

Report of:	Head of Governance and Corporate Services
Contact Officers:	Judith Aupers
Telephone Nos:	01543 464411
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet 15/10/20

CABINET
15 OCTOBER 2020
New Corporate Plan for 2021-24

1 Purpose of Report

- 1.1 The purpose of this report is to set out the process for the production of a new three-year Corporate Plan for 2021-24 to replace the existing Corporate Plan 2018-23.
- 1.2 The report includes the outline timetable to produce the new plan and an outline of how engagement with the local community and stakeholders will be undertaken in the development of the plan.

2 Recommendations

- 2.1 That Members approve the proposed priorities/objectives and the commencement of public engagement on these in preparation for a new Corporate Plan for 2021-24.
- 2.2 That Members note the timetable for the development of a new Corporate Plan.

3 Key Issues and Reasons for Recommendation

Key issues

- 3.1 COVID-19 has had a devastating impact on our community, the local economy and the Council's own finances and organisational capacities (particularly in the early part of the pandemic). More positively, the pandemic saw the emergence of significant new voluntary activity, with mutual aid being offered across the District and within neighbourhoods which included helping people with shopping, access to medication and befriending.

- 3.2 In May 2020, Cabinet approved the Council's initial proposals for recovery from the pandemic. The outline proposals have now been developed into a comprehensive Recovery Strategy. One of the key actions set out in this strategy is to review the Council's current priorities to ensure that they take account of the impact that the pandemic has had on the District. Rather than simply refreshing the current Corporate Plan which is due to run to 2023, a full review is to be undertaken to produce a new Corporate Plan for 2021-24. This will allow the Council to take a strategic look at how the pandemic situation may change life on an ongoing basis for our residents, businesses and the Council as an organisation.
- 3.3 We will use engagement with the community and our stakeholders to inform and involve them in determining the priorities and objectives of the Corporate Plan. It will provide us with the opportunity to explain why we are undertaking the production of a new plan now and what this will aim to do and, importantly, provide an opportunity to actively listen to the views of those we engage with and at the time help develop the way the Council engages in the future.

Reason for Recommendation

- 3.4 Producing a new Corporate Plan allows the Council to reflect on the impact that COVID-19 has had on Cannock Chase District. It will help to frame a longer-term approach to economic and social recovery and consolidate all planning into one comprehensive document.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Plan 2021-24 would replace the current plan and establish refreshed priorities.

5 Report Detail

- 5.1 The Council's current Corporate Plan for 2018-23 was developed nearly 3 years ago. Whilst good progress has been made in the delivery of our priorities, the impact of the pandemic in 2020 on the District, the local economy, our community and the Council's finances has been significant.
- 5.2 Whilst a recovery strategy has been put in place to focus the Council's planning and actions for dealing with the impact of the pandemic, it is considered that it would be appropriate to review the current Corporate Plan and produce a new plan for 2021-24. This will allow the Council to take a strategic look at how the pandemic situation may change life on an ongoing basis for our residents, businesses and the Council as an organisation and to reset the Council's priorities and objectives accordingly.
- 5.3 Good corporate planning will ensure that the Council has a clear framework within which actions can be taken and which achieve the greatest impact on agreed priorities and objectives within the resources available. This is increasingly important due to the impact of the pandemic on the Council's

financial situation. “Re-setting” our existing Corporate Plan to plan for recovery in the longer term will be a key element of this as we move forward.

5.4 Initial discussions with Members indicate that the priorities for the new corporate plan will continue to focus on:

- the Economy of the District; and
- the health and wellbeing of residents

In addition, it is proposed that there will be a new priority which focusses on the financial resilience of the Council, and the District, which will be essential to maintain delivery of critical services and the Council’s priorities.

5.5 The priorities are supported by a number of objectives that set out what the Council is aiming to achieve and these have been focussed to reflect the impact that the pandemic has had on the District. The proposed priorities and objectives are:

1. Supporting Economic Recovery

- Short Term Objectives:
 - Supporting jobs, enterprise and skills
 - Reshaping our town centres*
 - Increasing social housing
- Medium to Long Term Objectives:
 - Clean and green recovery
 - Well designed and connected communities

*Work on reshaping our town centres will commence in the short term and will continue in the medium to long term

2. Supporting Health & Wellbeing

- Short Term Objectives:
 - Providing opportunities for healthy and active lifestyles
 - Supporting vulnerable people and engaging with our communities
- Medium to Long Term Objectives:
 - Creating a greener, sustainable community and environment

3. Financially Resilient District

- Short Term Objectives:
 - To protect front line services by:
 - being a financially sustainable Council that lives within its means
 - making the best use of limited resources – managing our people, money and assets
 - maintaining a robust corporate infrastructure which underpins the delivery of critical services
- Medium to Long Term Objectives:
 - To realign and attract resources that enables the Council to facilitate an economy, community and environment that is more resilient in the future

5.6 The objectives have been split between short and medium to long term to reflect the Council's ongoing commitment to recovery from the pandemic in the short term and the longer term ambition for the District.

5.7 The proposed priorities and objectives will be used as the basis of engaging with local people and stakeholders in the development of a new Corporate Plan, to gauge public reaction to these.

5.8 We will use engagement with the community and our stakeholders to inform and involve them in determining the priorities and objectives of the Corporate Plan. The engagement will involve various techniques, tools and channels including via the local media, through our Members and via our social media where we can present and test our priorities for action and associated objectives and pose questions to stimulate responses using surveys, focus groups and video as well as the written word. This will be a process that develops existing and creates new relationships and partnerships, so that the voice of local people and our partners can be heard for this exercise and beyond.

5.9 It will provide us with the opportunity to explain why we are undertaking the production of a new plan now and what this will aim to do and, importantly, provide an opportunity to actively listen to the views of those we engage with and at the time help develop the way the Council engages in the future.

5.10 Set out below are details of the options that we can use as part of the engagement process. We will look at the scope of our engagement, the developing COVID-19 situation, resources available and will complete a stakeholder mapping exercise to establish who to engage with and the best methods to engage with them.

- Online survey;
- Engage and build on the third sector relationship following COVID-19;
- Run a series of online focus groups, forums and/or public meetings;
- Using the Council's social media channels to post videos, ask questions, run polls and acknowledge the comments as part of the process;
- Run an engagement exercise with Members and encourage Members to promote the process within their individual Wards;
- Local media and article in Chase Matters magazine (produced by the Council, with the next edition published in late November), posters in public places etc;
- Staff engagement;
- Engagement with the Council's partners.

5.11 An indicative timeline for the production of the new corporate plan, including consultation/engagement, is set out below:

2020

- 15 October – Cabinet approval of proposed priorities/objectives and engagement process
- 19 October to 27 November – Consultation/Engagement process
- 30 November to 4 December - Analysis of consultation / engagement responses

2021

- 26 January 2021 – Cabinet consideration of engagement feedback and draft Corporate Plan (including Priority Delivery Plans)
- 24 February – Council approval of the Corporate Plan 2021-24.

6 Implications

6.1 Financial

Due regard will be given to the Council's financial position when determining the priorities and objectives for the new Corporate Plan.

Production of the plan will be met through existing resources including design and publication of the plan.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities. This has been updated to reflect the impact of the pandemic and continues to be monitored. It will be reviewed alongside the development of a new Corporate Plan

6.8 Equality & Diversity

An Equality Impact Assessment will be undertaken as part of the development of the Corporate Plan and engagement will form a key part of this.

6.9 Best Value

None

7 Appendices to the Report

None.

Previous Consideration

None

Background Papers

None