

<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Judith Aupers</b>
<b>Contact Number:</b>	<b>01543 464 411</b>
<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 30/03/23</b>

**Cabinet**  
**30 March 2023**  
**Priority Delivery Plans for 2023-24**

**1 Purpose of Report**

- 1.1 To obtain Members' approval of the Priority Delivery Plans for 2023-24, that detail the key projects and actions to support the delivery of the priorities and objectives set out in the Corporate Plan 2022-2026.

**2 Recommendation(s)**

- 2.1 Cabinet is asked to approve the Priority Delivery Plans for 2023-24.

**3 Key Issues and Reasons for Recommendations**

**Key Issues**

- 3.1 The Corporate Plan 2022-26, approved by Council on 27 April 2022, sets out the priorities and strategic objectives of Cannock Chase District Council.
- 3.2 The Corporate Plan is supplemented with the 4 -Year Priority Delivery Plans which set out how the Council will achieve progress against its priorities and strategic objectives. Each year annual delivery plans are produced to establish the key projects and actions and timetable for delivery that year and these underpin the performance reporting framework.

**Reasons for Recommendations**

- 3.3 Adopting a set of annual Priority Delivery Plans provides a focus on the delivery of the priorities set out in the Corporate Plan and provides for effective management of limited resources.

## 4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) The Corporate Plan sets out the Council's, priorities and strategic objectives for the period 2022-26, and is therefore a central element of the corporate priority planning process. The annual Priority Delivery Plans set out the key projects and actions to be delivered in support of the priorities and objectives.

## 5 Report Detail

### Corporate Plan

- 5.1 In April 2022, Council approved a revised Corporate Plan 2022-26, establishing the priorities and strategic objectives for the next four years. The Corporate Plan is underpinned with a set of 4-Year Priority Delivery Plans (PDPs). The PDPs explain in more detail the key projects and actions that will be delivered over the term of the Corporate Plan. These plans build on the high-level actions set out in the Corporate Plan for each of the priorities.
- 5.2 Annual PDPs are produced to outline the key milestones and target dates for completion of the projects due to be delivered in that year. The annual delivery plans form the basis of the performance management reports received by the Cabinet and Scrutiny Committees on a quarterly basis.
- 5.3 The actions outlined in the 4-Year Priority Delivery Plans as being due in 2023-24 have been reviewed and together with some new projects and slippage from 2022-23 now form the basis of the annual PDPs for the coming year.
- 5.4 Alongside the Priority Delivery Plans (PDPs), there is a set of performance indicators which have been produced to reflect operational performance across the Council. These are set out in Appendix 2.

## 6 Implications

### 6.1 Financial

The Corporate Plan sets out the priorities and strategic objectives of Cannock Chase District Council for the four years 2022-26. The annual Priority Delivery Plans for 2023-24 set out how the Council will achieve progress against its strategic objectives in accordance with the existing revenue and capital budgets already approved by Council.

### 6.2 Legal

None.

### 6.3 Human Resources

None.

**6.4 Risk Management**

The risks relating to the Corporate Plan are set out in the Strategic Risk Register. Risks relating to specific projects will be assessed as part of the management arrangements for that project.

**6.5 Equality & Diversity**

Equality Impact assessments will be completed for relevant projects and strategies as the work progresses

**6.6 Climate Change**

None.

<b>7 Appendices to the Report</b>
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Appendix 1A: Economic Prosperity - Priority Delivery Plan 2023-24

Appendix 1B: Health & Wellbeing - Priority Delivery Plan 2023-24

Appendix 1C: The Community - Priority Delivery Plan 2023-24

Appendix 1D: Responsible Council - Priority Delivery Plan 2023-24

Appendix 2: Key Performance Indicators

**Previous Consideration**

None.

**Background Papers**

None.

## Priority Delivery Plan for 2023-24

### PRIORITY 1 - ECONOMIC PROSPERITY “To reinvigorate the economy and create a District that thrives”

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
<b>Attract investment to develop the District’s economy</b>					
Deliver the Levelling Up Fund regeneration scheme for Cannock Town Centre, creating a new cultural hub and high-quality public realm.	<ul style="list-style-type: none"> <li>• Secure outline planning consent for LUF scheme</li> <li>• Approval of design and cost plan</li> <li>• Commence Demolition and clearance of existing sites</li> </ul>	X X			X
Work in partnership to secure investment in major projects to create confidence in our District.	<ul style="list-style-type: none"> <li>• Participate in the UKReIFF 2023 event to promote the District to developers /investors</li> </ul>	X			
	<ul style="list-style-type: none"> <li>• Re-development of former Rugeley Power Station as a Zero Carbon community - owner to commence build out of development scheme</li> </ul>				X
	<ul style="list-style-type: none"> <li>• Cannock Railway Station - transformational upgrade. Detailed business case and funding strategy (Carried forward from 22/23 PDP)</li> </ul>	X			
Identify a pipeline of future projects to support economic growth opportunities and the rejuvenation of our town centres across Rugeley, Hednesford, Cannock and the surrounding villages and maximise investment and funding into the District.	<ul style="list-style-type: none"> <li>• Delivery of projects set out in the Council’s approved UKSPF Investment Plan</li> </ul>				X
<b>Encourage entrepreneurship, promote apprenticeships, and support business</b>					
Seek to identify and promote employment sites for new and growing businesses.	<ul style="list-style-type: none"> <li>• New employment allocations to be identified via new Local Plan</li> </ul>		X	X	X
	<ul style="list-style-type: none"> <li>• Develop proposal for business workspace in Levelling Up Fund project</li> </ul>		X		

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
Work with established Growth and Skills Hubs to streamline and simplify access to business support services, access to training and apprenticeships.	<ul style="list-style-type: none"> <li>Promote availability of support from existing Growth and Skills Hubs to increase business referrals.</li> </ul>				X
Continue to work with partners to secure additional funding to be able to continue business growth and start-up schemes.	<ul style="list-style-type: none"> <li>Commission and procure new start up support provision utilising UKSPF funding</li> </ul>		X		
<b>Attract modern, green, and skilled industries and create jobs</b>					
Work with our Colleges and training providers to equip young people and all residents with skills they need to access employment opportunities.	<ul style="list-style-type: none"> <li>Commission and fund Cannock Construction Excellence project (South Staffordshire College) utilising UKSPF allocation</li> </ul>	X	X		
Work with partners to identify and support businesses to become more carbon efficient and identify opportunities to create green jobs in our District.	<ul style="list-style-type: none"> <li>Commission and fund Staffordshire Net Zero pathfinder project</li> </ul>	X	X		
<b>Rejuvenate our town centres</b>					
Identify opportunities to improve public realm in our town centres.	<ul style="list-style-type: none"> <li>Cannock Town Centre - LUF investment in public realm enhancements - sign off of detailed scheme and cost plan</li> </ul>		X		
	<ul style="list-style-type: none"> <li>Rugeley Boardwalk - replacement scheme - review inflation and construction cost pressures and present options to Cabinet</li> </ul>			X	
Work with town/parish councils, local businesses, and traders to support the development of initiatives to increase vibrancy of our town centres and increase footfall.	<ul style="list-style-type: none"> <li>Launch the 'Thriving Communities' project and invite Town and Parish Councils to bid for funding</li> </ul>	X	X		

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
<b>Support the development of our visitor economy</b>					
Work with Destination Staffordshire to promote our key attractions, accommodation providers and events.	<ul style="list-style-type: none"> <li>• Work with DMP to deliver the county wide visitor economy strategy</li> </ul>			X	X
	<ul style="list-style-type: none"> <li>• Participate in joint marketing initiatives and development of themed campaigns</li> </ul>			X	X
	<ul style="list-style-type: none"> <li>• Evaluation of Destination Staffordshire investment</li> </ul>				X
Maximise the legacy of the 2022 Commonwealth Games by using the event to help boost the District's profile.	<ul style="list-style-type: none"> <li>• Explore options for new visitor accommodation/ eco accommodation to encourage those visiting Cannock Chase Forest to stay in the District</li> </ul>			X	X

## Priority Delivery Plan for 2023-24

## PRIORITY 2- HEALTH &amp; WELLBEING “To encourage and support residents to lead healthy and independent lives”

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
<b>Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing</b>					
Work with Inspiring Health Lifestyles (IHL) leisure trust and other stakeholders to deliver campaigns/programmes to promote the benefits of being active and living healthily.	<ul style="list-style-type: none"> <li>Work with IHL, partners, stakeholders and schools on increasing participation in sports and wellbeing activities and bid for funding where appropriate.</li> </ul>	X	X	X	X
Promote the use “Cannock Chase Can” online app to support people in leading healthy lifestyles.	<ul style="list-style-type: none"> <li>Develop evaluation tool - Cannock Chase Can Portal</li> <li>Develop new app features and functionality</li> <li>Deliver activities within the community - bespoke projects</li> <li>Organise Cannock Chase Can showcase event</li> <li>Establish a Cannock Chase Can zone at Hednesford’s annual Festival</li> <li>Embed Cannock Chase Can into the infrastructure of IHL (Wellbeing offer)</li> <li>Create a Cannock Chase Can Wellbeing Hub using existing leisure and cultural venues</li> </ul>		X	X	X
Encourage residents to walk or cycle to and from work and school.	<ul style="list-style-type: none"> <li>Adopt and work towards the objectives within the Councils green travel strategy</li> </ul>		X	X	X
	<ul style="list-style-type: none"> <li>Work with partners to create attractive and safe walking and cycling routes</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>Work with schools to promote walking and cycling to school</li> </ul>		X	X	
	<ul style="list-style-type: none"> <li>Opportunities to be identified as part of the planning application process</li> </ul>		X		

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
Deliver lasting legacy projects from the Commonwealth Game Mountain Bike event, (i.e., Mountain Bike (Perry) Trail and Bike and Play trail).	<ul style="list-style-type: none"> <li>Encourage and incorporate cycle and wheeled sports play and areas into play areas / parks where possible</li> </ul>	X	X	X	X
<b>Embed health and wellbeing into all of our policies and everything that we do</b>					
Develop a Health and Wellbeing Strategy (HWB).	<ul style="list-style-type: none"> <li>Present strategy to Cabinet for adoption</li> </ul>	X			
	<ul style="list-style-type: none"> <li>Integrate strategy actions / milestones into mainstream service delivery.</li> </ul>		X	X	X
<b>Work with partners to address health inequalities across the District</b>					
Work with Staffordshire County Council to deliver the “Better Health Staffordshire” (BHS) Pilot Project.	<ul style="list-style-type: none"> <li>Provide constructive input, advice and assistance with the project to SCC and other partners</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>Ensure opportunities for the Cannock Chase Can Initiative and App to contribute to BHS continue to be aired and maximized</li> </ul>	X	X	X	X
<b>Support residents that need our help</b>					
Work with partners to encourage the take up of benefits for by residents with low incomes.	<ul style="list-style-type: none"> <li>Project team to initiate cross service working to promote take up of benefits</li> </ul>	X	X	X	X
Work on fuel poverty with partners, such as Staffordshire Warmer Homes.	<ul style="list-style-type: none"> <li>Project Team to identify and assist households suffering fuel poverty, through awareness campaigns and promotion activity.</li> </ul>	X	X	X	X
Work with partners to safeguard the most vulnerable people within our district.	<ul style="list-style-type: none"> <li>Deliver Partnership campaigns to raise awareness of key issues and support pathways for key issues affecting the district.</li> </ul> <p>The themes will be determined following annual Community Safety Strategic Assessment.</p>	X	X	X	X



**Item No. 6.9**

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
Provide funding to voluntary organisations to provide free independent, impartial, and confidential advice to our residents.	<ul style="list-style-type: none"><li>Funding to voluntary organisations is reviewed annually to ensure that appropriate advice &amp; support for residents is commissioned.</li></ul>	X			

## Priority Delivery Plan for 2023-24

## PRIORITY 3 - THE COMMUNITY “To ensure Cannock Chase is a place that residents are proud to call home”

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
<b>Ensure our neighbourhoods are safe, clean, and tidy</b>					
Engage with young people at risk of engaging in ASB through targeted diversionary activities across the district.	<ul style="list-style-type: none"> <li>Deliver annual programme of diversionary activities across the district</li> </ul>	X	X	X	X
<b>Maintain our local parks and green spaces</b>					
Undertake a review of all our play areas.	<ul style="list-style-type: none"> <li>Carry out capital play area refurbishments as per the programme</li> </ul>	X	X	X	X
Provide support and opportunities to community groups wishing to take on more responsibility for improving and developing open spaces and play areas.	<ul style="list-style-type: none"> <li>Improve links with existing Friends Groups and create a ‘Friends of Parks Groups’ Strategy</li> </ul>	X	X	X	X
<b>Encourage residents to live a sustainable lifestyle</b>					
Work with partners and the local community to support appropriate tree and planting schemes.	<ul style="list-style-type: none"> <li>Work with internal and external partners, local schools etc to identify suitable sites for community planting schemes.</li> </ul>		X	X	X
	<ul style="list-style-type: none"> <li>Carry out community planting at suitable identified sites</li> </ul>			X	X
	<ul style="list-style-type: none"> <li>Look to create wild planting areas on parks and open spaces</li> </ul>	X	X	X	X
Undertake campaigns to raise awareness of the ways in which residents can reduce their impact on the environment.	<ul style="list-style-type: none"> <li>Carry out annual waste reduction/recycling/climate change campaigns</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>Work with schools, other educational establishments and partners, to promote sustainability, environment, and climate change awareness</li> </ul>		X	X	

**Item No. 6.11**

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
Develop a Sustainability Strategy and action plan to reduce the Councils impact on the climate.	• Adopt a Council Sustainability Strategy			X	
	• Work towards the objectives of the Council’s sustainability strategy			X	X
Encouragement of Districtwide Sustainability	• Work with local government and external partners on improving the districts sustainability and lowering its carbon emissions	X	X	X	X
Work with partners to support the delivery of the zero-carbon pilot scheme in Rugeley and its legacy when ended.	• Continue to work with and support EQUANS, partners and other stakeholders on the delivery of the Zero Carbon Rugeley Scheme and legacy during and towards the end of its lifecycle	X	X	X	X
<b>Improve the housing offer across the District</b>					
Increase housing choice.	• Deliver sufficient supply of homes to provide for housing choice and ensure all people are able to live in a decent home	X	X	X	X
	• Help meet local need for a wide variety of housing, including: <ul style="list-style-type: none"> <li>▪ affordable dwellings; and</li> <li>▪ aspirational housing</li> </ul>	X	X	X	X
Work with other housing providers and landlords to ensure that their properties are safe and healthy.	• Review and update policies and procedures, as legislation is updated, changes and/or is created in relation to health and safety in public and private sector housing	X	X	X	X
<b>Ensure our communities are well designed, accessible, and inclusive environments</b>					
Adopt a new Local Plan for the district.	• Council approval and Submission to Secretary of State for examination Spring 2023	X			
	• Examination in Public Summer 2023		X		
	• Adoption Spring 2024				

**Item No. 6.12**

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
<b>Support and build strong connections within our local communities</b>					
Work with partners to support community events.	<ul style="list-style-type: none"> <li>• Regular meetings with town and parish councils</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>• Identify options for supporting community events</li> </ul>			X	

## Priority Delivery Plan for 2023-24

### PRIORITY 4 - RESPONSIBLE COUNCIL “To be a modern, forward thinking and responsible Council”

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
<b>Improve our customers' access to services</b>					
Develop a new customer portal to deliver better access to services on-line.	• Implementation of new system - Phase 1		X		
	• Development of new e-forms and processes			X	X
<b>Enhance the use of technology and new ways of working</b>					
Update our digital technology strategy and plan future improvements.	• Review of digital strategy and development of action plan	X			
<b>Develop our workforce to ensure they are suitably skilled</b>					
Develop and deliver a workforce plan.	• Overarching framework for workforce plan to be developed		X		
	• Review of the trial of the hybrid working model and policy development	X			
<b>Be a responsible Council that lives within its means and is accountable for its actions</b>					
Set a Medium-Term Financial Strategy (MTFS).	• A rolling MTFS produced each year.			X	
	• Delivery of savings for the budgets for 23/24 and 24/25	X	X	X	X
	• Implementation and transformation of shared services, including the delivery of savings	X	X	X	X
<b>Make the best use of our assets</b>					
Undertake a corporate wide review of our assets and develop a new Asset Strategy.	• Undertake a programme of strategic review of the Council's non-HRA land and property assets	X	X	X	X
	• Develop the business case to create a new Civic Hub in Cannock town centre as part of the Levelling Up Fund scheme.		X		

**Item No. 6.14**

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4
Identify opportunities for funding for green initiatives to improve energy efficiency of our buildings.	<ul style="list-style-type: none"> <li>• Develop an Energy Management Strategy</li> </ul>	X			
	<ul style="list-style-type: none"> <li>• Develop asset management plans</li> </ul>			X	X
	<ul style="list-style-type: none"> <li>• Identify “green” funding opportunities to support asset requirements</li> </ul>				X

## Key Performance Indicators (KPIs) for 2023/24

### KPIs for Priority 1 - Economic Prosperity “To reinvigorate the economy and create a District that thrives”

Indicator	Target
<b>Planning</b>	
Major Planning Applications determined within time	60%
Non-major Planning Applications determined within time	70%
<b>Building Control</b>	
Applications registered and acknowledged within 3 days of valid receipt	90%
Full plans applications with initial full assessment within 15 days of valid receipt	70%

### KPIs for Priority 2 - Health and Wellbeing “To encourage and support residents to lead healthy and independent lives”

Indicator	Target
<b>Leisure</b>	
Number of leisure and wellbeing service users	800,000
Number of individuals engaged through Cannock Chase Can activities and initiatives, including the App	N/A

### KPIs for Priority 3 - The Community “To ensure Cannock Chase is a place that residents are proud to call home”

Indicator	Target
<b>Waste Collection</b>	
% Household waste sent for re-use, recycling and composting. <i>Breakdown:</i> <i>Recycling (dry)</i> <i>Composting (garden)</i>	50%
Missed bin collections (including assisted)	1,000
<b>Environmental Health</b>	
% of food businesses inspected which are broadly compliant (rating of 3 or better)	N/A
<b>Homelessness</b>	
% of homeless cases resolved through prevention assessed under prevention duty	N/A
% of homeless cases assessed under relief duty	N/A

Indicator	Target
<b>Housing</b>	
Rent collected as proportion of rent due	100%
Rent arrears - former tenants (FTA)	£500k
Average re-let time for Voids	52
% emergency repairs completed in time	100%

#### KPIs for Priority 4 - Responsible Council “To be a modern, forward thinking and responsible Council”

Indicator	Target
<b>Local Taxation and Benefits</b>	
Days taken to process new HB/CT Claims	20 days
Days taken to process new HB/CT change of circumstances	9 days
% of Council Tax collected annually	98% by year end
% National non-domestic rates (NNDR) collected	98% by year end
<b>Land Charges Searches</b>	
Turnaround time for land charges searches (excluding personal searches) – average no. of working days	10 working days
<b>Calls, Complaints and FOI requests</b>	
% of calls answered	94%
Average call wait time	2 min
Complaints received and upheld:	
<b>Total stage 1 complaints</b>	N/A
<i>Upheld in full</i>	
<i>Upheld in part</i>	
<b>Total stage 2 complaints</b>	N/A
<i>Upheld in full</i>	
<i>Upheld in part</i>	
FOI requests within time i.e., 20 working days	85%
<b>Finance</b>	
Percentage of invoices paid within 30 Days	