

<b>Report of:</b>	<b>Head of Policy</b>
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<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 30/01/14</b>

**CABINET**  
**30 JANUARY 2014**  
**2014/15 PRIORITY DELIVERY PLANS**

**1 Purpose of Report**

- 1.1 To obtain Members' approval of the refreshed Priority Delivery Plans (PDPs) for 2014/15 which detail the actions the Council will be undertaking in order to achieve improved outcomes against its Corporate priority outcomes.

**2 Recommendations**

- 2.1 That Members recommend to Council that the Priority Delivery Plans for the 2014/15 financial year be adopted and approved for publication.

**3 Key Issues and Reasons for Recommendation**

- 3.1 In order to secure robust and sustained improvement planning in priority areas, and inform the performance management process, the revised 2014/15 Priority Delivery Plans are essential in focussing on the services, actions and indicators that support the Council's priority outcomes.

**4 Relationship to Corporate Priorities**

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The Priority Delivery Plans are the central annual component of the performance management framework that sets out the aims and actions identified by the Council to achieve its Corporate priority outcomes.

**5 Report Detail**

5.1 On 6<sup>th</sup> April 2011, the Council adopted its four Priority Outcomes as follows:

- People: Active and healthy lifestyles
- Place: Improved living environment
- Prosperity: Economic resilience
- Transformation: Changing the way services are provided to ensure value for money

5.2 As part of the on-going process of review and evaluation of the effectiveness of PDPs and the performance management framework, the 2013/14 Priority Delivery Plans were revised to emphasise the relationship between the Cabinet Portfolios and the Priority Outcomes. In recognition of this, the four Priority Outcomes of People, Place, Prosperity and Transformation were retained, with supporting Portfolio Delivery Plan sections identifying the Service Aims, Actions and Indicators in each Portfolio area.

5.3 During the financial year 2013/14, the four PDPs have been subject to a robust performance management framework. Specifically, progress against the actions and performance indicators detailed within each PDP are reported on a quarterly basis to Leadership Team, Cabinet and Scrutiny. In addition, each Policy Committee (on behalf of the Cabinet portfolio lead) reviews the progress of the relevant sections of their respective PDPs.

5.4 The framework for each of the outcomes is set out below:

<b>Priority Outcome</b>	<b>Portfolio Delivery Plan Sections</b>
People: Active and Healthy Lifestyles	Culture and Sport Health and Wellbeing
Place: Improved Living Environment	Environment Housing Crime and Partnerships
Prosperity: Economic Resilience	Economic Development and Planning Town Centre Regeneration
Transformation: Changing the way services are provided to ensure value for money	Corporate Improvement

5.5 Each of the individual sections sets out the Portfolio responsibilities and the contribution each relevant service makes to achieving the Priority Outcome.

5.6 It is the Priority Delivery Plans comprising of the Portfolio sections and the relevant Service Aims, Actions and Indicators identified for 2014/15 that are set out in the appendices to this report for consideration.

<b>6 Implications</b>
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**6.1 Financial**

There are no direct financial implications arising from this report. The Corporate Plan represents the cornerstone of the Delivering Change process and provides a policy framework for the re-distribution of resources to priority areas. The actions as contained in the PDPs for 2014/15 reflect the Approved Budget for 2014/15 and hence can be met from existing resources.

**6.2 Legal**

None.

**6.3 Human Resources**

There are numerous human resource implications related to the delivery of actions to address the challenges identified within each PDP, particularly in terms of ensuring that the Council has in place the appropriately skilled and qualified human resources at all levels in the organisation to deliver against those priorities.

**6.4 Section 17 (Crime Prevention)**

None.

**6.5 Human Rights Act**

None.

**6.6 Data Protection**

None.

**6.7 Risk Management**

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register, which is monitored and managed by Leadership Team and is reported to the Audit & Governance Committee.

**6.8 Equality & Diversity**

The Performance Reporting process by which the actions and indicators established by the Council to achieve its Priority Outcomes has been the subject of an Equality Impact Assessment, and in conclusion most considerations within the assessment are not applicable. However those items that have been identified as relevant are considered to be of neutral impact, and therefore the outcome of the assessment is that no change to the process is required.

**6.9 Best Value**

The Priority Delivery Plans 2014/15 include targeted actions which will contribute to promoting community engagement and Best Value within the District.

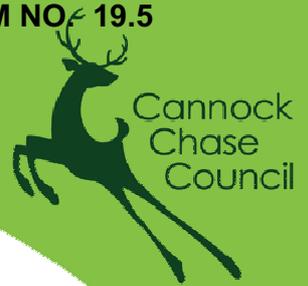
**7 Appendices to the Report**

Appendix 1	People: Active and Healthy Lifestyles PDP
Appendix 2	Place: Improved Living Environment PDP
Appendix 3	Prosperity: Economic Resilience PDP
Appendix 4	Transformation: Changing the way services are provided to ensure value for money PDP

**Previous Consideration**

**Background Papers**

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**PEOPLE**  
**Active and Healthy Lifestyles**  
**Priority Delivery Plan**  
**2014/15**

**Lead Officer:**  
**Corporate Director**



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# Contents

Why is this a priority outcome?

Portfolio Delivery Plans

- Health and Wellbeing: Introduction, Actions and Indicators
- Culture and Sport: Introduction, Actions and Indicators

## Why is this a priority outcome?

Cannock Chase continues to face a number of health inequalities which affect the quality of life of its residents and have a significant impact on the overall prosperity of the District. It is widely recognised that 'the social and economic inequalities in our society are reflected in, and help to determine, our health outcomes'.<sup>1</sup> The considerable levels of Incapacity Benefit claims in the District indicate the relationship between economic prosperity and health and wellbeing.

### Ageing Population

The proportion of people aged 65 and older is forecast to almost double between 2010 and 2050, with particular growth in the population aged 80 and over.<sup>2</sup> The 85 and over age group has seen a 38% rise in Staffordshire between 2001 and 2011 with almost a fifth of the population aged 65 or above.<sup>3</sup> The trend of ageing population is evident in Cannock Chase which has seen increases in the proportion of the population aged 45 and over between 2001 and 2011, particularly in the age group 60-74. The District had the highest increase in residents aged 85+ of all the Staffordshire Districts (36%) over the ten year time frame.<sup>4</sup> An ageing population has the potential to place greater demands on health services as well as affecting housing projections and increasing pressure on the wider economy.

### Life Expectancy

Life expectancy at birth for both males and females in Cannock Chase showed an increase during 2009-2011, closing the gap between the District and England average. However, life expectancy in the District remained lower than the England average in 2009-2011 at 78.5 years for males compared to a National average of 78.9. Similarly, female life expectancy

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<sup>1</sup> Royal College of Nursing, *Health Inequalities and the Social Determinants of Health* (January 2012), p. 1.

<sup>2</sup> World Health Organisation, *Policies and Priority Interventions for Healthy Ageing* (2012), p. 1.

<sup>3</sup> Staffordshire Observatory, *Stories from the Census 2011: The Ageing Population*  
<http://www.staffordshireobservatory.org.uk/documents/Population/CensusReport/ShortStories/CensusShortStories-Olderpeople.pdf>

<sup>4</sup> Staffordshire Observatory, *The First Statistical Release of the Census 2011*,  
[http://www.staffordshireobservatory.org.uk/documents/Population/CensusReport/Census2011-FirstReleaseBriefingNote\(populationandhouseholds\)11.pdf](http://www.staffordshireobservatory.org.uk/documents/Population/CensusReport/Census2011-FirstReleaseBriefingNote(populationandhouseholds)11.pdf)

was 82.7 years in Cannock Chase compared to an average of 82.9 years for England.<sup>5</sup>

### **Life-Limiting Conditions**

It is estimated that around 850 residents of Cannock Chase die each year, with circulatory diseases, cancer and respiratory disease being the three most prevalent causes of death in the District.<sup>6</sup> Despite the downward trend for cardiovascular disease mortality in the District since 2006, statistics for 2011/2012 indicate a rise in the recorded prevalence of Hypertension (high blood pressure) since 2009/2010.<sup>7</sup>

### **Lifestyle**

Cannock Chase had a smoking prevalence rate of 20% during 2011/2012 which indicates that around 15,000 residents aged 18 and over are smokers. However, trend data for smoking prevalence shows that rates were 4.8% lower in March 2012 than in March 2010.<sup>8</sup>

The 2012 Local Alcohol Profile shows that Cannock Chase had a significantly worse rate than the West Midlands and England for alcohol-specific hospital admission among under 18s. The rate for alcohol attributable hospital admission among females in the District was also higher than the Regional and National average with estimates indicating that there are around 4,400 higher risk drinkers across Cannock Chase.<sup>9</sup>

Data from the National Child Measurement Programme shows that 11.7% of Reception age children (age four to five) in the District were obese in 2011/2012, which was higher than the England average (9.5%). The proportion of obese children in Year 6 has increased by 3.5% since 2010/2011

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<sup>5</sup> Office for National Statistics, Life Expectancy at Birth and at Age 65 by Local Areas in England and Wales, 2009-2011, July 2013 <http://www.ons.gov.uk/ons/rel/subnational-health4/life-expectancy-at-birth-and-at-age-65-by-local-areas-in-england-and-wales/2009-11/index.html>

<sup>6</sup> Staffordshire County Council, *Cannock Chase District Profile* 2013. (Staffordshire Observatory, April 2013), p. 8.

<sup>7</sup> Cannock Chase District Commissioning Public Health Services Report on Commissioned Services, p. 37, courtesy of Staffordshire Public Health, July 2013.

<sup>8</sup> *Ibid.*, p. 2.

<sup>9</sup> *Ibid.*, p. 9; Local Alcohol Profiles for England (LAPE): Cannock Chase <http://www.lape.org.uk/LAProfile.aspx?reg=f;> Higher risk drinkers are defined as males consuming more than 50 units per week, females consuming over 35 units.

to 22.9% and was above the England average for 2011/2012 (19.2%). Research has identified the benefits of physical activity in terms of reducing the risk of life-limiting illness, reducing obesity and improving overall health and wellbeing. The Sport England Active People Survey 6 (October 2011-October 2012) shows that, from the adults aged 16 and over interviewed for the survey in Cannock Chase, only 28.4% participated in 30 minutes moderate intensity sport (1 session per week) – a fall of more than 5% from 2010/2011.<sup>10</sup>

### **Health and Care in the 2011 Census**

The 2011 Census asked people to describe their general health and to report the extent to which illness or disability limited their daily activities. Cannock Chase reported the highest percentage proportion of residents who described their health as 'bad' and 'very bad' out of all the Staffordshire Districts, at 5.3% and 1.5% respectively. In addition, more than a fifth of residents (20.7%) reported that limiting illness or disability impinged on their daily lives.

Residents who self-reported a negative assessment of their health were not evenly spread across the District with some Wards reporting considerably higher proportions of residents with 'very bad' health than others, ranging from 0.8% to 2.1%. Similarly, some Wards reported a higher proportion of residents who identified that their day-to-day activities were limited 'a lot' by illness or disability, with percentage proportions ranging from 4.8% to 13.3%.

Census data indicates that a relatively high proportion of Cannock Chase residents were involved in providing unpaid care in 2011. The District had the highest proportion of persons providing unpaid care of more than twenty hours per week across the eight Staffordshire Districts in 2011, with 3.2% residents providing 50 or more hours of unpaid care per week. This is significant with reference to analysis which has found that residents providing higher levels of care were more likely to self-report experiencing poorer health. The proportion of residents providing unpaid care was unevenly distributed across the District's Wards, with fewer than 2% of residents

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<sup>10</sup> Active People Survey 6 2011-2012, [http://www.sportengland.org/research/active\\_people\\_survey/active\\_people\\_survey\\_6.aspx](http://www.sportengland.org/research/active_people_survey/active_people_survey_6.aspx)

providing 50 or more hours of unpaid care per week in some Wards, compared to almost 4% in others.<sup>11</sup>

### **Incapacity Benefits**

Statistics from May 2013 indicate that 4,070 (6.4%) Cannock Chase residents were claiming Employment and Support Allowance (ESA)/Incapacity Benefits which continues to be the most prevalent form of benefit claim in the District. Whilst the proportion of claimants has fallen since November 2011, it remains above County, Regional and National proportions.

Claimant rates for ESA vary across the District's Wards, from 2.5% to 10.5%, which highlights the level of health inequalities. Almost 5% of Cannock Chase residents aged 16-74 (4.7%) identified that they were economically inactive due to long-term sickness or disability at the time of the 2011 Census which was higher than the West Midlands (4.4%) and England (4.0%) levels.

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<sup>11</sup> 2011 Census Table KS301EW: Health and Provision of Unpaid Care, Area: Cannock Chase, Neighbourhood Statistics, Office for National Statistics.

# Portfolios

- **Health and Wellbeing**
- **Culture and Sport**

Each of these Portfolios and the contribution they make to the Priority Outcome of People: Active and Healthy Lifestyles is set out in the following Portfolio Delivery Plan sections.

## Health and Wellbeing

### Portfolio Delivery Plan

#### **The Health and Wellbeing Portfolio enables Council services provision to contribute to Active and Healthy lifestyles**

The portfolio responsibilities for Health and Wellbeing include:

- Liaison with various bodies and agencies to tackle health inequalities across the District, including the Primary Care Trust and NHS Trusts.
- Environmental Health Services, including food hygiene and safety, disease control, health and safety, health promotion, and mortuary.
- Management and maintenance of the Council's community alarms and CCTV systems.
- The administration of Housing and Council Tax Benefits.
- All statutory and non-statutory plans and policy documents prepared by the Council relating to the above-mentioned services and facilities including the Food Law Enforcement Service Plan.

The Council provides these services primarily through the Environmental Health, Environmental Services and Finance Departments.

## **Environmental Health Department**

- Liaise with various bodies and agencies to tackle health inequalities across the District.
- Planned inspections of businesses to assess compliance with food hygiene and workplace health and safety legislation;
- Business support – provision of free advice and assistance to businesses to help them comply at minimum cost;
- Investigation of food complaints, food poisonings, workplace accidents and complaints about working conditions;
- Licensing and Registration Inspections (for example, pet shops, skin piercing, dog boarding)
- Departmental lead on smokefree and tobacco control activities;
- Food, Safety and Health initiatives and projects aimed at increasing the awareness of businesses and the public;
- Development of the Chase Community Partnership Alcohol Strategy;
- Public Health (including drainage, odour and refuse complaints associated with commercial premises, contract funerals, exhumations, management of the public mortuary);

## **Environmental Services Department**

- Management, monitoring and maintenance of CCTV systems;
- Management, monitoring and maintenance of the Communal Alarms service;

## **Service Aims**

- Liaise with various bodies and agencies to tackle health inequalities across the District
- Manage the Public Mortuary and Coroners Court facilities on behalf of the County Council
- Review Social Alarms provision
- Enforce food hygiene / health and safety legislation using a risk based approach.
- Advise and support new and existing businesses in complying with legislation.
- Respond to requests for service, requests including food complaints, incidents of food poisoning, workplace accidents and complaints about working conditions
- Administer contract funerals where the deceased has no next of kin.
- Update the Chase Community Partnership Alcohol Strategy.

## How will we achieve our service aims and the priority outcome?

**Service Area:** Environmental Health

**Service Aim:** Liaise with various bodies and agencies to tackle health inequalities across the District

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Deliver the Cannock Chase DC actions contained in the Public Health District Delivery Plan in order to tackle health inequalities in the District.	✓	✓	✓	✓	Head of Environmental Health/ District Public Health Development Officer	Progress with projects will be reported quarterly.

**Service Area:** Environmental Health

**Service Aim:** Manage the Public Mortuary and Coroners Court facilities on behalf of the County Council.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Public mortuary and Coroners Court facilities to be managed in accordance with the SLA. Performance	✓	✓	✓	✓	Food & Safety Manager	Compliance with the terms of the SLA.

assessed at monthly governance meetings.						
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**Service Area: Social Alarms**

**Service Aim:** Review Social Alarms provision.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Evaluate the provision of Social Alarms in line with potential changes to the Supporting People Grant funding				✓	Central Control Manager	N/A

## Service Area: Environmental Health

**Service Aim:** Enforce food hygiene / health and safety legislation using a risk based approach.

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
People, Health & Wellbeing 1	Number of premises broadly compliant with food hygiene legislation.	TBC after 31/3/2014. Projected 96%.	96%	Annual Target
People, Health & Wellbeing 2	Number of health & safety interventions undertaken in accordance with national priorities and local intelligence.	TBC after 31/3/2014.	TBC	Quarterly

**Service Aim:** Advise and support new and existing businesses in complying with legislation.

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
People, Health & Wellbeing 3	Number of businesses provided with business support advice.	TBC after 31/3/2014.	TBC	Annual Target

**Service Aim:** Respond to requests for service, requests including food complaints, incidents of food poisoning, workplace accidents and complaints about working conditions.

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
People, Health & Wellbeing 4	Requests for Service responded to within the required response time – 24 hours, 3 days or 5 days.	TBC after 31/3/2014.	95%	Annual Target

**Service Aim:** Administer contract funerals where the deceased has no next of kin.

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
People, Health & Wellbeing 5	In all cases where a person is deceased and there is no next of kin, undertake appropriate enquiries and where required make appropriate funeral arrangements.	TBC after 31/3/2014.	100%	Annual Target

**Service Aim:** Update the Chase Community Partnership Alcohol Strategy.

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
People, Health & Wellbeing 6	Alcohol Strategy action plan to be reviewed quarterly and updated at end of year.	N/A	Quarterly review with update at end of year.	Quarterly.

## Culture and Sport

### Portfolio Delivery Plan

#### **The Culture and Sport Portfolio enables Council services provision to contribute to Active and Healthy lifestyles**

The portfolio responsibilities for Culture and Sport include:

- The provision of leisure, sports, cultural, recreation and entertainment services and facilities, entertainment venues, arts, theatres, two leisure centres, golf course and museum within the district.
- Working effectively and engaging with partners to deliver culture and leisure services that meet local need and improve outcomes for residents of the district.
- Parks and open spaces.
- Cemeteries and burial grounds.
- All statutory and non statutory plans and policy documents prepared by the Council relating to the above mentioned services and facilities including the Play Strategy.

The Council provides these services primarily through the Environmental Services Department and under a contract with Wigan Leisure and Culture Trust, managed by the Head of Commissioning.

## **Environmental Services Department**

- Management and maintenance of Parks and Open spaces
- Playground Maintenance and Repair
- Outdoor recreational facilities
- Cemeteries and closed churchyards
- Tree Maintenance and Management
- Bereavement Services

## **Wigan Leisure and Culture Trust (WLCT)**

The commissioning and management of the Council's contract with WLCT includes:

- Overseeing the delivery and operation of the culture and leisure services and facilities
- Ensuring compliance with contract and service specific requirements
- Monitoring and managing performance
- Setting and influencing the strategic direction for culture and leisure services
- Seeking continued investment in facility development and service improvements
- The provision of culture and leisure services and facilities –
  - Chase Leisure Centre
  - Cannock Park Golf Course
  - Rugeley Leisure Centre
  - Prince of Wales Theatre
  - Museum of Cannock Chase
  - Community Wellbeing Teams – Arts, Sport and Play
  - Business Development

## **Service Aims**

- To maximise opportunities for participation in culture and leisure
- To provide accessible culture and leisure services and facilities
- To encourage investment in our sporting and cultural facilities
- To develop provision of burial space within the district
- To maintain quality of managed parks provision

## How will we achieve our service aims and the priority outcome?

### Service Area : Commissioning

**Service Aim:** To maximise opportunities for participation in culture and leisure

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
To manage and monitor the delivery of the culture and leisure services contract:  a) Hold monthly minuted contract meetings  b) Produce performance reports	✓	✓	✓	✓	Head of Commissioning/ WLCT	Performance reported throughout the year
Provide activities targeted at:  (a) Those with health needs (b) Older People (c) Young People	✓	✓	✓	✓	Head of Commissioning/ WLCT	Culture 3, 4 and 5

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
Culture 1	Number of Default Notices Issued	TBC	TBC	Quarterly
Culture 2	Level of WLCT investment in facilities and services	TBC	TBC	Quarterly
Culture 3	Number of attendances at targeted activities	TBC	TBC	Quarterly
Culture 4	Number of attendances at targeted activities for the over 60's	TBC	TBC	Quarterly
Culture 5	Number of attendances at targeted activities under 18's	TBC	TBC	Quarterly
Culture 6	% increase in annual attendances at all culture and leisure facilities and services	TBC	1% increase	Quarterly

**Service Aim:** To provide accessible culture and leisure services and facilities

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
Culture 7	2013-14 concessionary members plus 1%	TBC	TBC	Annual

**Service Aim:** To encourage investment in our sporting and cultural facilities

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
<p>To develop a community sport and recreation hub at the former Stadium Site:</p> <p>a) To explore and establish funding resource to support the capital development</p> <p>b)To finalise design and submit planning application</p>	✓	✓	✓	✓	Head of Commissioning	
<p>To develop proposals for 2nd full size ATP in the district (Hednesford)</p> <p>a) To explore and establish funding sources to support capital development</p> <p>b)To identify suitable site</p> <p>c) to prepare and submit planning application</p>	✓	✓	✓	✓	Head of Commissioning	

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d) To secure site			✓			
e) To finalise specification, invite tenders and select contractor				✓		
To continue to develop Hednesford Park - HLF Project		✓		✓	Head of Commissioning/ Parks & Open Spaces Manager	Progress updates to be reported 6 monthly
To develop new mining gallery at the museum:  To complete development and open to the public	✓	✓			Head of Commissioning/ WLCT	

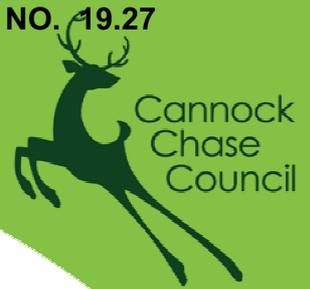
**Service Aim:** To develop provision of burial space within the district

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
To develop Stile Cop Cemetery (Phase 2): a) To commence development b) To complete development	✓	✓			Head of Commissioning/ Parks & Open Spaces Manager	
To progress the provision of additional burial space south of AONB a) To identify a suitable site b) To submit planning application c) To secure suitable site	✓ ✓	✓	✓		Head of Commissioning/ Parks & Open Spaces Manager	

**Service Aim:** To maintain quality of managed parks provision

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
To maintain Green Flag accreditation for 4 parks within the District:  a) Implement Parks Management Plans  b) Undergo independent inspections and assessment	✓	✓	✓	✓	Parks & Open Spaces Manager	

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**PLACE**  
**Improved Living Environment**  
**Environment**  
**Priority Delivery Plan**  
**2014/15**

**Lead Officer:**  
**Corporate Director**

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Why is this a priority outcome?

Portfolio Delivery Plans

- Environment: Introduction, Actions and Indicators
- Housing: Introduction, Actions and Indicators
- Crime and Partnerships: Introduction, Actions and Indicators

## Why is this a priority outcome?

Cannock Chase District has a unique mix of urban and rural environments. The urbanised areas of the District, including the three main towns of Cannock, Rugeley and Hednesford, each have their own special character with a mix of old and new development including post-mining heavy industry, re-developments of modern housing estates and business parks. The District supports two Special Areas of Conservation (SAC), alongside three Sites of Special Scientific Interest (SSSI) and around thirty sites of Biological Interest. In addition, Cannock Chase incorporates a number of conservation areas as well as seventy listed buildings and five scheduled ancient monuments. At the heart of the District is the Area of Outstanding Beauty, an asset of National importance. A key feature of Cannock Chase's rural environment are the nature reserves across the District including Hednesford Hills, which was designated a site of Special Scientific Interest in 2012. Five new Dexter Cows were introduced on to Hednesford Hills in 2013 to promote conservation grazing on the site.

### **Population Density**

The District's population has grown by 5.8% between the 2001 and 2011 Censuses, and is predicted to continue rising over the next twenty years with particular increases in older age groups. Population density within Cannock Chase as measured by the 2011 Census is high, with over 12.4 persons per hectare (PPH), compared to Staffordshire (3.2 PPH), the West Midlands (4.3 PPH) and England (4.1 PPH).<sup>1</sup> Population density was unevenly distributed across the District's Wards, with the rate of persons per hectare ranging from 4.0 to 49.3.

### **Waste and Recycling**

Cannock Chase Council provides a broad range of services which impact on and influence the living environment and environmental sustainability. The rate of household waste recycled in Cannock Chase during 2012/2013 was 53.3%, continuing an upward trend since 2009/2010. Estimated figures for the year to

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<sup>1</sup> 2011 Census Table QS102EW: Population Density, 2011, Office for National Statistics.

date show that the amount of residual household waste in Cannock Chase is following a continued trend of reduction.

## **Housing**

The number of households in Cannock Chase increased by almost 10% (9.6%) between 2001 and 2011, with particular increase in the proportion of purpose-built flats and one person households where the resident was aged under 65. Private renting from a landlord or letting agency has also seen a significant rise during this period, whilst there has been a decrease in households owned with a mortgage or loan. Tenure options vary across the Cannock Chase Wards, with outright ownership comprising the largest proportion of households in some Wards and social renting from the local authority or private renting dominating in other Wards. The overall average house price in Cannock Chase for the quarter January to March 2013 was £134, 651 which shows a fall of 0.8% from the average house price in March 2012. However, the 2013 Housing Market Assessment identifies that house prices locally, regionally and nationally are at least six times higher than the average individual income.

In addition, the trend of ageing population has potential to impact on housing need in the District with the overall need for housing with care projected to almost double in Cannock Chase between 2011 and 2028.

## **Community Safety**

November 2012 results from the Feeling the Difference public confidence survey indicated that 94% of respondents in the District were satisfied with their local area as a place to live. Cannock Chase respondents identified health services as the most important factor in making somewhere a good place to live, whilst respondents in the majority of the other Staffordshire Districts suggested that crime levels were the top factor. Drugs, alcohol and ASB were identified as the top three significant problems in Cannock Chase by respondents to the survey, although it should be noted that levels of recorded crime and ASB have seen a reduction in the District in recent years.

Levels of crime and community safety issues in the District are not disproportionate when analysed against National averages or as prevalent in terms of deprivation when compared to economic and employment factors. However, public consultation has identified that anti-social Behaviour (ASB) is a priority for residents of Cannock Chase, as low-level nuisance behaviour has

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a very real impact on a community's quality of life. The volume of ASB incidents has shown a continued decrease, with an annual reduction of 16.7%, and an overall reduction in the number of incidents of 47.7% over the last five years.

The Community Safety Partnership Strategic Assessment highlights that the majority of major Community Safety issues within the District are concentrated around specific locations. Hotspot analyses of crime issues included in the Strategic Assessment illustrate the similarity of distribution for many types of crime and/or ASB in these areas.

# Portfolios

- **Environment**
- **Housing**
- **Crime and Partnerships**

Each of these Portfolios and the contribution they make to the Priority Outcome of Place: Improved Living Environment is set out in the following Portfolio Delivery Plan sections.

# Environment

## Portfolio Delivery Plan

**The Environment Portfolio enables Council services provision to maintain, protect and improve the living environment of the district.**

The portfolio responsibilities for Environment include:

- Refuse collection, waste management and recycling.
- Issues relating to itinerants.
- Management of the Area of Outstanding Natural Beauty (AONB) Landscape and countryside management services including wildlife issues, tree preservation and the Ranger service.
- Land drainage and watercourses, engineering services and public clocks.
- Environmental Protection Services including public nuisances, stray dog services, pest control and contaminated land.
- Allotments.
- Street cleansing, graffiti, abandoned vehicles and fly-tipping.
- Licensing Services including hackney carriages and private hire vehicles, public entertainment, street trading, street collections and liquor.
- Public car parks.

The Council provides these services through the Waste and Engineering Section of the Housing and Waste Management Department, the Environmental Protection and Licensing Unit within the Environmental Health Department, the Parks and Open Spaces Section within the Commissioning Department and the Building Control Section of the Planning and Regeneration Department which is shared with Stafford Borough Council.

## Housing and Waste Management

### Waste and Engineering

- Waste Management and Recycling
- Street Cleansing
- Management of the Council's car parks
- Street furniture, district road signs and public clocks
- Removal of fly-tipping and abandoned vehicles
- Christmas lighting

## Environmental Health

### Environmental Protection

- Investigating matters relating to air pollution, noise, contaminated land, flytipping, public health nuisances and pests, and taking appropriate action.
- Implementing strategies to improve air quality and assessing contamination of land, requiring its remediation as necessary.
- Delivering programmed Environmental Enforcement Actions.
- Reduce nuisance caused by stray dogs and dog fouling, through education and enforcement
- Providing expert advice on consultation for Development Control, Building Control and the Licensing Unit.
- Ensuring compliance with Permits issued under Integrated Pollution Prevention legislation.
- Managing the Pest Control, Stray Dog Collection and Stray Dog Kenneling contracts.

### Licensing Unit

Duties relate to the licensing of Premises, Persons and Vehicles. The areas of work are broadly in respect of:-

- the sale and supply of alcohol
- regulated entertainment
- late night refreshment
- gambling
- sex establishments
- the taxi and private hire trade
- street trading
- charitable collections
- animals; boarding, breeding, pet shops etc.

- the registration of body piercing activities and hairdressers.
- Licensing of Scrap metal Dealers.

## **Commissioning**

### **Parks and Open Spaces**

- Landscape Design
- Countryside Service
- Tree maintenance and management
- Management of Council owned allotments

## **Planning and Regeneration**

### **Building Control**

- Administration of Building Regulations including checking of plans, site inspections and enforcement.
- Inspection and remedial action in respect of dangerous structures.

## **Service Aims**

- Provide waste collection services which encourage recycling
- Respond to service requests, investigate complaints and take appropriate action
- Monitor air quality
- Deliver programmed Environmental Enforcement Actions
- Manage the Council's Car Parks
- Contribute to ensuring good standards of buildings and making safe dangerous structures
- Improve Countryside Provision

## How will we achieve our service aims and the priority outcome?

**Service Area:** Waste and Engineering

**Service Aim:** Provide waste collection services which encourage recycling

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Review the options for the future delivery of waste collection services with effect from 1 April 2015.	✓				Head of Housing and Waste Management	N/A
Formulate a Cannock Chase "Partner Authority Action Plan" to deliver the objectives of the Joint Municipal Waste Strategy for Staffordshire and Stoke-on-Trent.			✓		Head of Housing and Waste Management	Place Environment 4 and 5
Implement the 2014-15 Promotion Programme to increase recycling and reduce residual waste.	✓	✓	✓	✓	Head of Housing and Waste Management	Place Environment 2, 3, 4 and 5

<b>Performance Measures</b>				
<b>Indicator Reference Code</b>	<b>Definition</b>	<b>Baseline 2013-14 (as at 3/10/13)</b>	<b>Targets 2014-15</b>	<b>Frequency of Reporting</b>
Place Environment 1	Number of reported missed bin collections:- <ul style="list-style-type: none"> <li>• Green bin</li> <li>• Blue bin</li> <li>• Brown bin</li> </ul>	N/A N/A N/A	30 per week 15 per week 30 per week	Quarterly
Place Environment 2	Dry recycling per household	N/A	240 kg per annum	Quarterly
Place Environment 3	Green waste composting per household	N/A	220 kg per annum	Quarterly
Place Environment 4	Residual waste per household	222 Kg	420 kg per annum	Quarterly
Place Environment 5	% of household waste recycled	56.3%	5590	Quarterly

**Service Area:** Waste and Engineering

**Service Aim:** Provide street cleansing services

<b>Performance Measures</b>				
<b>Indicator Reference Code</b>	<b>Definition</b>	<b>Baseline 2013-14 (as at 3/10/13)</b>	<b>Targets 2014-15</b>	<b>Frequency of Reporting</b>
Place Environment 6	% of street cleaning which meets the Council's service standard	N/A	90%	Quarterly
Place Environment 7	% of service requests undertaken within required timescales. <ul style="list-style-type: none"> <li>• Collect "road kill" (1 working day).</li> </ul>	N/A	95%	Quarterly

	<ul style="list-style-type: none"> <li>Collect syringes (1 working day).</li> </ul>	N/A	95%	
	<ul style="list-style-type: none"> <li>Cleanse dog fouling (2 working days).</li> </ul>	N/A	95%	
	<ul style="list-style-type: none"> <li>Remove fly-tipping (3 working days)</li> </ul>	N/A	95%	

### Service Area: Environmental Protection

**Service Aim:** Respond to service requests, investigate complaints and take appropriate action.

Performance Measures				
Indicator Reference Code	Definition	Baseline 2013-14	Targets 2014-15	Frequency of Reporting
Place Environment 8	Initial response to 95% of service requests within required timescale.	TBC after 31/3/14	95%	Quarterly

### Service Area: Environmental Protection

**Service Aim:** Monitor air quality.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Declare the second AQMA by 31 <sup>st</sup> May 2014.	✓				Head of Environmental Health	N/A

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Complete a progress report of air quality in the District and submit to DEFRA for approval.	✓				Head of Environmental Health	N/A
Complete a "further assessment" of air quality and consult on the draft plan.			✓		Head of Environmental Health	N/A

### Service Area: Environmental Protection

**Service Aim:** Deliver programmed Environmental Enforcement Actions.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Report on outcomes from 2013/14 Environmental Enforcement Action Plan.	✓				Head of Environmental Health	N/A
Produce and gain approval for the 2015/16 Environmental Enforcement Action Plan.				✓	Head of Environmental Health	N/A

Performance Measures				
Indicator Reference Code	Definition	Baseline 2013-14	Targets 2014-15	Frequency of Reporting
Place Environment 12	Number of required actions in Environmental Enforcement Action Plan completed.	N/A	Completion of required actions.	Quarterly

### Service Area: Waste and Engineering

Service Aim: Manage the Council's Car Parks

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Evaluate the results of the 10 pence nominal charge weekday pilot parking scheme.			✓		Head of Housing and Waste Management	N/A
Review the options for enforcement action following notice to terminate the current Civil Parking Enforcement Partnership Arrangements				✓	Head of Housing and Waste Management	N/A

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Evaluate the 2013-14 Winter Gritting Programme	✓				Head of Housing and Waste Management	N/A

### Service Area: Building Control

**Service Aim:** Contribute to ensuring good standards of buildings and making safe dangerous structures.

Performance Measures				
Indicator Reference Code	Definition	Baseline 2013-14	Targets 2014-15	Frequency of Reporting
Place Environment 13	Average number of interventions to ensure building regulation compliance per project plan assessment or individual site visit	0.7	0.7	Quarterly
Place Environment 14	% of reported dangerous structures that are assessed and course of action determined within 2 whole working days following receipt of notification	80%	80%	Quarterly
Place Environment 15	% of full plans applications that are assessed within 15 working days of receipt	75%	75%	Quarterly
Place Environment 16	% of customers satisfied or very satisfied with the service	90%	90%	Annually

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**Service Area: Parks and Open Spaces**

**Service Aim:** Improve Countryside Provision

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Manage and deliver the High Level Stewardship Plans	✓	✓	✓	✓	Parks and Open Spaces Manager	N/A
Manage and deliver 'Heath Week' campaign		✓			Parks and Open Spaces Manager	N/A

# Housing

## Portfolio Delivery Plan

**The Housing Portfolio enables the Council to contribute to Place through the provision and improvement of housing within the District.**

The portfolio responsibilities for Housing include:

- The Housing Revenue Account (HRA) and HRA Capital Programme.
- The management and maintenance of the Council's Housing Stock
- Administration of the housing register, the allocation of Council dwellings and the provision of housing advice and homelessness services.
- Private sector housing services including disabled facilities grants, and home security grants.
- The provision of additional social and affordable housing.
- The Housing Strategy and other housing policies and plans.

The Council provides these services through the Housing Services sections of the Housing Waste Management Department and the Private Sector Housing section of the and Environmental Health Departments.

## Housing and Waste Management

### Housing Services

- Housing Strategy.
- Social and affordable housing partnership work.
- Rent collection and arrears recovery.
- Housing applications and the housing register.
- Allocation and letting of vacant Council dwellings and garages.
- Estate management including action in respect of anti-social behaviour on the Council's housing estates.
- Planned maintenance including external property works, kitchen and bathroom replacement, central heating and boiler renewal and electrical upgrading works.
- Cyclical maintenance including gas and solid fuel appliance servicing and lift and entry phone maintenance.
- Responsive repairs and voids maintenance.
- Vulnerable tenants' grass cutting and internal decoration service.
- Disabled adaptations to HRA properties.

- Homelessness and housing advice services.
- Tenant participation including the Hometalk Magazine.
- Right to Buy applications and leaseholder services.

## Environmental Health

### Private Sector Housing

- Intervention in the Private Sector Housing stock to improve and maintain standards and encourage owners and landlords of property to meet the Decent Homes standard.
- Ensure that Houses in Multiple Occupation are improved and maintained to meet current legislative standards and licensed in appropriate cases.
- Provision of Disabled Facilities Grants (DFG's).
- Liaison with and advice to individual and landlord groups.
- Advice and enforcement of standards in relation to private sector housing and private residential drainage.
- Facilitating, through partners, energy efficiency schemes in Private Sector Housing.
- Development of strategies and associated policies to improve Private Sector Housing conditions.
- Area based initiatives to improve private sector property.
- Assessment of empty properties and bringing dwellings back into use.
- Licensing and maintenance of standards on licensed mobile home sites.
- Safe as Houses and Home security grants to residents who have been victims of domestic violence.

### Service Aims:

- Increase the supply of affordable housing.
- Maintain and improve the facilities and energy efficiency of the Council's housing stock.
- Manage the Council's housing stock.
- Support vulnerable households to live independently in their own homes.
- Provide housing advice and homelessness services.
- Improve the quality and availability of private sector housing.

## How will we achieve our service aims and the priority outcome?

**Service Area:** Housing Services

**Service Aim:** Increase the supply of affordable housing

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor:  - Formulate detailed scheme - Start on site	✓	✓	✓		Head of Housing and Waste Management	N/A
Review the Council's allocations policy		✓	✓		Head of Housing and Waste Management	N/A
Formulate proposals to deliver a range of affordable housing options for single people		✓			Head of Housing and Waste Management	N/A

\* Note: Provisional targets pending the acceptance of a tender for the proposed redevelopment.

<b>Performance Measures</b>				
<b>Indicator Reference Code</b>	<b>Definition</b>	<b>Baseline 2013-14 (as at 3/10/13)</b>	<b>Targets 2014-15</b>	<b>Frequency of Reporting</b>
Place Housing 1	Support the delivery of 120 additional affordable housing units by March 2015	31	120	Quarterly

**Service Area:** Housing Services

**Service Aim:** Maintain and improve the facilities and energy efficiency of the Council's housing stock

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Implement the 2014-15 HRA Capital Programme by providing:-					Head of Housing and Waste Management	
• Kitchen Improvements – 90 dwellings	✓	✓	✓	✓		N/A
• Bathroom Improvements – 310 dwellings	✓	✓	✓	✓		N/A
• Central Heating Improvements - 255 dwellings	✓	✓	✓	✓		N/A
• Electrical Upgrades – 510 dwellings	✓	✓	✓	✓		N/A
• External and Environmental improvement Works (including solid wall insulation where required) - 830 dwellings.	✓	✓	✓	✓		
• Double glazing and window refurbishment - 740 dwellings.	✓	✓	✓	✓		

<b>Performance Measures</b>				
<b>Indicator Reference Code</b>	<b>Definition</b>	<b>Baseline 2013-14 (as at 3/10/13)</b>	<b>Targets 2014-15</b>	<b>Frequency of Reporting</b>
Place Housing 2	% of emergency repairs completed on time	99%	98%	Quarterly
Place Housing 3	Average time taken to complete non-urgent repairs	12.4 days	15 days	Quarterly
Place Housing 4	% of repairs appointments made and kept	98%	98%	Quarterly
Place Housing 5	% of properties with a valid Landlord Gas Safety Certificate	99.7%	99%	Quarterly
Place Housing 6	% of properties without a valid Landlord Gas Safety Record which are in the No Access Procedure	100%	100%	Quarterly

**Service Area:** Housing Services

**Service aim:** Manage the Council's housing stock

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Review and update the HRA Business Plan to take account of any changes to key assumptions			✓		Head of Housing and Waste Management and Head of Finance	N/A
Review the effectiveness of the Council's policy changes to mitigate the impact of the Social Sector Size Criteria		✓			Head of Housing and Waste Management	N/A
Complete the implementation of the replacement Housing Management IT system	✓	✓	✓	✓	Head of Housing and Waste Management and Head of Technology	N/A

<b>Performance Measures</b>				
<b>Indicator Reference Code</b>	<b>Definition</b>	<b>Baseline 2013-14 (as at 3/10/13)</b>	<b>Targets 2014-15</b>	<b>Frequency of Reporting</b>
Place Housing 7	Average re-let time for void dwellings	27 days	26 days	Quarterly
Place Housing 8	% of dwellings that are vacant	1.1%	1.5%	Quarterly
Place Housing 9	Current tenants' arrears	£265,658	£290,000	Quarterly
Place Housing 10	Rent arrears as % of rent debit	2.2%	1.6%	Annually
Place Housing 11	% of estate walks undertaken classified as "Green"	34%	34%	Annually
Place Housing 12	% of secure tenants receiving a tenancy audit	2.6%	2.5%	Annually

\* Note – Arrears target reflects the effects of the Housing Benefit Social Sector Size Criteria and Universal Credit.

**Service Area:** Housing Services

**Service aim:** Provide housing advice and homelessness services

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Implement the 2014-15 Homelessness Prevention Programme	✓	✓	✓	✓	Head of Housing and Waste Management	Place Housing 15

Performance Measures				
Indicator Reference Code	Definition	Baseline 2013-14 (as at 3/10/13)	Targets 2014-15	Frequency of Reporting
Place Housing 13	Number of households re-housed to private rented accommodation	33	60	Annually
Place Housing 14	% of homeless decisions determined within 33 days	68%	75%	Quarterly
Place Housing 15	Number of households where homelessness was prevented	188	300	Annually

**Service Area:** Housing Services/ Private Sector Housing

**Service aim:** Support vulnerable households to live independently in their own homes

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Undertake disabled adaptations to 100 Council dwellings	✓	✓	✓	✓	Head of Housing and Waste Management	N/A
Provide a Vulnerable Tenants Grass cutting and Internal Decoration Scheme	✓	✓	✓	✓	Head of Housing and Waste Management	N/A
Spend or commit DFG budget allocation each year.				✓	Head of Environmental Health	N/A
Determine DFG applications within 28 days of application	✓	✓	✓	✓	Head of Environmental Health	N/A

**Service Area: Private Sector Housing**

**Service aim:** Improve the quality and availability of Private Sector Housing

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Put in place and deliver actions to maximize the number of empty dwellings brought back into use				✓	Private Sector Housing Manager	Place Housing 17

Performance Measures				
Indicator Reference Code	Definition	Baseline 2013-14	Targets 2014-15	Frequency of Reporting
Place Housing 16	Initial response to 95% service requests within required timescale.	TBC after 31/3/2013	95%	Quarterly
Place Housing 17	Number of empty dwellings brought back into use.	TBC after 31/3/2013	6	Annually

# Crime and Partnerships

## Portfolio Delivery Plan

### Introduction to Portfolio, relevant services and contribution to Priority Outcome.

The portfolio responsibilities for Crime and Partnerships are not currently detailed within the Council's constitution. A constitutional review is underway which will update the current constitution to incorporate the Crime and Partnerships Portfolio.

The Crime and Disorder Act 1998 places a statutory duty on 'Responsible Authorities' in respect of community safety; specifically the Responsible Authorities:

"Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area".

District Councils are one of the seven 'Responsible Authorities' as defined in the Act and as such Cannock Chase Council has a statutory duty to ensure that, in the development and provision of its services, the likely impact on crime and disorder in the District is given due regard. Therefore all of the Council's services are relevant to the community safety agenda although some have a greater impact on community safety and partnership work within the District.

Other Responsible Authorities stipulated in the Crime and Disorder Act are:

- Police
- Police Authorities
- Fire and Rescue Authorities
- Probation
- PCTs – following the abolition of PCTs, Clinical Commissioning Groups (CCGs) have been established and Schedule 5, Paragraph 84 of the Health and Social Care Act 2012 replaces Primary Care Trusts with Clinical Commissioning Groups as Responsible Authorities on CSPs from April 2013
- County Councils in two-tier areas

Each Responsible Authority contributes their own particular local knowledge, professional expertise and resources to ensure that the issues of most concern to local people are prioritised and addressed.

Together these authorities work with other, non-statutory, local partners in a Community Safety Partnership to consider the community safety needs of the District and agree priorities for partnership action.

A Community Safety Profile of Cannock Chase is commissioned annually by the LSP from Staffordshire Observatory. This document considers community safety needs and priorities for the District and is used by the Responsible Authorities to determine high level priorities and outcomes for community safety, from which a Community Safety Delivery Plan is developed and implemented. The Responsible Authorities received a presentation on the findings of the assessment in September 2012 and have agreed the following high level outcomes for 2013:

- Increased assurance within the community
- Improved living environments
- Reduced offending

These outcomes will be considered against the 2013/14 Community Safety Profile which is due to be released to LSPs in January 2014, however it is not anticipated that there will be significant changes to the high level outcomes.

The Responsible Authorities will use the Profile to task the Joint Operations Group (JOG) to develop a Community Safety Delivery Plan which details how the Partnership can achieve each of the three outcomes during 2014/15. For each project included within the Delivery Plan the JOG will agree specific measurable outputs which contribute to the achievement of the overall high level outcomes. The draft Delivery Plan is due for presentation to the LSP in March 2013 due to the revised timescales in respect of the Community Safety Profile.

To manage the above responsibilities the Council provides these services primarily through the Partnerships Team.

### **Service Aims:**

- Lead the delivery of the Community Safety Partnership outcome 'increasing assurance within the community'
- Lead the delivery of the Community Safety Partnership outcome 'improving the living environment'

## How will we achieve our service aims and the priority outcome?

### Service Area: Partnerships

**Service Aim:** Lead the delivery of the Community Safety Partnership outcome 'increasing assurance within the community'

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Communicate the outcomes of community safety projects to assure the community -Spring project -Love your Street -Love is not Abuse -It's Never Ok	✓	✓	✓	✓	LSP Manager and Communications Team	Place Crime and Partnerships 1 & 2
Develop and implement the roll-out of the 'Love is not Abuse' campaign work to target emotional domestic abuse			✓		LSP Manager	Place Crime and Partnerships 1 & 2

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
Place and Partnerships 1	Percentage of people who feel safe in their local area during the day	98% (previous year, to be updated when available)	98%	Six monthly
Place and Partnerships 2	Percentage of people who feel safe in their local area after dark	77% (previous year, to be updated when available)	80%	Six monthly

**Service Area: Partnerships**

**Service Aim:** Lead the delivery of the Community Safety Partnership outcome 'improving the living environment'.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Manage delivery of 'Love Your Street' campaign		✓			LSP Manager	Place Crime and Partnerships 1&2
Deliver 'It's Never Ok' campaign in town centres				✓	LSP Manager	Place Crime and Partnerships 3

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
Place Crime and Partnerships 3	Recorded violence	TBC when available	TBC	Quarterly (police information)

ITEM NO. 49.59



# PROSPERITY

## Economic Resilience

### Priority Delivery Plan

# 2014/15

Lead Officer:  
Corporate Director



[www.cannockchasedc.gov.uk](http://www.cannockchasedc.gov.uk)

# Contents

Why is this a priority outcome?

Portfolio Delivery Plans

- Economic Development and Planning : Introduction, Actions and Indicators
- Town Centre Regeneration: Introduction, Actions and Indicators

## Why is this a priority outcome?

Cannock Chase has seen widespread changes to the local economy and business environment over the three decades following the decline of coal mining and related industries in the late twentieth century. In subsequent years the District has seen substantial investment in the transformation of former coal use sites, in the local infrastructure and the development of a broad base of new employers in sectors such as high technology, heavy industry, distribution, services and retail.

### Education and Skills

The importance of education, training and skills to a robust and successful economy are widely recognised. However, issues with educational attainment, adult skills levels and areas of high levels of unemployment and benefit claimants remain in the District. These problems, combined with the international economic recession that began in 2008 have continued to have profound consequences for the District and its communities. Despite gradual improvement over the past five years, GCSE attainment levels have remained consistently below county, regional and national averages, thus reducing the options for pupils both in terms of continuing in structured education (to “A level” standard and subsequently Degree level) and in terms of employability. The number of NEETs (16-18 year olds not in education employment or training) in Cannock Chase in March 2013 was 213, or 6.2% of the population of 16-18 year olds, and remained one of the highest within Staffordshire. National research published in May 2010 states that “spending time not in education, employment or training can have a lasting impact on wages, with evidence of a 10-15% wage penalty for young people”<sup>1</sup>, thus emphasising the long-term potential consequences of disengagement from education and training. Additionally, school leavers with lower-level skills “are less likely to receive work-related training through their employer, are less likely to participate in informal training, and face greater barriers to learning”<sup>2</sup>, thus further perpetuating the socio-economic consequences of low school attainment on individuals' social mobility.

The long term effects of under attainment in education are seen in the skills levels amongst the adult population. Results from the Annual Population Survey indicate that for the working age population in Cannock Chase, the proportions of A level and Degree levels of qualification are below County, Regional and National comparators. The skills gap increases further up the qualification scale, with 69.3% qualified to Grade C and above at GCSE; 41.8% qualified to A level; and only 16.7% are qualified to degree.

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<sup>1</sup> *State of the Nation Report: poverty, worklessness and welfare dependency in the UK*: HM Government, May 2010; page 29.

<sup>2</sup> *Ibid.* page 48.

### **The workforce structure and employment in the District.**

The Annual Population Survey conducted by the Office for National Statistics indicates that occupation types in the District include above average employment rates in skilled trades, service and elementary occupations; whilst professional, management and administrative employment (known as Soc 2000 major group 1-3) is under represented in comparison to regional and national averages.

However, the number of 'white collar' jobs within the District is increasing with the construction of a number of office based developments over recent years, most recently for Aggreko and Veolia at Kingswood Lakeside. These investments form part of a general growth in employment (over 5,000 jobs) in the period since 2001. Other major investors during this period include DHL (on behalf of Unilever), 3663 First for Food Service, Ultra Electronics, Whitbread, Gestamp Tallent Automotive, Amazon, Veolia, Briggs Equipment, Rhenus Logistics, Electrium/Siemens, the Alternative Parcels Company (APC) and Sunflex. This has facilitated a 40%+ growth in VAT registered businesses between 1996 and 2009.

### **Unemployment and Benefit Dependency**

At the height of the economic downturn from 2008 onwards the rate of Job Seekers' Allowance in Cannock Chase District saw one of the highest increases in the Country, reaching its peak of 5.5% of working age population in April 2009. Of the working age population in Cannock Chase in November 2013, 9,300 people (14.7%) claimed out of work benefits (i.e JSA, employment support, incapacity benefit, lone parent benefit etc) – compared to 11.6% in 2007. The most prevalent forms of benefit claim in the District are Employment Support Allowance/ Incapacity Benefit and Job Seekers Allowance.

Since these peaks in the rate of unemployment, the District rate has gradually reduced to levels similar to the national average, although the Cannock Chase percentage (2.2%) continues to be higher than that for Staffordshire as a whole. However, alongside these average rates, "hotspots" for JSA Claimant rates continue to exist in the District, with five Wards seeing disproportionate levels in comparison to the County (1.8%), and Great Britain (2.9%) averages in November 2013.

November 2013 data indicates that a total of 400 18–24 year olds within the District are claiming Jobseeker's Allowance, which equates to a rate of 4.9% for this age group. This measure of youth unemployment compares to 3.7% in Staffordshire, and 5.1% in Great Britain.

## Government and Resources

The Government formed in May 2010 has started to implement its proposals for economic recovery set out in the "Local Growth" White Paper, published in November 2010. The Government's approach is based on giving business a greater say in sub-regional economic growth policy through the formation of Local Enterprise Partnerships (LEPs); and on ensuring that the planning system is reformed to support the drive for housing and business growth. To this end, the National Planning Policy Framework (NPPF) and the Localism Act 2011 have a major influence on the Council's approach outlined in this document. Emerging national policy sees the role of Local Authorities as one of supporting growth through the ability of Councils to ensure the supply of land for housing and business growth, and the significance of the Planning system's place in influencing business confidence and decision making. Alongside Government action to reform Welfare and Employment Law, re-localise business rates, implementing the Work Programme, the investment in transport, and planned reforms to Education and Skills provision, the changing environment of Local Government interventions in the field of Economic prosperity and resilience will bring fundamental changes of approach and implementation.

The achievement of these tasks must be set in the context of a period of financial restraint as the Government attempts to reduce the public expenditure deficit. As a consequence the resources available to achieve the Service Targets set out in this Plan will also be limited. Therefore, the successful achievement of the actions will also be highly dependent on the active and timely involvement of the Council's Local Strategic Partners (LSP) and the Council's LEP partners in both the Greater Birmingham and Solihull and the Stoke and Staffs LEPs. In certain areas, for example the delivery of town centre regeneration schemes, the Council has a much more significant role in leading on implementation. However, in the majority of economic development interventions the Council's role is more one of co-ordinating and influencing the delivery priorities of other partners.

## **Town Centre Regeneration**

In town centre regeneration, the recent experience across the District's three town centres has been mixed. In general the Council is pursuing a policy of trying to implement physical redevelopment schemes in a very difficult market, alongside carrying out more local initiatives to support existing and new local traders and improve the town centre experience for visitors and shoppers.

In Rugeley an active traders association has emerged over recent years, while the investment impetus of much delayed Tesco store was finally achieved in September 2013. With the exception of the Tesco scheme, other regeneration sites in the town centre await improved market conditions. Nevertheless, the vitality of the centre is being supported by the promotions of the traders association and other stakeholders, and by investment into conservation area buildings, bringing vacant properties back into use through a business rate discount scheme, and public art.

Despite the recession, Hednesford's strategy for regeneration investment was completed in 2013. It is a successful example of how determined Council action can work with private sector developers to transform the shopping function of even small centres. The remodelled centre is now anchored by new Tesco and Aldi stores at opposite ends of the town centre. The new developments also include a range of additional shop units for both national and local retailers as well as new leisure facilities. The local traders association will need to continue to work with District and Town Councils to make the most of the benefits of the new investment.

Cannock town centre's ambition for multi-million pound redevelopment schemes at the Avon Plaza and Market Hall Street/Church Street/Beecroft Road sites have been affected by difficult economic conditions. These have seen radical change to the fortunes of local landowners and developers and retrenchment and a more cautious attitude to small towns by national retailers. The council carried out an extensive public consultation into proposals for the Beecroft Road site during summer 2013 which demonstrated that there was limited support for such investment at this time. Consequently, the Council has agreed not to pursue the potential redevelopment of the Beecroft Road site at the present, but will continue to work with key stakeholders to improve the retail offer of the town centre.

While the opportunity for new developments adjust to the new market conditions, the Council is investing in supporting the existing town centre through an environmental improvement programme to spruce up the town centre, and through incentivising the occupation of vacant shops with the business rate discount scheme.

# Portfolios

- **Economic Development and Planning**
- **Town Centre Regeneration**

Each of these Portfolios and the contribution they make to the Priority Outcome of Prosperity: Economic Resilience is set out in the following Portfolio Delivery Plan sections.

# Economic Development and Planning

## Portfolio Delivery Plan

The portfolio responsibilities for Economic Development and Planning include:

- Promotion of the economic well-being of the District including measures to alleviate unemployment and create new employment opportunities
- Liaison with various bodies and agencies to further the economic well-being of the District including the Local Enterprise Partnerships (LEPs) Southern Staffordshire Partnership, Staffordshire Destination Management Partnership, Make it Stoke & Staffordshire, & Chase Chamber of Commerce and Industry.
- Services and facilities to assist tourism, other regeneration schemes (excluding town centres), derelict land, and other economic initiatives, industrial estate management and relevant externally funded projects.
- Town and country planning and transportation services and facilities including planning policy development at regional, county and local plan levels, street lighting including Christmas lighting, public transportation policies including hackney carriages and private hire vehicles.
- All statutory and non statutory plans and policy documents prepared by the Council relating to the above services including Economic Regeneration Strategies, Tourism Strategies and the Local Plan.

The Council provides those portfolio services above which are relevant to this PDP through the Economic Development and Planning Services sections of the Planning and Regeneration Department.

## Economic Development Services

The Economic Development Section is responsible for the delivery of the Council's economic regeneration activities, in particular:-

- Strategic economic regeneration activities primarily through the Council's involvement with the Local Enterprise Partnerships (LEPs)
- Business support, information, advice and guidance.
- Liaison with inward investors.
- The co-ordination and delivery of major regeneration projects.
- Efforts to improve the viability and vitality of the District's three town centres.
- Tourism promotion and the visitor economy.

- Liaison with local employers.
- Efforts to reduce local unemployment, particularly amongst 18 – 24 year olds.
- Initiatives to improve skills, including the promotion of apprenticeships.

### **Planning Services**

The Council's statutory responsibilities for land use planning and the control of development is the responsibility of the Planning Services Section.

### **Planning Policy**

- The production of the Cannock Chase Local Plan which will help to shape the way in which the physical, economic, social and environmental characteristics of the District will change between 2006 and 2028.
- Representing the Council's interests in the production of other forms of planning policy documentation by other organisations, for instance those relating to Minerals, and Waste Disposal produced by Staffordshire County Council; other Local Plans produced by neighbour Councils.
- Dealing with emerging Neighbourhood Plans.

### **Development Management**

- Processing and determination of planning applications in accordance with the National Planning Policy Framework, other Government guidance and local policies.
- Ensuring that subsequent development takes place according to approved plans or within the limits of permitted development, including taking enforcement action in cases of unlawful development.
- Providing advice on development proposals prior to submission of a planning application and promoting sustainable, well designed schemes which will enhance the District wherever possible.

### **Specific Service Aims for 2014/15:**

#### **Economic Development and Planning Services:**

- Increase the employability of the District's workforce.
- Facilitate economic growth through job creation.
- Increase the economic, social and environmental prosperity of the District through the delivery of sustainable development.

## How will we achieve our service aims and the priority outcome?

### Service Area: Planning and Regeneration

**Service Aim:** Increase the employability of the District's workforce.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
<p>Work with the LSPs Employment &amp; Skills Board, the LEPs and local stakeholders to support initiatives to reduce the number of local JSA claimants, in particular those aged 18 – 24 via the following:-</p> <ul style="list-style-type: none"> <li>• Work with key stakeholders to secure over 500 apprenticeship starts in 2014-15 through the District's employers.</li> <li>• Delivery of local actions via the LEPs Youth Employment Programme.</li> <li>• Local delivery</li> </ul>				<p>✓</p> <p>✓</p>	<p>Head of Planning &amp; regeneration, Planning &amp; Economic Development Services Manager and Economic Development Manager</p>	<p>Prosperity – Economic Development and Planning 1 &amp; 2</p>

<p>of Talent Match.</p> <ul style="list-style-type: none"> <li>Working with the County Council to improve public transport linkages to employment areas within and beyond the District.</li> </ul>				✓		
<p>Seek to maximise local employment within those businesses creating 50+ jobs within the District with the aim that 50% of new employees will be residents of the District.</p>				✓	Economic Development Manager	Prosperity – Economic Development and Planning 1 & 2

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
Prosperity – Economic Development and Planning 1	<p>Reduce youth unemployment (18 – 24 year olds) to the County rate by 2017. (Based upon LSP Benchmark data established in July 2011: CCDC 9.7% (785), Staffs 6.7% (4,755))</p> <p><b>SUBJECT TO REVIEW</b></p>	<p>Latest (Nov 2013) CCDC 4.9% (400), Staffs 3.7% (2,650)</p>	<p>Reduce by 50 pa [to close the gap with the County rate as at benchmark date]</p>	Quarterly
Prosperity – Economic Development and Planning 2	<p>Increase in the Employment Rate of the District's residents (with the aim of closing the gap with the regional and GB rates by 2017)</p>	<p>Latest (July 2012 – June 2013) CCDC 69.8%, WM Region 69.0%, GB 71.1%.</p>	<p>To maintain the District's Employment Rate above the rate for the WM Reg.</p>	Quarterly

**Service Area: Planning & Regeneration**

**Service Aim:** Facilitate economic growth through job creation.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
<p>To play an active role in the 'local' LEPs with the aim of securing LEP endorsement for:</p> <ul style="list-style-type: none"> <li>Investment in transport infrastructure projects including the electrification of the Chase Line, and upgrades to Eastern Way and Churchbridge junction.</li> <li>Investment in key projects to support business growth in the A5/M6 Toll corridor.</li> <li>Programmes (including EU funded schemes) to support at least 8 local businesses to grow/start-up.</li> <li>Participate in</li> </ul>				<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Head of Planning &amp; Regeneration, Planning &amp; Economic Development Services Manager &amp; Economic Development Manager</p>	<p>Prosperity – Economic Development &amp; Planning 3</p>

at least 3 engagement events open to local businesses.						
To support efforts to increase employment within the local tourism sector by participation within the Greater Birmingham Visitor Economy Strategy.		✓			Planning & Economic Development Services Manager	Prosperity – Economic Development & Planning 4 & 5.

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
Prosperity – Economic Development & Planning 3	To secure (through either completion or commencement of construction) at least 20,000sq m of new commercial floorspace within the District from April 2013 to March 2015.	At least 6,980sq m since April 2013 at the end of Q3 of 2013-14.	To secure a further 10,000sq m of new commercial floorspace from April 2014 to March 2015.	Quarterly
Prosperity – Economic Development & Planning 4	To secure at least an annual 5% increase in tourism expenditure within the local economy.	<b>TBC</b>	<b>TBC</b>	Annual
Prosperity – Economic Development & Planning 5	To increase the number of visitor economy bed spaces within the area covered by the Cannock Chase Tourism Network over a 4 year period commencing 2013-14.	1,260 hotel, B & B and self-catering spaces/units in 2011/2.	5% increase (63 bed spaces) over 2 years.	Annual

## Service Area: Planning & Regeneration

**Service Aim:** Increase the economic, social and environmental prosperity of the District through sustainable development.

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
Maintain a 5 year reservoir of 28ha of ready to develop employment land.				✓	Planning Policy Manager	Prosperity – Economic Development and Planning 3
Offer Full Council the opportunity to adopt the Cannock Chase Local Plan – Part 1 following receipt of the Inspector's Report.		✓			Head of Planning & Regeneration, Planning Policy Manager	Prosperity-Economic Development and Planning 6 & 7
Formally adopt a Community Infrastructure Levy and Charging Schedule.				✓	Planning Projects Officer	N/A
Grant sufficient planning permissions to evidence a 5 year supply of deliverable housing land sufficient to secure a net increase of 225 units per year.		✓		✓	Planning & Economic Development Services Manager, and Development Control Manager	Prosperity-Economic Development and Planning 6 & 7
Provide a responsive Development Management service which meets national targets for the speed and				✓	Planning & Economic Development Services Manager,	Prosperity – Economic Development &

quality of decision making in dealing with planning applications.					and Development Control Manager	Planning 6 & 7
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<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
Prosperity – Economic Development & Planning 6	More than 60% of major planning applications Should be determined within 13 weeks measured over a 2 year period. (National threshold is 30%)	For the year ending June 2013 the CCDC figure was 83%.	To ensure that at least 70% of major planning applications are determined within 13 weeks.	Quarterly
Prosperity – Economic Development & Planning 7	To ensure that over a 2 year period no more than 20% of planning refusals on all decisions on major applications are both refused and lost at appeal. (National threshold for designation is 20%)	Currently 0%.	To ensure that at least 50% of planning appeals on major applications uphold the Council's refusal	Quarterly

# Town Centre Regeneration

## Portfolio Delivery Plan

The portfolio responsibilities for Town Centre Regeneration include:

- Town centres regeneration schemes and town centres management.
- Liaison with various bodies and agencies involved with the economic wellbeing and management of town centres.

The Council provides those portfolio services above which are relevant to this PDP through the Economic Development, Planning and Property Services sections of the Planning and Regeneration Department, through the Housing and Waste Management Department and the Commissioning Department.

### **Economic Development, Planning and Property Services:**

- Co-ordination and delivery of major regeneration projects.
- Actions to improve the viability and vitality of the District's three town centres
- Liaison with town centre stakeholder groups
- Improvement of the town centre conservation areas
- Implementation of planning policy designed to support town centres
- Estate management of Council occupied and let buildings in the town centres
- Management of town centre markets

### **Housing and Waste Management:**

- Cleaning of town centres, removing litter and rubbish on a daily basis.

### **Commissioning:**

- Parks and Open Spaces
- Creation of new planting schemes in disused flowerbeds.

### **Service Aim 2014-15:**

- Improve town centres through regeneration and management.

## How will we achieve our service aims and the priority outcome?

### Service Area: Planning and Regeneration

**Service Aim:** Improve town centres through regeneration and management

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
To maintain a dialogue with the stakeholders in the District's three town centres, including the Traders Associations, as a means of supporting specific initiatives in each centre.	✓	✓	✓	✓	Planning & Economic Development Services Manager	Prosperity – Economic Development & Planning 1 & 2.
To continue delivery of the Town Centre Business Rates Discount Scheme. To include:- <ul style="list-style-type: none"> <li>Assistance to a further 5 businesses via existing resources.</li> <li>Securing additional resources during 2014-15 to enable the Scheme to continue.</li> </ul>				✓ ✓	Planning & Economic Development Services Manager	Prosperity – Economic Development & Planning 1 & 2.

To work with the County Council to commission research to inform future investment needs of Cannock Town Centre.		✓			Head of Planning & Regeneration	Prosperity – Economic Development & Planning 1 & 2
To undertake a detailed analysis of the use of the Rugeley Road car park to inform a review of management arrangements.	✓				Planning & Economic Development Services Manager	Prosperity – Economic Development & Planning 1 & 2.
To work with Staffordshire County Council to secure improved pedestrian connectivity between Rugeley Town Centre and the new Tesco store.				✓	Head of Planning & Regeneration.	Prosperity – Economic Development & Planning 1 & 2.
To undertake a detailed Retail Study of all three town centres within the District to assist the development of appropriate future policy.			✓		Head of Planning & Regeneration and Planning Policy Manager	Prosperity – Economic Development & Planning 1 & 2.
To complete the delivery of outstanding town centre improvements from 2013-14.			✓		Parks & Open Spaces Manager	Prosperity – Economic Development & Planning 1 & 2

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
Prosperity – Town Centre Regeneration 1	To achieve a reduction in the number of vacant ground-floor retail units in the District's principal town centre shopping streets.	33 (9.62%) vacant out of 343 in June 2013, (benchmark date) 31 (9.01%) vacant out of 344 in October 2013. England average 14.0% as at Sept 2013.	To maintain a net reduction in the number of vacant units at March 2015 compared to the benchmark date, June 2013.	Quarterly
Prosperity – Town Centre regeneration 2	To facilitate the reoccupation of vacant town centre floorspace through the Town Centre Business Rates Discount Scheme (TCBRDS). <b>SUBJECT TO REVIEW</b>	At the end of December 2013 a total of 17 schemes had been approved through the TCBRDS.	To secure a further 5 approvals during 2014-15, subject to funding restrictions.	Quarterly



# **TRANSFORMATION**

## **Changing the way services are provided to ensure value for money**

### **Priority Delivery Plan 2014/15**

**Lead Officer: Chief Executive**

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Why is this a priority outcome?

Portfolio Delivery Plan

- Corporate Improvement : Introduction, Actions and Indicators

## Why is this a priority outcome?

Local Government continues to face a period of unprecedented change in an environment shaped by budget reductions and changing expectations for public services. It is expected that by 2020, Local Authorities are likely to be very different organisations to those familiar today

The Government's plans to reform public services are likely to bring further changes as Councils move towards a smaller strategic core with more services commissioned and delivered at arm's length through a wide variety of delivery bodies.

Cannock Chase Council remains committed to its priority outcomes focussing on People, Place and Prosperity in the District, and a key part of achieving this agenda will be enabled by delivering our fourth priority: Transformation.

The process of transformation is key fundamental for Cannock Chase Council, and in recent years significant progress has been made to change the way we deliver services by a variety of means. This process has included outsourcing the running of our Leisure and Culture facilities to a "not for profit" trust, an approach that is helping us to continue to offer a full range of discretionary leisure services.

As part of our internal reorganisation to make our services more efficient and save money, we have set up an innovative "Shared Services" arrangement with Stafford Borough Council, which enables each Council to buy and sell services to each other, making sure that working together we have sufficient capacity to deliver strong local officer support.

Through these processes we have already made significant savings for the Council Tax payer and are also improving performance. This plan sets out our next steps in this process.

In recognition of the changing environment for public services, this Transformation Priority Delivery Plan establishes our intentions to enable cultural change, both within the Council and in collaboration with our local public service partners.

# Portfolios

- **Corporate Improvement**

# Corporate Improvement

## Portfolio Delivery Plan

The portfolio responsibilities for Corporate Improvement include:

- Financial, human and other resources to assist the Council in delivering its policies and objectives including conditions of service for employees, corporate finance and financial management services, management of the Council's land and property holdings (excluding Housing Revenue Account property), human resources (including payroll, training and health & safety), audit, insurance, risk management, civil contingencies, procurement, local taxation, legal and local land charges services.
- Corporate publicity and consultation, policy planning and review, bidding, Ombudsman and MP Liaison.
- Equality and Diversity.
- Community engagement and consultation.
- All statutory and non-statutory plans and policy documents prepared by the Council relating to the above-mentioned services and facilities including the Equality and Diversity Policy.

The Council provides these services through its Policy Department, Property Services and the Finance, Legal, Human Resources, Governance and Technology Departments which are shared with Stafford Borough Council.

## Corporate Aims:

The overarching aim is to change the culture of the Council with a view to:

- Improving public service delivery through encouraging greater collaboration, closer working with partners and breaking down silos (both internal and external)
- Improving the image and perception of the Council as a service provider and as an organisation to work for

## How will we achieve our service aims and the priority outcome?

- **Corporate Aim:** Improving public service delivery through encouraging greater collaboration, closer working with partners and breaking down silos (both internal and external)

**Service Area(s):** Partnership Team, Property Services, Technology, Customer Services

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
<b>Partnership Working</b> - development of: (i) a partnership concordat; and	✓				Chief Executive	
(ii) Action plan to support the delivery of this	✓				Leadership Team	
<b>Office Accommodation –</b> (i) move to open plan offices – implement phase 2 of office moves		✓			Chief Executive	

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
(ii) support the move of Partners into CCDC Civic Centre	✓	✓			Chief Executive	
(iii) development of combined reception service for all organisations operating from CCDC civic centre	✓	✓			Communications Manager (tbc)	

Performance Measures				
Indicator reference code	Definition	Baseline 2013/14	Targets 2014/15	Frequency of Reporting
	Calls answered/call abandoned	TBC	TBC	Quarterly
	Reception footfall	TBC	TBC	Quarterly

- **Corporate Aim:** Improving the image and perception of the Council as a service provider and as an organisation to work for

**Service Area(s):** Governance, HR, Policy, Communications, Democratic Services

How	When				Who	Indicator
	Q1	Q2	Q3	Q4		
<b>Values</b> - Roll-out of the Council's revised values across the organisation	✓				Chief Executive / Head of Governance/ HR Manager	
<b>Community Forums</b> – review use and format of community forums for engaging with the public		✓			Head of Governance / Policy & Performance Manager, Communications Manager	
<b>Communications</b> Launch refreshed Council website		✓			Communications Manager	
<b>Consultation &amp; Engagement</b> Develop C&E panel for regular "direction of travel" consultation groups		✓			Policy & Performance Manager	

<b>Performance Measures</b>				
<b>Indicator reference code</b>	<b>Definition</b>	<b>Baseline 2013/14</b>	<b>Targets 2014/15</b>	<b>Frequency of Reporting</b>
	Increase in Social Media followers	Fb Followers – 1018 (Dec 2013) Twitter followers – 4203 (Dec 2013)	10% increase	Quarterly
	Positive Media Coverage	84.6% (April-Nov 2013)	Maintain 80% or above	Quarterly (to Cabinet)