



Civic Centre, Riverside, Stafford

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Dear Members

### **Cabinet**

A meeting of the Cabinet will be held on **Thursday 7 December 2023** at **6.30pm** in the **Craddock Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

A handwritten signature in black ink, appearing to read "I. Curran".

Head of Law and Governance

## CABINET - 7 DECEMBER 2023

Chair - Councillor A T A Godfrey

### AGENDA

- 1 Minutes of 2 November 2023 as circulated and published on 3 November 2023
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

|  | <b>Page Nos</b> |
|--|-----------------|
| <b>(a) COMMUNITY PORTFOLIO</b>   |                 |
| (i) Removal of Restrictions  | 4 - 6           |
| <b>(b) RESOURCES PORTFOLIO</b>   |                 |
| (i) Quarter 2 Performance Report for 2023-24   | 7 - 46          |
| <b>(c) ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO</b>   |                 |
| (i) Future High Streets Fund - Capital Programme Change - <b>PART CONFIDENTIAL</b>   | 47 - 53         |
| <b>Report contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</b> |                 |
| <b>(d) LEISURE PORTFOLIO</b>   |                 |
| (i) Shakespeare Production 2024 - <b>PART CONFIDENTIAL</b>   | 54 - 61         |
| <b>Report contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a</b>   |                 |

**Minister of the Crown and employees of, or office holders under, the authority.**

**Membership**

**Chair - Councillor A T A Godfrey**

- |               |   |
|---------------|---|
| A T A Godfrey | - Leader                                      |
| R Kenney      | - Deputy Leader                               |
| A N Pearce    | - Climate Change Portfolio                    |
| J Hood        | - Community Portfolio                         |
| A F Reid      | - Economic Development and Planning Portfolio |
| I D Fordham   | - Environment Portfolio                       |
| G P K Pardesi | - Leisure Portfolio                           |
| R P Cooke     | - Resources Portfolio                         |

**Agenda Item 4(a)****Removal of Restrictions**

|                         |                            |
|-------------------------|----------------------------|
| <b>Committee:</b>       | Cabinet                    |
| <b>Date of Meeting:</b> | 7 December 2023            |
| <b>Report of:</b>       | Head of Law and Governance |
| <b>Portfolio:</b>       | Community Portfolio        |

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**1 Purpose of Report**

- 1.1 To seek the approval to remove the restriction on the sale price of the property numbered 8 Brooklime Gardens Stafford (plot).

**2 Recommendations**

- 2.1 That removal of the Councils restriction on 8 Brooklime Gardens be agreed and authority be delegated to the Head of Wellbeing to approve the removal of similar restrictions, where appropriate.

**Reasons for Recommendations**

- 2.1 To enable the property to be sold for full market value.

**3 Key Issues**

- 3.1 The owner of number 8 Brooklime Gardens has made a number of unsuccessful attempts to sell their property over the past 14 months, the reason being due to the restriction limiting the sale price to 80% of the current market value and the inability of prospective purchasers to obtain mortgage funding for shared ownership property.

**4 Relationship to Corporate Priorities**

- 4.1 CBO1: ensuring the availability of housing within the Borough

**5 Report Detail**

- 5.1 The Council is the owner of a strip of land at Greensome Lane and in 1997 the Council entered into a Deed of Covenant and Licence to allow Holst Ltd to carry out works on its land which consisted of the construction of a highway

access to the adjoining land, the laying of a foul sewer, a rising main and the construction of a public footpath for the benefit of the adjoining development.

- 5.2 The development consisted of 70 dwellings with plots numbered 1 to 26 being Affordable Housing and plots 27 to 70 being the open market element of the development to be sold at full value.
- 5.3 The plots numbered 5 to 9 and 20 to 26 inclusive were nominator dwellings and a restriction was entered against the title to those properties, in favour of the Council, stating that the properties were not to be sold for no more than 80% of their open market value.
- 5.4 The plots numbered 10 to 19 were subject to shared ownership lease provisions to only be sold to a Registered Social Landlord.
- 5.5 If the restriction on the title was removed number 8 would be able to be sold at full market value with the additional 20% of the sale proceeds being retained by the Council.
- 5.6 The restrictions were designed to assist with the availability of affordable housing in the area and, usually, the Council would want to maintain such availability. However, it is common practice for many shared ownership schemes to be subject to agreements whereby restrictions can be removed if reasonable attempts have been made to sell the property on this basis, but have proved unsuccessful. It would seem appropriate to treat the properties at Greensome Lane in a similar way.
- 5.7 In this case, the Council have been in regular contact with the resident and have evidence of their attempts to sell the property. With mortgage finance for potential purchasers not being approved due to the restriction it is therefore recommended to relax the restriction in this case. Any future requests would also need to demonstrate reasonable attempts to market and sell the property on a shared ownership basis before a request for removal of any restriction would be considered.

## **6 Implications**

### **6.1 Financial**

Based on the original agreement with the housebuilders, should there be no demand for the houses at 80% any sale at 100% of Market value will result in a payment to the Council of 20% of the sale proceeds.

The property value is estimated at £185,000 so a receipt of £37,000 is expected should the restriction be removed.

**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**

None

**8 Previous Consideration**

None

**9 Background Papers**

None

**Contact Officer:** Ian Curran  
**Telephone Number:** 01785 619220  
**Ward Interest:** Doxey and Castletown  
**Report Track:** Cabinet 7 December 2023 (Only)  
**Key Decision:** No

**Agenda Item 4(b)****Quarter 2 Performance Report for 2023-24**

|                         |                                      |
|-------------------------|--------------------------------------|
| <b>Committee:</b>       | Cabinet                              |
| <b>Date of Meeting:</b> | 7 December 2023                      |
| <b>Report of:</b>       | Head of Transformation and Assurance |
| <b>Portfolio:</b>       | Resources Portfolio                  |

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**1 Purpose of Report**

- 1.1 To advise Members on the progress in delivering the Council's priorities and performance at the end of the quarter 2 for 2023-24.

**2 Recommendations**

- 2.1 To note the progress made during quarter 1 in the delivery of the Council's priorities and performance as set out in **APPENDICES 1 AND 2**.
- 2.2 To note that:
- (i) The workforce plan has been deferred to 2024/25; and
  - (ii) A report will be brought to Cabinet outlining a revised timetable for the Local Plan.

**Reasons for Recommendations**

- 2.3 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 Business Plan 2021-24 sets out the Council's priorities and the key actions to deliver these.
- 3.2 Overall, 83% of the key actions have been delivered or are on schedule to be completed. Progress in delivering the corporate priorities 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, 79% of targets have been met or exceeded. Further details can be found at 5.7 and in **APPENDIX 2**.

## 4 Relationship to Corporate Priorities

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

## 5 Report Detail





5.1 The Corporate Business Plan 2021-24 sets out the Council's priorities and the key actions to deliver these.

### Delivery Plans

5.2 The Delivery Plans set out in **APPENDICES 1A TO 1D**, to this report summarise how the Council will achieve progress against its Corporate Priorities; these plans establish the actions and timetable for delivery and form the basis of the Council's performance reporting framework. The appendices summarise performance in delivery of the actions at the end of quarter 2 of 2023-24.

5.3 A commentary on performance and a rating for each of the actions set out in the Delivery Plans is given in **APPENDICES 1A TO 1D**. A summary of progress, by rating, is given in table 1 below.

**Table 1: Summary of progress in delivery of key projects/actions for Quarter 2**

| Corporate Business Plan Priority |  Action completed |  Work on Target |  Work < 3 months behind schedule |  Work > 3 months behind schedule | N/A Action not yet due | Total Number of Actions |
|----------------------------------|--|--|---|---|------------------------|-------------------------|
| The Economy                      | 2  | 8  | 3   |   |                        | 13                      |
| Community                        |  | 13   |   |   |                        | 13                      |
| Climate Change                   |  | 5  |   |   | 1                      | 6                       |
| The Council                      |  | 1  |   | 2   |                        | 3                       |
| <b>Total</b>                     | <b>2</b>   | <b>27</b>  | <b>3</b>  | <b>2</b>  | <b>1</b>               | <b>35</b>               |

5.4 At the end of quarter 2, of the 35 projects/actions due for delivery:




- 6% of have been completed;
- 77% are on target to be completed;
- 9% have slipped slightly by less than 3 months;
- 6% have slipped by more than 3 months and
- 2% are not yet due for action.



## Key Performance Indicators (KPIs)

5.5 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**. In summary:

**Table 2 - Summary of key performance indicators for Quarter 2**

| Corporate Business Plan Priority |  Performance exceeds target |  Performance on target |  Performance below target | Total Number of KPIs |
|----------------------------------|--|---|--|----------------------|
| The Economy                      | 5  | 1   | 1  | 7                    |
| Community                        | 7  | 1   | 3  | 11                   |
| The Council                      | 1  | 4   | 1  | 6                    |
| <b>Total</b>                     | <b>13</b>  | <b>6</b>  | <b>5</b>   | <b>24</b>            |

- 54% indicators show performance above target;
- 25% indicators show performance on target; and
- 21% indicators show performance below target.

## 6 Implications

### 6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the Corporate Plan and the Delivery Plans is standard in accordance with Financial Regulations. All actions are budgeted for accordingly.

### 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 1A: The Economy

Appendix 1B: Community

Appendix 1C: Climate Change

Appendix 1D: The Council

Appendix 2: Key Performance Indicators

## 8 Previous Consideration (Part)

Resources Scrutiny Committee - 7 November 2023 - Minute No RSC10/23

Economic Development and Planning Scrutiny Committee - 14 November 2023 - Minute No EDP16/23

Community Wellbeing Scrutiny Committee - 16 November 2023 - Minute CWB19/23

## 9 Background Papers

Corporate Plan 2021-24

**Contact Officer:** Judith Aupers

**Telephone Number:** 01543 464411

**Ward Interest:** Nil





**Report Track:** Cabinet 07/12/23  
Resources Scrutiny Committee 7/11/23  
Economic Development and Planning Scrutiny 14/11/23  
Community Wellbeing Scrutiny Committee 16/11/23

**Key Decision:** No

## The Economy - Delivery Plan for 2023 - 2024

### Business Objective 1: To deliver sustainable economic and housing growth to provide income and jobs

#### Summary of Progress as at end of Quarter 2

|  |  |  |  | N/A                | Total Number of Projects |
|---|---|---|---|--------------------|--------------------------|
| Action completed  | Work on Target  | Work < 3 months behind schedule   | Work > 3 months behind schedule   | Action not yet due |                          |
| 2   | 8   | 3   |   |                    | 13                       |

#### Summary of Successes as at Quarter 2

Good progress is being made in reducing the backlog of applications in Development Management. As at the end of quarter 2, there has been a 33% reduction in the number of applications 'on-hand'.



The Stafford town centre transformation programme is progressing well, with the completion of works to Market Square due to complete at the end of October 2023. A contractor has been appointed to undertake the works at Station Approach with work expected to start on site during October and will complete by the end of March 2024.


#### Summary of Slippage as at Quarter 2



The Local Plan timetable has slipped and is currently being reviewed.

|            | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol |
|------------|---|---|-------|-------|-------|------|--|--------|
| <b>1.1</b> | <b>Assess the economic implications for the Borough over the medium and long term</b>                     |   |       |       |       |      |  |        |
| 1.1.1      | Review and assess all key programmes and major projects   | Review of key projects and delivery plans   | X     |       |       |      | Key projects reviewed and delivery plans prepared for 2023/24. Details of key projects are referred to through the actions set out below   | ★      |
| <b>1.2</b> | <b>To facilitate the delivery of 500 new homes in the Borough per year including 210 affordable homes</b> |   |       |       |       |      |  |        |
| 1.2.1      | Complete five year land supply statement  | Data extract<br>Site visits complete<br>Publication of statement  | X     |       |       |      | Statement completed and published – July 2023  | ★      |
| 1.2.2      | Improve and maintain performance of development management  | Develop Recovery Plan to tackle current backlogs of applications<br><br>Produce quarterly updates setting out progress in reducing the backlog. | X     |       | X     |      | Recovery Plan actions are being implemented. Task & Finish Group set up and meets weekly to review performance, processes and resource allocation.<br><br>Quarterly updates being produced.<br><br>Number of applications on hand at end of Q2 stands at 638; a 33% reduction since 31 March 2023. | ✓      |




|            | Objective & Actions   | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol |
|------------|---|--|-------|-------|-------|------|---|--------|
| <b>1.3</b> | <b>Deliver key projects and infrastructure proposals that will promote economic growth and investment for the Borough</b> |  |       |       |       |      |   |        |
| 1.3.1      | Delivery of the Stafford Town Centre Transformation Programme   | <p>Completion of Market Square renovation</p> <p>Appointment of onsite contractors for Station Approach project</p> <p>Completion of Station Approach project</p> <p>Conclusion of discussions with third party landowners to progress commercial projects</p> |       |       | X     |      | <p>On track for completion October 2023, with an official opening event on 28.10.23</p> <p>Tender process completed and initial meeting with the successful bidder took place on 26.09.23.</p> <p>This is scheduled for end of March 2024.</p> <p>Acquisition of former Co-Op building approved at Cabinet 5 October 23 and commercial negotiations are completed, subject to Department of Levelling Up, Homes and Communities approval. A further update will be provided at the Cabinet Meeting in December 2023</p> |        |


|       | Objective & Actions  | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol  |
|-------|--|--|-------|-------|-------|------|--|---|
| 1.3.2 | Delivery of the Stafford Station Gateway                           | <p>Completion of station access feasibility study</p> <p>Completion of delivery programme scoping exercise</p>   |       | X     | X     |      | The station feasibility study work, being led by Staffordshire County Council is reaching a conclusion.  |  |
| 1.3.3 | Supporting the development of proposed Meecebrook Garden Community | <p>Completion of Strategic Outline Business Case (SOBC) for the railway station</p> <p>Completion of remaining technical studies (excluding transport modelling)</p> |       | X     |       | X    | <p>Following the announcement of HS2 and the publication by Network Rail of their Strategic Plan for the West Coast Main Line final completion of the SOBC is continuing, inclusion and reflection of these strategic actions/documents will ensure the robustness of the completed SOBC.</p> <p>Brief completed procurement route agreed - Programme Board approval required.</p> |  |

|       | Objective & Actions | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4              | Progress Update  | Symbol  |
|-------|---------------------|--|-------|-------|-------|-------------------|--|---|
|       |                     | <p>Completion of detailed master planning and viability studies</p> <p>Completion of collaboration agreement</p> |       |       |       | <p>X</p> <p>X</p> | <p>Commission in place - work understanding strategic direction on overall direction commenced.</p> <p>Relationships with agent and major landowners now supported via completed call for sites submission which indicate land availability.</p>   |   |
| 1.3.4 | Stone Leisure       | <p>Delivery phase for Westbridge Park initiated</p> <p>Planning consent granted.</p>                             |       |       | X     |                   | <p>Following the granting of planning consent and appointment of a contractor, works to Westbridge Park have commenced and are on track for completion in autumn 2023.</p> <p>Woodland Play Trail opened to the public. Works on the main Play Area and Multi Use Games Area nearing completion. Ongoing works to the car park, building, sunken garden, entrances and pathways.</p> |  |

|            | Objective & Actions   | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|------------|---|--|-------|-------|-------|------|---|---|
|            |   | Work on site commences   | X     |       |       |      | Following the granting of planning consent and appointment of a contractor, works to Westbridge Park have commenced and are on track for completion in autumn 2023.   |   |
| <b>1.4</b> | <b>Work in partnership to generate economic and sustainable growth for the long-term prosperity of our residents, visitors and businesses</b> |  |       |       |       |      |   |   |
| 1.4.1      | Develop Stafford as a hub of productivity to help businesses develop, grow and thrive   | New and existing businesses supported to grow and build confidence in Stafford as a hub of productivity with a balanced economy.                                   |       | X     | X     | X    | Identification of 800 growth businesses in the Borough underway. Healthy pipeline of enquiries for business support. 200 new businesses in Stafford were registered at Companies House during July/Aug/Sept. The challenge is identifying those that are ready to grow. |    |
| 1.4.2      | Promote our visitor economy to demonstrate the offer in the Borough   | Relaunch Our Beautiful Borough visitor economy campaign<br><br>Development of a Local Visitor Economy Partnership in conjunction with Staffordshire County Council | X     |       |       | X    | Over 1 million sightings of new promotional activities across the Borough and wider West Midlands area.<br><br>Working with LVEP steering group providing input from Borough perspective to help shape LVEP.  |  |







|            | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|------------|---|---|-------|-------|-------|------|---|---|
| 1.4.3      | Unlock economic opportunities in our rural areas  | <p>Launch of Rural England Prosperity Fund grant programme</p> <p>Grant awards made under the UK Shared Prosperity Fund rural business to business grant programme</p> <p>Completion of UK Shared Prosperity Funded rural hub feasibility study</p> |       | X     |       |      | <p>Applications received from communities, now closed and operating waiting list.</p> <p>Healthy pipeline of expressions of interest received which will be reviewed in November. Funding due to be received in April/May 2024</p> <p>Feasibility Study nearly complete ready for sharing in November with stakeholders with next steps to be agreed.</p> |    |
| 1.4.4      | Support the facilitation of lifelong learning to create a local workforce with specialist skills that can respond to growth ambitions | Delivery of grants to support apprenticeships and training via UK Shared Prosperity Fund business to business rural grant scheme  |       | X     | X     |      | Business to Business grant scheme launched with applications being received and processed.  |    |
| <b>1.5</b> | <b>Develop a new Local Plan that reflects our Corporate ambitions for growth</b>  |   |       |       |       |      |   |   |
| 1.5.1      | Revise and refresh the Local Plan   | Appropriate sites for future development for housing, employment and open space identified  |       | X     | X     |      | The approved Local Development Scheme sets out the key stages leading to the adoption of new Local Plan (2023/24)   |  |

|       | Objective & Actions   | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|-------|---|--|-------|-------|-------|------|---|---|
|       |   | Updated evidence base completed that includes infrastructure, viability and economic recovery issues |       |       |       |      | New Local Plan Preferred Option assessment of key issues completed and implications on subsequent stages of the Local Plan 2020-2040 progressing. |   |
| 1.5.2 | Embed high quality design into Planning Policy to ensure that Stafford is an attractive place that people want to live in, promoting healthy lifestyles and supporting future investment. | Local design codes linked to New Local Plan progressed   | X     |       |       |      | Consideration of Government's proposals through NPPF for local design codes following Local Plan preferred options responses during Autumn 2023   |  |

**Community - Delivery Plan for 2023 - 2024**

**Business Objective 2: To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.**

**Summary of Progress as at end of Quarter 2**

|  |  |  |  | N/A                | Total Number of Projects |
|---|---|---|---|--------------------|--------------------------|
| Action completed  | Work on Target  | Work < 3 months behind schedule   | Work > 3 months behind schedule   | Action not yet due |                          |
|   | <b>13</b>   |   |   |                    | <b>13</b>                |



**Summary of Successes as at Quarter 2**



Annual Air Quality Assessment preliminary findings indicate that the borough’s air quality is satisfactory thereby meaning that the Council does not have to declare an Air Quality Management Area and on target to issue report to DEFRA.




Work is progressing well in supporting some of the most vulnerable residents in the Borough, in particular providing home adaptations and tackling poor housing standards. Where necessary appropriate enforcement action is taken to ensure safe, secure environments, especially in relation to housing standards and anti-social behaviour.



**Summary of Slippage as at Quarter 2**


None

|            | Objective & Actions  | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|------------|--|--|-------|-------|-------|------|---|---|
| <b>2.1</b> | <b>Work in partnership to sustain support for vulnerable residents</b>   |  |       |       |       |      |   |   |
| 2.1.1      | To work in partnership to provide support to our communities and the voluntary sector  | 2 rounds of the Stafford Borough Grants Scheme implemented   | X     |       | X     |      | During Q1 £1000 was awarded through the Small Grants Scheme and £1250 was awarded from the Sports grants.   |  |
|            |  | 2 rounds of the Stafford Borough Small Grants Scheme and Sports Grants implemented, grants agreed and awarded      | X     |       | X     |      |   |   |
| <b>2.2</b> | <b>Keep the streets and parks clean and attractive for everyone to enjoy</b>   |  |       |       |       |      |   |   |
| 2.2.1      | Deliver high quality Neighbourhood Services to ensure that town centres, parks and open spaces are clean, tidy, and attractive | Continue to participate in Annual National Performance Benchmarking for Street Cleansing and Parks and Open Spaces |       | X     |       |      | Benchmarking information on track for submission to APSE<br><br>14 groups supported with litter pickers and bin bags distributed to the groups and refuse collected by Streetscene where required |  |
|            |  | Support Community groups undertaking litter picks  |       | X     |       |      |   |   |

|            | Objective & Actions  | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol   |
|------------|--|--|-------|-------|-------|------|---|--|
| 2.2.2      | Monitoring of construction works associated with major infrastructure projects (e.g. M6 Smart Motorways and HS2) to minimise the potential for nuisance being caused to the reasonable amenities of local residents. | To determine the adequacy of Section 61 notices and 'Statement of Intent' submitted by HS2 within prescribed timescales.<br><br>To respond to all complaints concerning pollution incidents, or non-compliances with approved method as per Section 61 or 'Statement of Intent'. | X     | X     | X     | X    | All S.61 Notices issued within prescribed timescales.<br><br>Ongoing provision of responsive service to address any complaints.               |   |
| <b>2.3</b> | <b>Support and promote community health and wellbeing to all our residents and businesses</b>  |  |       |       |       |      |   |  |
| 2.3.1      | Support partners to offer and deliver initiatives to improve and enhance health and wellbeing of residents   | Support partners to offer and deliver initiatives to improve and enhance health and wellbeing of residents   | X     | X     | X     | X    | Preparation underway for relaunching the Food Bank Forum and developing the process for rolling out Warm Spaces again over the winter months. |  |


|       | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|-------|---|---|-------|-------|-------|------|---|---|
| 2.3.2 | Support the co-ordination of high-profile events run by Freedom Leisure   | Appropriate support for Freedom Leisure in the implementation and evaluation of significant events such as the Shakespeare Festival, Stafford Half Marathon, Christmas lights switch on, Stafford 10k and the Pancake race. | X     | X     | X     | X    | Events continue to be delivered as per the contract specification. The Stafford 10K event took place on 24 <sup>th</sup> September  |  |
| 2.3.3 | Providing a safe place for residents to live and work by enabling all food and drink businesses to be compliant with environmental regulations. | All food businesses to be inspected under Food Safety legislation on risk-basis and actions taken as appropriate.   |       |       |       | X    | Annual Food Safety programme commenced and staff resources / approaches devised to ensure completion.   |  |
| 2.3.4 | Providing a safe and clean place for residents and businesses to thrive, by monitoring and assessing air quality within the Borough.            | To monitor and assess air quality within the Borough to determine whether air quality is within prescribed limit values.<br><br>To prepare an annual report upon findings to DEFRA.   |       |       |       | X    | Air Quality Assessment completed, indicating that air quality is satisfactory (no need to declare an Air Quality Management Area).<br><br>Report to be prepared for issuing to DEFRA by end of calendar year. |  |


|            | Objective & Actions  | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol   |
|------------|--|---|-------|-------|-------|------|--|--|
| <b>2.4</b> | <b>Work with partners to ensure the borough is a safe place to be at all times</b>   |   |       |       |       |      |  |  |
| 2.4.1      | To assist in the operational delivery of, and lead on, the implementation of specific initiatives that support the reduction of crime and vulnerability in the Borough (as per the recommendations in the Community Safety Strategic Assessment) | Focus groups established for ASB hotspot locations                                  | X     | X     | X     | X    | A focus group has been established & priority actions have been identified. Early intervention letters have been developed to address youth ASB and parental engagement. Additional support has been provided to a youth early intervention initiative in Stone to address a small increase in ASB |   |
|            |  | Partnership plan developed  |       | X     |       |      | Partnership working to agreed priorities   |  |
|            |  | Progress made on delivery plan  |       |       |       | X    | X  |  |
| 2.4.2      | To ensure that the authority adheres to its statutory responsibility in respect of the Prevent, Safeguarding and Domestic Abuse  | Safeguarding Policy up to date  | X     |       |       |      | The safeguarding policy is up to date.   |  |
|            |  | Training and awareness rolled out to elected members, staff, taxi drivers/operators |       |       |       | X    |  |  |

|       | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|-------|---|---|-------|-------|-------|------|---|---|
| 2.4.3 | Utilise procedures and processes to investigate reported incidents of anti-social behaviour (ASB) | Increased reporting ASB campaigns formulated, implemented, monitored and evaluated. On-going review of investigations in place. | X     | X     | X     | X    | <p>An ASB campaign that was rolled out during Q2 is being evaluated.</p> <p>During this Quarter, new reports of ASB were received by the Council. To assist in tackling the ASB that is reported the following have been served by the Council:</p> <ul style="list-style-type: none"> <li>• 1 Community Protection Notice</li> <li>• 31 Fixed Penalty Notices (FPN) were issued in joint partnership work by Police and council for breaches of the PSPO in both Stone and Stafford Town Centres.</li> </ul> <p>In addition 2 FPN's were issued for breach of Community protection notices served previously.</p> <ul style="list-style-type: none"> <li>• 2 case reviews were held</li> </ul> |  |



|            | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol |
|------------|---|---|-------|-------|-------|------|---|--------|
| <b>2.5</b> | <b>Work towards everyone having access to safe and suitable accommodation</b>   |   |       |       |       |      |   |        |
| 2.5.1      | Provide a comprehensive housing options service to prevent homelessness and support people into sustainable accommodation | Continuous focus on upstream prevention to minimise crisis intervention | X     | X     | X     | X    | <p>A review of temporary accommodation is underway with a request for an additional six units of leased emergency accommodation units put to Cabinet whilst alternative options are explored.</p> <p>Single homeless with multiple support needs remains the highest demand on the service. Work is progressing well with supported accommodation providers to increase levels of support provided.</p> | ✓      |
|            |   | Robust housing pathways for all client groups in place                  | X     | X     | X     | X    | Supported housing providers are increasing their levels of support to meet the needs identified.  |        |





|       | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|-------|---|---|-------|-------|-------|------|---|---|
|       |   | Systems change approach to supporting rough sleepers implemented                        |       | X     | X     | X    | Outreach activity has been stepped up and progress is being made in the establishment of supported accommodation for individuals with high needs. |   |
| 2.5.2 | Ensure good housing standards are delivered in the private sector | Advice and support provided to landlords, tenants and home owners                       | X     | X     | X     | X    | One Emergency Prohibition Order served, one civil penalty issued with two more with legal services for decision.                                  |  |
|       |   | Licensing of properties and sites   | X     | X     | X     | X    | Licensing of properties and sites continues.  |   |
|       |   | Enforcement of standards<br>Proactive Inspection of Houses of Multiple Occupation (HMO) | X     | X     |       |      | Proactive HMO work continuing and likely to tail off in mid/late Q3 as service requests pick up.  |   |

|       | Objective & Actions  | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol  |
|-------|--|--|-------|-------|-------|------|--|---|
| 2.5.3 | Provide an effective and efficient service to deliver Disabled Facilities Grants | <p>Embed new shared service delivery</p> <p>Update the Housing Assistance Policy to enhance the DFG offer to residents</p> | X     | X     |       |      | <p>Grants completed in quarter 2 include those initiated by the previous provider where the quality of grant applications required improvement. A small number of urgent new applications were completed from start to finish during Q2. The team have received numerous compliments from residents benefitting from grant assistance.</p> |  |

**Climate Change - Delivery Plan for 2023 - 2024**

**Business Objective 3: To continue work towards our Climate Change and Green Recovery objectives, integrating them into our activities and strategic plans**

**Summary of Progress as at end of Quarter 2**

|  |  |  |  | N/A                | Total Number of Projects |
|---|---|---|---|--------------------|--------------------------|
| Action completed  | Work on Target  | Work < 3 months behind schedule   | Work > 3 months behind schedule   | Action not yet due |                          |
|   | 5   |   |   | 1                  | 6                        |

**Summary of Successes as at Quarter 2**


The actions identified demonstrate that the Council has set a direction of travel to address climate change issues, continues to embed its ambitions into its day-to-day operations, strategic thinking and relevant policies and practices. Moving forward, resource availability may impact upon progress in some of the more ambitious areas. That said, to date, it continues to plan, deliver and enable a range of practical projects to reduce both its own and wider borough carbon emissions, especially with the help and work of its excellent community climate change panel.


**Summary of Slippage as at Quarter 2**

None

|            | Objective & Actions                             | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update             | Symbol |
|------------|---|--|-------|-------|-------|------|-----------------------------|--------|
| <b>3.1</b> | <b>Reduce emissions from our own activities</b> |  |       |       |       |      |                             |        |
| 3.1.1      | Reduce emissions from our own activities        | <p>Undertake an annual audit of the council's carbon footprint to derive the council's carbon equivalent inputs and output</p> <p>Embed climate change actions into council and partnership policies and plans</p> <p>Carry out feasibility studies around reducing energy usage in Council assets (i.e. battery storage; solar array; LED lighting; passive infrared sensors; renewable energy etc)</p> <p>Work on carbon reduction feasibilities studies with partners in contracted out services, (i.e. Freedom Leisure)</p> <p>Prepare an evidence base enabling funding to decarbonise the Council's estate to be obtained.</p> |       |       | X     |      | Actions not due until Q3/Q4 | N/A    |
|            |   |  |       |       |       | X    |                             |        |
|            |   |  |       |       |       | X    |                             |        |
|            |   |  |       |       |       | X    |                             |        |



|  | Objective & Actions | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update | Symbol |
|--|---------------------|---|-------|-------|-------|------|-----------------|--------|
|  |                     | <p>Switch to a 100% renewable energy tariff.</p> <p>Low Emission Vehicles - Explore the feasibility of the use of electric vehicles and alternative fuels such as Hydrotreated Vegetable Oil (HVO) fuel in the Council's and its waste collection fleets.</p> <p>Reduce the energy and petrochemical usage within the Council's Street Scene service in vehicles, plant and equipment by changes to working practice, vehicles, plant equipment, and operations.</p> <p>Continue to install Electric Vehicle charge points across council owned car parks, where practicable and funding becomes available.</p> |       |       | X     | X    |                 |        |


|            | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol  |
|------------|---|---|-------|-------|-------|------|--|---|
| <b>3.2</b> | <b>Work in partnership to raise awareness of and identify opportunities to implement sustainable low carbon initiatives and promote community action on reducing emissions</b>                      |   |       |       |       |      |  |   |
| 3.2.1      | Work in partnership with Staffordshire Sustainability Board and others to determine best practice and increase awareness of climate change in our council, communities, businesses, and contractors | Nature Recovery Declaration and base pledge agreed and incorporated into relevant policies and plans  |       | X     |       |      | To support the recovery of nature across the Borough, and in recognition of new obligations under the Environment Act 2021, the Council has committed to, improve, protect, and restore the borough's habitats, formulate a tree planting programme, and seek to manage council-owned land / local nature reserves, for the benefit of wildlife wherever possible. |  |
|            |   | Supporting the Climate Change Community Panel made up of community representatives to support formulation and delivery of community-based initiatives and to develop and deliver sustainability projects with residents and wider stakeholders throughout the Borough | X     | X     | X     | X    | The Council continues to host and support the Climate Change Community Panel at their bi-monthly meetings and with their project work.   |   |

|            | Objective & Actions   | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|------------|---|--|-------|-------|-------|------|---|---|
|            |   | Active participation in the Countywide Sustainability Board and Officers Groups. | X     | X     | X     | X    | <p>Some of the initiatives being delivered by Panel members involve practical input and support from our frontline services such as Streetscene (e.g. Grass verges project). Also, the group acts a critical friend to help the Council to assess its own performance and how it might do more.</p> <p>The Council continues to actively participate in the Staffordshire Sustainability Board, at which both the portfolios for Climate Change and Environment attend along with other key officers.</p> |   |
| <b>3.3</b> | <b>Mitigate and adapt to climate change</b>                               |  |       |       |       |      |   |   |
| 3.3.1      | Deliver the measures identified in the Climate Change Adaptation Strategy | Climate Change Adaptation Strategy implemented and monitored                     | X     | X     | X     | X    | The Council adopted its Climate Change Adaptation Strategy in January 2023. Work to progress the delivery of the actions within the document is underway. This includes:  |  |



|  | Objective & Actions | Milestones | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol |
|--|---------------------|------------|-------|-------|-------|------|--|--------|
|  |                     |            |       |       |       |      | <ul style="list-style-type: none"> <li>• Delivery of projects to provide nature-based solutions to climate change on council owned green space, planted wildflower gardens and orchards, continued management of local nature reserves in and around floodplains and a resilience project encouraging businesses to consider how climate change might impact their premises and operations.</li> <li>• Increasing the roll out of Electric Vehicle Charge Points across the Borough.</li> <li>• The third-party production of a Local Area Energy Plan alongside other neighbouring local authorities, identifying areas for the potential roll out of various renewable energy within the Borough.</li> </ul> |        |

|            | Objective & Actions  | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol   |
|------------|--|---|-------|-------|-------|------|---|--|
| <b>3.4</b> | <b>Continue to implement our green recovery objectives</b> |   |       |       |       |      |   |  |
| 3.4.1      | Develop blue and green infrastructure and public realm     | Develop/implement new Open Space Strategy   |       |       | X     | X    | Part of the Green Infrastructure Strategy work. Ongoing from Autumn 2023  |   |
|            |  | Involvement with Stafford Brooks Project  |       |       | X     | X    | Project lead is National Highways, with SBC partnering. Identified that work will begin Autumn / Winter 2023                      |  |
|            |  | Strategic Green Infrastructure assessment including investigating green network enhancements in Stafford and Stone  |       |       | X     | X    | Strategic green infrastructure identified in Local Plan preferred options at Stafford & Stone. Site assessment work – Autumn 2023 |  |
| 3.4.2      | Protect and enhance our environment                        | Deliver Cannock Chase Special Area of Conservation (SAC) projects, including education and car parking enhancements | X     | X     | X     | X    | Initial studies for punchbowl car park redevelopment – Autumn 2023. Education engagement projects launch – completed.             |  |





|       | Objective & Actions   | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|-------|---|--|-------|-------|-------|------|---|---|
|       |   | <p>Assessment of air quality / nitrogen dioxide for Southern Staffordshire SACs leading to data monitoring and strategic mitigation assessment</p> <p>Deliver biodiversity net gain (BNG) requirements through the Environment Act 2021</p> <p>Develop and implement a Biodiversity Strategy</p> |       |       |       | X    | <p>Air quality monitoring for nitrogen levels continuing and mitigation programme progressing with neighbouring Councils – Spring 2024</p> <p>Delivery of BNG through planning decision-making processes in line with Government timescales.</p> <p>Progress is being made through County Local Nature Recovery Strategy, leading to Biodiversity Net Gain requirements – Spring 2024</p> |   |
| 3.4.3 | Adopt the New Local Plan to meet climate change mitigation and adaptation, and environmental measures through new development – Delivered by Business Objective 1 | Identify the appropriate policies and mitigation measure through future development in sustainable locations for services and facilities aligned to energy efficiency standards and renewable sources  |       | X     | X     | X    | Evidence base published for the New Local Plan Preferred Options, together with work alongside other Staffordshire authorities – completed. Next stage of New Local Plan, refer to Local Development Scheme webpage.  |  |

|  | Objective & Actions | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update  | Symbol |
|--|---------------------|--|-------|-------|-------|------|--|--------|
|  |                     | Develop local design codes for high quality new developments |       |       |       |      | Consideration of Government's proposals through NPPF for local design codes and green infrastructure strategy – Autumn 2023. |        |

**The Council - Delivery Plan for 2023 - 2024**

**Business Objective 4: To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.**

**Summary of Progress as at end of Quarter 2**



|  |  |  |  | N/A                | Total Number of Projects |
|---|---|---|---|--------------------|--------------------------|
| Action completed  | Work on Target  | Work < 3 months behind schedule   | Work > 3 months behind schedule   | Action not yet due |                          |
|   | <b>1</b>  |   | <b>2</b>  |                    | <b>3</b>                 |


**Summary of Successes as at Quarter 2**

Work has commenced on a zero based budgeting exercise as part of the preparation for the medium term financial strategy and budget process.

**Summary of Slippage as at Quarter 2**

Whilst work is in progress on 3 out of the 4 actions associated with organisational and transformation change, this is behind schedule. This is partly due to capacity issues and partly due to the need to align some of the work with other associated projects. One action regarding the workforce plan has been deferred to 2024/25 to allow work on organisational culture to be progressed first.

|            | Objective & Actions   | Milestones  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|------------|---|---|-------|-------|-------|------|---|---|
| <b>4.1</b> | <b>Use our resources in the most effective and efficient way by focusing on financial recovery, reform and sustainability</b>     |   |       |       |       |      |   |   |
| 4.1.1      | Determine a medium term financial strategy to maintain the financial resilience of the Council                                    | A rolling Medium Term Financial Strategy produced         |       |       |       | X    | The medium term financial strategy will be reviewed as part of the budget setting process due to take place between October to January. |  |
| <b>4.2</b> | <b>Continue to work towards organisational and transformational change, integrating equality objectives into everything we do</b> |   |       |       |       |      |   |   |
| 4.2.1      | Consider the impact of change and future ways of working on the Council workforce, members and customers                          | Pilot of the Way We Work completed and evaluated          | X     |       |       |      | A report is being drafted and is scheduled to be considered by Leadership Team in November.   |  |
|            |   | Overarching framework for workforce plan to be developed  |       | X     |       |      | This has been deferred to 2024/25 to focus on other work which needs to be completed before the framework can be drafted.               |   |
|            |   | Review of digital strategy and development of action plan | X     |       |       |      | The strategy has been drafted and is being reviewed alongside the zero based budgeting exercise   |   |

|       | Objective & Actions   | Milestones   | Qtr 1 | Qtr 2 | Qtr 3 | Qtr4 | Progress Update   | Symbol  |
|-------|---|--|-------|-------|-------|------|---|---|
|       |   | Implementation of new Customer Portal System Phase 1                                   |       | X     |       |      | Whilst work is progressing well, the go live date has been pushed back to Q3  |   |
| 4.2.2 | Investigate the opportunity for further shared services with neighbouring authorities | Implementation and transformation of shared services including the delivery of savings | X     | X     | X     | X    | <p>Work is in progress on the preparation for the management tier restructure. This will now be implemented in 2024.</p> <p>A transformation strategy has been drafted and will be considered by the Shared Services Board in Qtr 3</p> |  |

Key Performance Indicators (KPIs) for 2023/24 - as at end of Quarter 2

KPIs for Business Objective 1 - The Economy

| Description                    | Symbol | Number of KPIs |
|--------------------------------|--------|----------------|
| Performance exceeds target     | ★      | 5              |
| Performance on target          | ✓      | 1              |
| Performance below target       | ✗      | 1              |
| Due to be reported at Year End | N/A    | 1              |

|  | Indicator  | Target | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | Year End | Symbol | Comments |
|--|--|--------|-------|-------|-------|-------|----------|--------|----------|
|  | <b>Economic Development &amp; Planning</b>             |        |       |       |       |       |          |        |          |
|  | Major Planning Applications determined within time     | 60%    | 90.9% | 100%  |       |       |          | ★      |          |
|  | Non-major Planning Applications determined within time | 70%    | 75.9% | 81%   |       |       |          | ★      |          |






|      | Indicator   | Target                             | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | Year End | Symbol | Comments  |
|------|---|------------------------------------|-------|-------|-------|-------|----------|--------|---|
|      | <b>Regulatory Services</b>  |                                    |       |       |       |       |          |        |   |
| L13  | Applications registered and acknowledged within 3 days of valid receipt                                 | <b>90%</b>                         | 99%   | 100%  |       |       |          | ★      |   |
| L14  | Full plans applications with initial full assessment within 15 days of valid receipt                    | <b>70%</b>                         | 85%   | 96%   |       |       |          | ★      |   |
| LI15 | Building Control-Site visits completed on day requested   | <b>99%</b>                         | 99%   | 99%   |       |       |          | ✓      |   |
| LI16 | Building Control-Customers satisfied or very satisfied with the service                                 | <b>90%</b>                         | 88%   | 100%  |       |       |          | ★      |   |
|      | Turnaround time for land charges searches (excluding personal searches) – average no. of working days   | <b>100% within 10 working days</b> | 22%   | 37%   |       |       |          | ✗      | Issues with receiving information from the County due to their system problems. Currently ongoing. Longest response time was 20 working days. |
|      | Deliver 210 affordable homes per year working with Registered Providers, Developers and Homes England t | <b>210 homes</b>                   |       |       |       |       |          | N/A    | Figures due at year end   |

## KPIs for Business Objective 2 - The Community




| Description                    | Symbol | Number of KPIs |
|--------------------------------|--------|----------------|
| Performance exceeds target     | ★      | 7              |
| Performance on target          | ✓      | 1              |
| Performance below target       | ✗      | 3              |
| Due to be reported at Year End | N/A    | 3              |



|     | Indicator  | Target     | Qtr 1        | Qtr 2        | Qtr 3 | Qtr 4 | Year End | Symbol | Comments  |
|-----|--|------------|--------------|--------------|-------|-------|----------|--------|---|
|     | <b>Regulatory Services</b>   |            |              |              |       |       |          |        |   |
| LI3 | No of Enviro-crime complaints acknowledged and initial investigation completed within 72 hours of receipt. | <b>94%</b> | 96%          | 99%          |       |       |          | ★      | This KPI relates to complaints about abandoned vehicles; dog fouling; fly posting; and fly tipping. |
|     | <b>Operations</b>  |            |              |              |       |       |          |        |   |
| LI4 | No of residents who think the town centres are clean and tidy  | <b>90%</b> | 97%          | 97%          |       |       |          | ★      |   |
| LI5 | Residual Household Waste Collected per household (Kgs) (target maximum given)                              | <b>110</b> | 109.47 (act) | 100.53 (est) |       |       |          | ★      | Q1 figures updated from estimated to actual   |

|      | Indicator   | Target     | Qtr 1           | Qtr 2           | Qtr 3 | Qtr 4 | Year End | Symbol | Comments  |
|------|---|------------|-----------------|-----------------|-------|-------|----------|--------|---|
| LI6  | % of household waste sent for reuse, recycling and composting | <b>51%</b> | 52.13%<br>(act) | 53.70%<br>(est) |       |       |          | ★      | Q1 figures updated from estimated to actual   |
| LI41 | No of sites with green flag status                            | <b>6</b>   | 6               | 6               |       |       |          | ✓      |   |
|      | <b>Wellbeing</b>  |            |                 |                 |       |       |          |        |   |
| LI7  | % of homeless cases resolved through prevention               | <b>35%</b> | 39%             | <b>29%</b>      |       |       |          | ✗      | High levels of crisis interventions reflects the demand on Housing Options which was the highest ever recorded in Q2 and external partners. Early interventions continue to be encouraged with partner agencies but is challenging in the current climate where all agencies are seeing increased demand. |
| LI8  | % of homeless cases resolved through relief                   | <b>65%</b> | 61%             | <b>71%</b>      |       |       |          | ✗      |   |
| LI9  | No of DFGs completed  | <b>20</b>  | 12              | <b>23</b>       |       |       |          | ★      | The new shared service continues to gather pace in delivery as all team members are now in post and developing successful working relationships with suppliers and contractors.   |

|      | Indicator   | Target | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | Year End | Symbol  | Comments  |
|------|---|--------|-------|-------|-------|-------|----------|---|---|
| LI10 | No of households referred for energy efficiency measures          | 8      | 13    | 7     |       |       |          |    | We are aware of issues and delays into ECO4 through OFGEM guidance, which we are currently working through. Aside from ECO 4 there are less energy efficiency schemes that are open for referrals during the summer months. The Home Upgrade Grant is a new scheme which is run by Staffordshire County Council and this is due to launch in Q3 which should increase the number of referrals into energy efficiency measures over the coming months. |
| LI11 | Empty Homes brought back into use following Officer interventions | 15     | 12    | 17    |       |       |          |    |   |
| LI12 | No of households given advice on energy efficiency                | 15     | 113   | 129   |       |       |          |  |   |
| LI52 | Overall reported crime in the Borough                             | 8410   |       |       |       |       |          | N/A   | Figures due at year end   |
| LI53 | Reported incidents of domestic abuse                              | 2959   |       |       |       |       |          | N/A   | Figures due at year end   |
| LI54 | Reported incidents of ASB   | 2031   |       |       |       |       |          | N/A   | Figures due at year end   |

## KPIs for Business Objective 4 - The Council

| Description                | Symbol  | Number of KPIs |
|----------------------------|---|----------------|
| Performance exceeds target |  | 1              |
| Performance on target      |  | 4              |
| Performance below target   |  | 1              |

|     | Indicator   | Target  | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | Year | Symbol  | Comments  |
|-----|---|---------|-------|-------|-------|-------|------|---|---|
|     | <b>Local Taxation and Benefits</b>                      |         |       |       |       |       |      |   |   |
| L13 | Days taken to process new HB/CT Claims                  | 20 days | 33.7  | 42.5  |       |       |      |    | Temporary resource needed to help to clear our backlog proved difficult to find but have recently been recruited. At the end of September, the backlog is reducing daily and we expect to be reporting improvements at the end of Q3.<br>Unfortunately whilst a backlog of older claims is being processed, the days to process indicator will remain high. |
| L14 | Days taken to process new HB/CT change of circumstances | 9 days  | 7.5   | 8.7   |       |       |      |  |   |

|  | <b>Indicator</b>                               | <b>Target</b>   | <b>Qtr 1</b> | <b>Qtr 2</b> | <b>Qtr 3</b> | <b>Qtr 4</b> | <b>Year</b> | <b>Symbol</b> | <b>Comments</b> |
|--|--|-----------------|--------------|--------------|--------------|--------------|-------------|---------------|-----------------|
|  | % of Council Tax collected annually            | 98% by year end | 28.8%        | 56.0%        |              |              |             | ✓             |                 |
|  | % National non-domestic rates (NNDR) collected | 98% by year end | 28.9%        | 60.4%        |              |              |             | ✓             |                 |
|  | <b>Calls</b>                                   |                 |              |              |              |              |             |               |                 |
|  | % of calls answered                            | 94%             | 94%          | 94%          |              |              |             | ✓             |                 |
|  | Average call wait time                         | 2 min           | 1.21         | 1.18         |              |              |             | ★             |                 |

**Agenda Item 4(c)****Future High Streets Fund - Capital Programme Change**

|                         |   |
|-------------------------|---|
| <b>Committee:</b>       | Cabinet                                     |
| <b>Date of Meeting:</b> | 7 December 2023                             |
| <b>Report of:</b>       | Head of Economic Development and Planning   |
| <b>Portfolio:</b>       | Economic Development and Planning Portfolio |

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**1 Purpose of Report**

- 1.1 To recommend approval to amend the capital programme to reflect the purchase of the Guildhall Shopping Centre as part of the Stafford Town Centre Transformation Programme supported by the Future High Streets Fund and investment from Stafford Borough and Staffordshire County Councils.

**2 Recommendations**

- 2.1 That Cabinet agree:
- 1) That the capital programme be updated to reflect the acquisition of the Guildhall Shopping Centre, Stafford.
  - 2) To delegate authority to the Head of Economic Development and Planning in consultation with the Deputy Leader, the Cabinet Member for Economic Development and Planning and the Council Section 151 Officer to take all necessary steps to complete the acquisition of the Guildhall Shopping Centre, Stafford.
  - 3) To delegate authority to the Head of Economic Development and Planning in consultation with the Deputy Leader, the Cabinet Member for Economic Development and Planning, the Council Section 151 Officer and the Stafford Town Centre Transformation Programme Board to progress the regeneration of the Guildhall Shopping Centre, Stafford. This will include appointment of external contractors, preparation and submission of regulatory approval applications, conducting relevant surveys and entering into any necessary license agreements to deliver the programme as a whole.
  - 4) To delegate authority to the Head of Economic Development and Planning in consultation with the Deputy Leader, Cabinet Member for Economic Development and Planning and the Council Section 151 Officer to develop and implement a business case for the future use and management of sites within the FHSF programme.

## **Reasons for Recommendations**

- 2.2 In February 2021 Council resolved to include the FHSF approved projects within the capital programme. At that point in time the Council were in discussions with the owners of the Guildhall Shopping Centre to work together to develop regeneration plans but due to commercial challenges within the private sector it is necessary for the Council to acquire the property to progress the project.

## **3 Key Issues**

- 3.1 The deadline for spending the FHSF element of funding for this programme is March 2024. Due to the complexities of regeneration projects and land acquisition in particular, this was always going to be challenging and in June 2023 DLUHC invited local authorities to request an extension until September 2024 which the Council has done.
- 3.2 Alongside that request the Council also submitted a change request on 21 August 2023 to DLUHC to reflect the new project being proposed at the former Co-op building in Greengate Street, Stafford which was approved by Cabinet on 5 October 2023.
- 3.3 Officers have explored alternative delivery models for regeneration of the Guildhall site and acquiring the shopping centre demonstrates the most appropriate use of government funds.

## **4 Relationship to Corporate Priorities**

- 4.1 The Stafford Town Centre Transformation Programme supports delivery of all four Business Objectives in the Council's Corporate Business Plan 2021-2024 by focussing significant public sector investment at the northern end of the town centre. It also delivers against the five Growth Priorities in the Economic Growth Strategy for Stafford Borough 2020-2025.

## **5 Report Detail**

- 5.1 On 26 December 2020 it was announced that Stafford Borough Council had been successful in receiving a provisional funding award of £14,377,723. The final award was confirmed and Council approval was sought in February 2021 for inclusion in the capital programme and also to secure the necessary co-funding from the Council.
- 5.2 The funding awarded was 69% of the total applied for meaning that the original plan to acquire the Guildhall Shopping Centre was no longer affordable. At the same time the shopping centre changed ownership and officers made contact with the new owners who were keen to work with the Council to bring forward the regeneration of the site.
- 5.3 Initial plans were being developed during 2021 at a time when the economic impacts of the pandemic were still quite volatile. With increasing costs and



uncertainty around inflation a commercial redevelopment scheme was not considered viable. As such, the current owners could either look to pause further investment in their site until such time that a redevelopment would become viable or sell the property on. Given that it could be a number of years before a commercial redevelopment could commence there is a strong likelihood that the majority of the shopping centre would remain empty in the interim. It is the Council's understanding that the current owner had no plans to market the empty retail units for occupancy.

- 5.4 The Council has committed to transforming the high street in Stafford and securing ownership of strategic sites is the key to moving regeneration projects forward. It is therefore recommended that to progress significant investment in the Guildhall Shopping Centre site within the next 3 to 5 years the Council should first acquire the site ahead of seeking a development partner. In doing so the Council can lead on the site preparation works necessary to attract private sector investment. The Council has negotiated a deal to purchase from the current owners, the Shopping centre (known as Guildhall), together with the disused multi-storey car park, surface car park, commercial units and retail units at the front of the centre, opposite to Market Square.
- 5.5 For the reasons set out in 5.3 and 5.4 it should be noted by Cabinet that the acquisition of the Guildhall, associated multi-storey and surface car parks and perimeter retail and office accommodation is not a commercial investment. The rationale is based on the need for regeneration and transformation of the town centre and is set out within the Valuation Report that is enclosed as **CONFIDENTIAL APPENDIX 1**.
- 5.6 Whilst the shopping centre and ancillary areas are not being bought on a commercial basis due to the challenges around financial viability it should be noted that the retail units fronting onto Market Square plus those immediately inside the arcade, along Crabbery Street and the offices at St Mary's Grove all have commercial value and will be managed by the Council once the purchase is complete. The Council will need to consider its future role regarding these assets and a business case will be prepared to look at the options and reported to Cabinet at a later date.
- 5.7 An initial programme has been drafted that would see public engagement starting early next year ahead of submission of a planning application. It should be noted that the funding currently available to the Council will enable preparation works such as demolition but private sector investment will need to be secured to deliver the redevelopment of the site.
- 5.8 The existing governance arrangements remain in place whereby the Stafford Town Centre Transformation Programme Board oversee the delivery of the regeneration schemes.
- 5.9 Members will be aware that the first phase of the transformation programme started on site in January with the refurbishment of Market Square which

reopened fully in October 2023. The £1m investment enables the area to be equipped to hold more events and specialist markets.

- 5.10 Phase 2 of the programme involves refurbishment of the area outside of Stafford Railway Station, improving the first impression we give to visitors that arrive by train and encouraging them to experience the award winning Victoria Park on their way into the town centre.
- 5.11 Phase 3 sees the redevelopment of the former Co-op Department store which will deliver a mixed use scheme of retail, food and beverage, residential and market provision.
- 5.12 Officers will report updates across the programme to Cabinet on a quarterly basis, in addition to any reports within the Economic Development and Planning Scrutiny Committee Work Programme.
- 5.13 This significant project forms part of a much wider, multi million pound investment programme in Stafford Town Centre with the Staffordshire History Centre works already underway, the business hub at Shire Hall reaching full capacity and plans taking shape around the Stafford Station Gateway and Eastgate areas.

## **6 Implications**

### **6.1 Financial**

There has been significant change to the original programme, with the removal of the former Marks and Spencer building from the project and its replacement with the former Co-op building.

The costings used to support these changes are based on best estimates provided by experts in their respective fields and as such the council can have confidence in them. In the recently submitted project adjustment request the funding has been adjusted to reflect the work done and changes to the project as below:

|                            |        |
|----------------------------|--------|
| Planned usage              | £ m    |
| FHSF grant                 | 13.399 |
| Public sector co - funding | 7.240  |
| Total                      | 20.639 |

The usage of the FHSF grant is less than the total allocation (£14.378m) at present due to the concerns around spending the grant before the deadline for its usage as per the grant conditions. At present there is a potential return to government of funds of £0.979m. This is at a moment in time however for the return. Officers are confident that money will be spent in full before the deadline

in an appropriate manner in line with the grant conditions to minimise the return to government of grant to ensure maximum investment in the schemes.

The main financial risks around the projects are around the potential unknowns which may arise during demolition/construction and the Council's ability to utilise the grant quickly enough before the spend deadline. As the unknowns are determined during the development of the scheme and tendering process they will be reported on and the finances updated accordingly.

At present the council has not completed the purchase of either building so purchase costs are based on the current negotiated position with the sellers. A subsequent report will follow once purchases are agreed detailing a project plan with spend profiles and timelines in line with best practice project management.

Professional advice has been taken in respect of the purchase and officers are satisfied with the conclusions reached as set out in **CONFIDENTIAL APPENDIX 2**.

## **6.2 Legal**

The Future High Streets Fund programme is already identified within the Council's capital programme but Cabinet approval is required to change the use of a previously approved capital expenditure scheme in accordance with the Financial Procedure Rules paragraph 4.5.

## **6.3 Human Resources**

N/A

## **6.4 Risk Management**

The most significant risk to the Council is that the shopping centre is acquired, site preparation works are begun but the Council is unable to secure a development partner to bring investment into the redevelopment. Part of the rationale for acquiring the site is to use the Future High Streets Fund award to undertake the site preparation works that impact the viability of a redevelopment scheme.

Whilst clawback doesn't exist on FHSF monies spent, there is a risk that unspent monies would have to be repaid. This would occur if the FHSF monies had not been committed within the permitted timescales. As such the Council may have begun work but are then unable to complete the site preparation works necessary to attract private sector investment. As such the Council could then be liable to funding the remaining works directly. Current projections are set out within the Financial Implications in 6.1 above, however with any project of this scale and nature timescales can be subject to change. The Council's maximum capital exposure for the site preparation works would be £3.4m. The Council has sufficient reserves to fund this amount should it be necessary.

The completion of the sale is contingent on actions being completed by the current owner. Progress of these actions is being monitored on a weekly basis to ensure completion.

Deliverability within the FHSF timescales remains a challenge although the original spend deadline of March 2024 may now be extended following an application to DLUHC. Similarly, the Council has now had confirmation from DLUHC in June 2023 that clawback of funds on incomplete projects will not apply. Detailed project planning and the use of robust project management principles will provide a framework for monitoring this risk.

Securing planning and other regulatory consents is critical to creating the investment opportunity set out above.

Early dialogue with relevant officers to highlight any policy or technical issues with proposals has taken place and planning and building control colleagues will be engaged throughout the life of the project.

There are revenue implications associated with acquiring the Guildhall Shopping Centre (Business Rates and insurance liabilities) but the Council will apply for approval for demolition ahead of detailed planning permission to enable site preparation work to start swiftly, limiting the revenue costs. Insurance colleagues will be supporting the procurement process to ensure that the necessary insurances are in place with relevant contractors.

The Council is acquiring the Guildhall Shopping Centre as a regeneration opportunity and not on a commercial basis. Professional advice has been taken in this respect and officers are satisfied with the conclusions set out in **CONFIDENTIAL APPENDIX 2**.

A detailed risk assessment forms part of the project change request to DLUHC and is actively monitored as part of the wider FHSF programme.

## **6.5 Equalities and Diversity**

An initial Community Impact Assessment has been completed related to the purchase of the land and the main impacts identified are captured within sections 6.1 and 6.4 of this report.

## **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 Project Delivery Team will work with colleagues and partners to ensure opportunities to reduce health inequalities are maximised.

## **6.7 Climate Change**

Climate change and sustainability will be considered as part of the design work associated with this project.

## **7 Appendices**

Appendix 1 and 2: **CONFIDENTIAL**

## **8 Previous Consideration**

Council - 23 February 2021 - Minute No C100/21

Cabinet- 5 October 2023 - Minute No CAB26/23

## **9 Background Papers**

None

**Contact Officer:** Michelle Smith

**Telephone Number:** 01785 619335

**Ward Interest:** Forebridge

**Report Track:** Cabinet 7 December 2023 (Only)

**Key Decision:** Yes

**Agenda Item 4(d)****Shakespeare Production 2024**

|                         |                   |
|-------------------------|-------------------|
| <b>Committee:</b>       | Cabinet           |
| <b>Date of Meeting:</b> | 7 December 2023   |
| <b>Report of:</b>       | Head of Wellbeing |
| <b>Portfolio:</b>       | Leisure Portfolio |

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**1 Purpose of Report**

- 1.1 To present the evaluation of A Midsummer Night's Dream at the Gatehouse Theatre in June 2023 and seek approval to hold the annual Shakespeare production to be staged at the Gatehouse Theatre in 2024.

**2 Recommendations**

- 2.1 That Cabinet note the content of the report, in particular the evaluation of the 2023 production of A Midsummer Night's Dream;
- 2.2 That Cabinet agree to the 2024 Shakespeare production being held at the Gatehouse Theatre;
- 2.3 That authority be delegated to the Head of Wellbeing (in consultation with the Cabinet Member for Leisure) to determine the location of the Shakespeare production in future years following consideration of the budget implications.

**Reasons for Recommendations**

- 2.4 2023 was the first year that the annual Shakespeare production was held at the Gatehouse Theatre, it was previously held at Stafford Castle. The production requires significant subsidy to take place and the subsidy required for the production to be held at the Gatehouse is lower than at the Castle. Given the financial challenges facing Freedom Leisure last year and to ensure the Shakespeare festival went ahead in Stafford it was agreed to move the production. These financial pressures remain and again it is recommended that the production is held at the Gatehouse. If this is agreed, it is further recommended in order to make timely decisions, that authority is delegated in future years to the Head of Wellbeing in partnership with the Cabinet Member for Leisure to determine where the production is held.

### **3 Key Issues**

- 3.1 In December 2022, Cabinet agreed to provide Freedom Leisure financial support in 2022/2023 and 2023/2024 because of significant budgetary pressures on the contract, in particular due to the increase in energy costs. Cabinet agreed that officers should work with Freedom Leisure to minimise the level of financial support required from the Council and improve the sustainability of the contract. This work has taken place over the past year and will continue to take place as the Council works with Freedom Leisure to explore efficient energy options, as well as striving to improve the service offer to enhance the customer experience.
- 3.2 As part of this, it was agreed that the annual Shakespeare production would be moved from Stafford Castle to the Gatehouse to minimise the subsidy and ensure the production went ahead.
- 3.3 Financial pressures continue and it is recommended that the production in 2024 should be held at the Gatehouse Theatre.

### **4 Relationship to Corporate Priorities**

- 4.1 The recommendations in this report support the following corporate business objectives:
- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing; and
  - To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

### **5 Report Detail**

- 5.1 The move of A Midsummer Night's Dream to the Gatehouse ensured the production could go ahead. It also realised the key objectives of continuing to deliver a positive experience to borough residents and visitors, reducing the financial pressure and risk to Freedom Leisure and managing the production within the financial envelope with available resources. Feedback on social media was positive as were reviews from industry critics. Town Centre hotels, restaurants and bars have confirmed a significant increase in bookings and customers during the run of performances.
- 5.2 An evaluation was conducted following the production with 1,505 customers contacted and 447 responding. The overwhelming response was positive with 91% of respondents rating the overall quality of the production excellent or good and 90% rated the overall experience either excellent or good.

- 5.3 Additional benefits were realised by holding the production at the Gatehouse, with 95% of respondents saying they were more likely to visit the Gatehouse because of their experience and 92% were more likely to visit Stafford Shakespeare.
- 5.4 22% of respondents were new customers who hadn't previously attended Shakespeare at the Castle, 26% of respondents preferred Shakespeare at the Castle to the Gatehouse and 44% said that it was a different experience rather than saying it was better or worse.
- 5.5 Occupancy levels were lower for A Midsummer Night's Dream at the Gatehouse in 2023 at 46% compared to productions at the Castle of 71% in 2022 and 55% in 2019. However, as the Gatehouse Theatre team were not required to be on site at the Castle for the 2023 production, the Theatre was able to stage 15 extra events with over 2,000 attendees. School tours were also able to continue at the Castle. It should also be noted that it is likely that the 2022 production saw higher occupancy because of the cancellation of performances during the pandemic and tickets transferring to the 2022 production. This allowed a significant time window for tickets to have been purchased.
- 5.6 The December 2022 Cabinet Report where approval was given for the relocation of the production had a section on advantages and disadvantages of holding Shakespeare at the Gatehouse. The following table shows whether those advantages and disadvantages were realised.

| <b>Advantages</b>  | <b>Disadvantages</b>  | <b>Outcomes</b>   |
|--|---|---|
| It is unlikely that Freedom Leisure would make a request for support from the Council for the production | Although the production would be delivered as a special event and a highlight of the Theatre schedule, it is not possible to replicate the unique atmosphere of Stafford Castle | <ul style="list-style-type: none"> <li>• No request made for support from the council, the significant reduction in the temporary infrastructure costs for items such as toilets, seating, stage, hospitality marquees etc. meant that the overall deficit was greatly reduced</li> <li>• 86% said the ambience of the theatre was good/excellent</li> <li>• 26% of respondents felt the production was not as good at the theatre when compared to previous events at the castle however 45% said it was a different experience and 22% were new audience members</li> </ul> |



|  |   |   |
|--|---|---|
|  |   | <ul style="list-style-type: none"> <li>90% rated their overall experience as good/excellent</li> </ul>  |
| Logistical issues and risk to ticket sales in the event of bad weather is removed  | A new venue would bring an element of uncertainty regarding ticket sales                          | <ul style="list-style-type: none"> <li>No performances had to be cancelled or postponed and there was no requirement for further expenditure on event infrastructure</li> <li>92.3% of respondents said they were more likely to attend future Shakespeare shows and 95% said they were more likely to visit the theatre again</li> <li>5031 tickets were sold, 46.1% occupancy compared to 55% in 2019</li> </ul>  |
| The lead in and take down time for the production is significantly reduced, meaning that Gatehouse staff can retain focus on operations at the Theatre | The missed opportunity to showcase Stafford Castle as a tourist destination for visitors          | <ul style="list-style-type: none"> <li>In 2022 the theatre was 'dark' with no shows for 6 weeks however in 2023 the Gatehouse staged 15 events generating extra income with an additional 2000 attendances</li> <li>The Castle site was not fully accessible to visitors during the build, production and take-down period for approx. 8 weeks in 2022, however in 2023 school tours and other events could continue and there was no impact on grounds/DMV field used for car parking</li> </ul> |
| Showcase the Gatehouse Theatre as a destination for future visitors  | There may be complaints from customers who wish for the production to continue at Stafford Castle | <ul style="list-style-type: none"> <li>Customer feedback showed that a quarter of respondents preferred the Castle experience but equally overall experience, ambience, accessibility, FOH staff, likelihood of a return visit to the theatre and for the Shakespeare production were rated at 85-95% as</li> </ul>   |

|  |   |  |
|--|---|--|
|  |   | <p>good/excellent and 'more likely'</p> <ul style="list-style-type: none"> <li>The indoor venue meant that there were more opportunities to create theatrical special effects with lighting, sound and scenery</li> </ul>  |
| <p>There will be an increase in footfall to Stafford town centre, supporting the night-time and visitor economies</p>        | <p>The pricing structure will need careful consideration and premium pricing is unlikely to be feasible</p> | <ul style="list-style-type: none"> <li>Town Centre hotels, restaurants and bars have confirmed a significant increase in bookings/customers during the run and were planning staffing and food production in line with the programme</li> <li>The pricing structure was reviewed and reduced from the premium price previously charged at the castle (£40) with an Early Bird price and other limited offers introduced as required from £20</li> <li>When asked one third of respondents agreed that £20-£25 was a fair price; two thirds said that a higher price of £25-£35 was fair</li> </ul> |
| <p>The Theatre is a more accessible venue for customers with disabilities</p> <p>General access and transportation links</p> |   | <ul style="list-style-type: none"> <li>89.2% of respondents rated the accessibility as good/excellent and 10.6% as average</li> <li>Parking/travel was considered good/excellent by 70.1% and a further 22.6% rated it as average; the train station central location being in walking distance of the theatre</li> <li>Taxi and bus companies benefitted from increased business</li> </ul>   |
| <p>The Theatre may be regarded as more attractive for customers, staff</p>   |   | <ul style="list-style-type: none"> <li>86% rated the ambience as good/excellent, 13% rated it as average.</li> </ul>   |

|   |  |   |
|---|--|---|
| <p>and volunteers who would prefer to not be exposed to extremes of temperature or inclement weather</p>  |  |   |
| <p>As staff will remain on site at the Theatre, events can be held in the MET room, enabling greater secondary spending to increase income and to hold spin off events such as school events and meet the cast events</p> |  | <ul style="list-style-type: none"> <li>• In 2022 no shows took place in June into July. This year there were 15 separate productions/events over the set up/run. These were attended by 2000 people generating additional ticket income and secondary spend.</li> <li>• The Fairy Academy production took place in the MET Studio and targeted 5-9 yr. olds this was attended by over 500 local children and parents – ‘a brilliant introduction to theatre, my daughter now wants to be a fairy forever!’</li> <li>• The Gatehouse benefitted from direct secondary spend through merchandise, bar and catering sales with hospitality services provided by a third party in previous years at the Castle</li> </ul> |
| <p>The opportunity for spin off night-time events such as specialist catering and street theatre in Market Square or the surrounding streets to further support the night-time economy</p>                                |  | <ul style="list-style-type: none"> <li>• Due to the ongoing works in Market Square these areas were not available for special events this year however the team worked closely with local suppliers including Cup-a-Cha, The Post House, The Swan, The Vine, The Shrewsbury Arms and this boosted the night-time economy</li> </ul>   |

- 5.7 The current environment remains challenging for those operating leisure facilities, as venues are recovering from the Covid 19 pandemic there have been significant pressures on the cost of living, resulting in less disposable income for residents. Significant utility bill increases have been widely publicised, and costs remain high.
- 5.8 Discussions between Freedom Leisure and the Council are ongoing around reducing costs, maintaining, or increasing income to reduce the level of financial support that the Council provides to Freedom Leisure. The Shakespeare production is key to these discussions. The same issues that applied last year to the decision remain.
- 5.9 The costs to build all the infrastructure to create an outdoor theatre at the Castle site are significant and post covid even more so with increases to raw materials and contractor costs. For the production to be held at the Castle, funding is required to build the set and stage, seating and ballast, for plant hire, sanitation and waste, on site security and for lighting and sound hire. There are several expenditure lines that are essential regardless of the location including scenery and sets, technical staff and actors however these are more controllable within a theatre environment and there is less risk, uncertainty and need for contingency when compared to working in an outdoor location. It should also be noted that costs in a number of areas have also increased, in particular in relation to actor fees.
- 5.10 As well as the savings set out in paragraph 5.9, Freedom Leisure benefits from secondary sales if the event is held at the Gatehouse. The Gatehouse was also able to hold additional events during the time Shakespeare was running in 2023, rather than having to close the theatre for this period of time.
- 5.11 A detailed breakdown of the actual costs of holding the events over the past 4 years is set out in the **CONFIDENTIAL APPENDIX**, along with projected costs for the production in 2024.

## 6 Implications

### 6.1 Financial

The decision on where to hold the Shakespeare production does not have a direct impact on the Councils budget as the requirement is contained within the Leisure contract with Freedom. However, this will have a knock-on effect on the potential viability of the contract if there is a significant loss experienced on production and the Leisure provider cannot operate a balanced overall contract position. The **CONFIDENTIAL APPENDIX** shows a reduction in the overall net cost of holding Shakespeare at the Gatehouse from 2022 to 2023, this does include the net benefit of additional shows held at the Gatehouse during this time due to not holding the event at the Castle.

## **6.2 Legal**

The leisure concession contract requires the Operator to run an annual Shakespeare production at Stafford Castle. Any change to this requirement therefore requires the agreement of the Council.

## **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: Confidential Costings

## **8 Previous Consideration**

None

## **9 Background Papers**

Freedom Leisure Contract, Cabinet, December 2022

|                          |                                |
|--------------------------|--------------------------------|
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| <b>Ward Interest:</b>    | All                            |
| <b>Report Track:</b>     | Cabinet 7 December 2023 (Only) |
| <b>Key Decision:</b>     | No                             |