routinely done for many years.
- 6.3.4 Recovery of overpaid Housing Benefit continues to progress well, with some £119.3K being collected up to 30th June. This income is received into the General Fund, in addition to the Government subsidy and is not shared with preceptors.

7 Implications

7.1 Financial

Under the Business Rates Retention Scheme, business rates write offs will no longer be offset against the National Non-Domestic Rating Pool. Write offs will now form part of the costs of collection of business rates.

Council Tax write offs are losses to the Collection Fund and, as such, form part of the cost of collection incurred by this Council. There are no Council Tax write-offs on this report.

The amounts being recommended are well below the value of the bad debt provision, which the Council includes within its accounts in expectation that some amounts owed will not be paid and cannot be recovered.

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

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

7.2 Legal

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

7.3 Human Resources

None.

7.4 Risk Management

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

7.5 Equalities and Diversity

None.

7.6 Health

None.

7.7 Climate Change

None.

8 Appendices

Confidential Appendix 1: Business Rates write offs over £10,000

9 Background Papers

None.

10 Previous Consideration

None.

Contact Officer:	Rob Wolfe
Telephone Number:	01543 464 397
Report Track:	Cabinet: 20/08/26
Key Decision:	No