

Report of:	Head of Governance & Corporate Services
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Key Decision:	Yes
Report Track:	Cabinet: 19/04/18

CABINET
19 APRIL 2018
CORPORATE PLAN AND PRIORITY DELIVERY PLANS

1 Purpose of Report

- 1.1 To obtain Members' approval of the Corporate Plan 2018-23 that details the Council's priorities for the five year period, and the supporting Priority Delivery Plans Plan for the financial year 2018/19.
- 1.2 To obtain Members' approval for proposed changes to the Council's Scrutiny Committee structures in light of the new Corporate Plan and Priority Delivery Plans.

2 Recommendations

Cabinet is asked to

- 2.1 Recommend to Council that the Corporate Plan 2018-23 be adopted and approved for publication, together with the Priority Delivery Plans for the financial year 2018-19.
- 2.2 Recommend to Council the changes to the Scrutiny Committee structures as set out in Section 5.11

3 Key Issues and Reasons for Recommendation

- 3.1 The Corporate Plan 2018-23 supersedes the Council's previous Corporate Plan 2015-18 and sets out the priorities and strategic objectives for the District for the next five years.
- 3.2 There are 3 notable differences for the new Corporate Plan:
 - (i) the plan is for the District as a whole and not just for the Council;

- (ii) the 5 current priorities have been refocussed into 2 new priorities; and
- (iii) the plan will be for 5 years rather than 3.

The reasons for these changes are set out in section 5 of the report.

- 3.3 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 3.4 The proposed amendments to the scrutiny committee framework are intended to rationalise the existing structure in line with the revised Council priorities and objectives as set out in the new Corporate Plan: to ensure clear scrutiny arrangements are in place for each Cabinet Member Portfolio; and to deliver financial savings.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Plan sets out the Council's priorities and strategic objectives for the period 2018-23, and is therefore a central element of the corporate priority planning process.

5 Report Detail

Corporate Plan

- 5.1 In August 2015, Council approved the Corporate Plan 2015-18, establishing the vision, priority outcomes and performance management framework for the three year period. Priority Delivery Plans (PDPs) have been developed and published annually during this period, providing the basis for the Council's performance management framework through reports to Leadership Team, Cabinet and Scrutiny Committees.
- 5.2 The intervening years have seen significant changes in the environment in which the Council operates. Continuing financial austerity for local authorities, fundamental changes to public services, demographic changes and continuing technological developments form the context to the development of the new Corporate Plan (included as Appendix 1 to this report).
- 5.3 In previous years, the Corporate Plan has focussed on the Council's priorities and objectives and it has been supplemented by a Locality Partnership Plan setting out the priorities for the District of our partners. A different approach has been taken for the new Corporate Plan which sees the plan being for the District as a whole. It sets out the contribution to the priorities of all key partners.

- 5.4 The Corporate Plan for 2018-23 is underpinned by an ambition to capitalise on the opportunities that the Mill Green Designer Outlet Village will bring to the District. This ambition is reflected in the strategic objectives and the outcomes we want to see for the District. In recognition of the fact that it will take some time to plan for and deliver against these outcomes, the plan will be for 5 years rather than 3.
- 5.5 As well as setting out the priorities and strategic objectives, the Corporate Plan also details the Council's achievements during the preceding three years; financial information including a summary of the medium term financial strategy and our operating principles.

Priorities

- 5.6 The 2015-18 Corporate Plan had 5 priorities but moving forward it is proposed to refocus these into 2 overarching priorities, namely:
- Promoting Prosperity; and
 - Community Wellbeing.

Each of these priorities is underpinned by a series of strategic objectives and these are set out below:

Promoting Prosperity

- Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District;
- Increased housing choice;
- Create a positive environment in which businesses in the District can thrive;
- Increase the skill levels of residents and the amount of higher skilled jobs in the District;
- Create strong and diverse town centres to attract additional customers and visitors;
- Increase access to employment opportunities;
- Commencement of regeneration of the Rugeley Power Station site.

Community Wellbeing

- Opportunities for healthy and active lifestyles;
 - Sustaining safe and secure communities;
 - Supporting vulnerable people;
 - Promoting attractive and healthy environments.
- 5.7 The Corporate Plan is supported by a series of Priority Delivery Plans. The plans focus on the key projects that contribute towards the delivery of the priorities and objectives, rather than operational service delivery. The plans will be updated annually and submitted to Cabinet and Council for approval.

During the first year of the new Corporate Plan, time is to be spent producing strategies for the delivery of each of the priorities and strategic objectives. In some instances it will be necessary to undertake further research to fully understand the issues to be tackled before an appropriate strategy can be determined.

Furthermore, as some of the projects will be delivered over several years, it will not be possible to measure the outcome of these projects immediately.

- 5.8 Although there isn't a corporate priority nor supporting objective, there will still be a Corporate Delivery Plan and this will be reported on and monitored via the Scrutiny Committee. This will be reported to Cabinet and Council separately for approval.

Committee Structure

- 5.9 The Council's committee structure for scrutiny is aligned to the priorities in the current corporate plan and comprises four Committees:

- Customers & Corporate;
- Economic Development and Town Centres;
- Health, Culture and the Environment; and
- Housing, Crime and Partnerships.

- 5.10 In conjunction with the review of the Corporate Plan and the subsequent revised priorities, existing committee structures have also been reassessed. It is considered that the current scrutiny committees should be re-aligned with the new corporate priorities to provide clear accountability. The changes also support the Peer Review recommendation regarding reviewing the Overview & Scrutiny Committee arrangements. The proposal is to dissolve existing the Scrutiny Committees and establish three new scrutiny committees for:

- Promoting Prosperity
- Community Wellbeing
- Corporate

- 5.11 The table below illustrates the proposal to move from the current committee structure to a new proposed committee structure and how the new committees relate to Cabinet Portfolios.

Proposed change to Committee Structure

Current Committee(s)	Proposed Committee	Cabinet Portfolio
Economic Development and Town Centres Housing (Crime and Partnerships)*	Promoting Prosperity	Economic Development & Planning Town Centre Regeneration Housing
Health, Culture and Environment (Housing)*, Crime and Partnerships	Community Wellbeing	Health and Wellbeing Culture and Sport Community Safety Environment
Customers & Corporate	Corporate	Leader Corporate Improvement

* The current Housing, Crime and Partnerships Scrutiny Committee will be split across the 2 new priorities / Committees.

- 5.12 In addition, to the changes to the committee structure it is proposed to increase the meetings from 3 meetings to 4 meetings per annum to accommodate the wider remit of the committees.
- 5.13 Subject to Cabinet approval revised Terms of Reference reflecting this proposed structure will be produced and submitted to Council for approval.

6 Implications

6.1 Financial

The reduction in the number of Scrutiny Committees by one will result in a saving in Members Allowances.

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

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1	Cannock Chase Council Corporate Plan 2018-23
Appendix 2	Promoting Prosperity PDP 2018-19
Appendix 3	Community Wellbeing PDP 2018-19

Previous Consideration

None.

Background Papers

None.

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Foreword

Introduction from the Managing Director and Leader of the Council

Welcome to Cannock Chase District Council’s Corporate Plan for 2018-2023, a key document that sets out what the Council will prioritise in the next five years as well as looking back over the developments during recent years.

Cannock Chase is a place of heritage, strong local identities and vibrant communities. It is also a District that is thriving, with record investment in the local economy, businesses, housing and facilities.

At Cannock Chase District Council, we are ambitious for the future. That means building on recent progress and making sure we can attract more opportunities for our local communities. The Mill Green Designer Outlet Village, due to open in 2020, has the potential to transform the economy and reputation of the District, bringing investment, jobs and visitors to the area. Maximising the benefits and making the most of this opportunity is central to how the District evolves in future. Along with our award winning parks and natural environments, vibrant leisure facilities, modern housing, excellent transport links and thriving business scene, the future looks bright for Cannock Chase.

To build on this position, we are focussing on Promoting Prosperity and Community Wellbeing as our priorities for the future. It’s important to recognise that these areas are not separate – the importance of good work and a welcoming environment is crucial to health and wellbeing, just as good quality housing, community safety and an active population make for a prosperous and thriving local economy. These priorities are designed to meet the needs and ambitions of the District.

This Plan is not just confined to what the Council is directly responsible for. We recognise that as advocates and representatives of the communities in Cannock Chase the role of the Council is about influencing as well delivering. As a democratically elected public body, our 41 Councillors have a responsibility to represent their constituents across a wide range of issues that affect the quality of life in the District. This ‘Community Leadership’ role means that the Council will get involved in, and comment upon, strategic and service issues that may not be directly within the control of the Council but are important to the District. Our Corporate Plan, and the priorities within it, reflects this vision for the District as a whole and our work with partners in private, public and community sectors to achieve our ambitions. Our commitment to you as Leader and Managing Director of the Council is that we will continue to engage, influence and work with others to deliver the prosperity and community wellbeing that the District deserves.

Thank you for taking the time to read our Corporate Plan. If you would like to comment or receive further information please contact policy@cannockchasedc.gov.uk

SECTION 1

ABOUT CANNOCK CHASE COUNCIL

About Cannock Chase

Demographic and Geography

The District covers over 30 square miles and straddles the West Midlands conurbation and the southern part of Staffordshire. The District is made up of three primary towns; Cannock, Hednesford and Rugeley, alongside a number of smaller communities including Brereton and Ravenhill, Bridgtown, Heath Hayes, Norton Canes and Rawsley.

60% of the District is designated Green Belt. Cannock Chase, designated as an Area of Natural Beauty in 1958, provides a remarkable range of landscape and wildlife. It is one of the largest surviving areas of lowland heathland in the Midlands.

The District has an estimated population of 98,534, which is projected to rise to roughly 105,000 by 2039. Much like other local authority areas, the District population is anticipated to change in age by 2025, with a decline in younger residents accompanied by a much larger increase in older aged residents.

Infrastructure and Industry

The District is an increasingly desirable place to both live and work. Its major advantage is its connectivity to the strategic road network, with easy access to the M6, M6 Toll, M54, A5 and A34. Although the District was hit hard by the 2008 recession and took longer to recover, the last three years have seen record levels of investment and employment. Unemployment has reduced from 5.4% in April 2009 to 1.4% in February 2018.

The District is home to a number of key businesses and thriving small and medium sized enterprises (SMEs), operating in sectors including; the automotive trade, logistics and distribution and other specialist national and international manufacturing businesses. The Wholesale and Retail trade in particular provides the largest share of employment, with 25.6% of the jobs as of 2016. This is over 10% higher than the Great Britain average. Logistics (transportation and storage) accounts for 10.3% of the employment in the District, compared to a Great Britain average of just 4.9%.

Health and Leisure

Alongside the Chase, the District is also home to over 1,000 hectares of parks, open spaces, sports grounds, conservation areas and play. This includes six Green Flag accredited national standard parks.

Levels of physical inactivity remain high in the District, with 46.3% of residents classed as physically inactive, compared to a West Midlands average of 30.9% and an England average of 28.7%.

The Indices of Multiple Deprivation 2015 ranked Cannock Chase positively for access to housing and local services, with respondents to the Feeling the Difference survey in the District identifying that the level of crime is key in making the local area a good place to live.

A snapshot of the district



98,534 residents



2016 Estimates

49,713 females

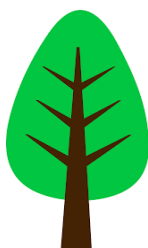
48,815 males



Over **44,000** households



3 town centres



Over **1000** hectares of parks, open spaces, sports, conservation and play areas.



An Area of Outstanding Natural Beauty and **2** special areas of conservation



Over **5,000** council homes



327 new homes built in 2016-/17



Over **18,000** tonnes of waste collected



Unemployment rate of just over **1%**



3327 businesses registered



Over **500** planning applications in one year (2016-17)



91 CCTV cameras monitored



99% of food premises rated **3** star or better



18 council car parks across **3** towns

What we've achieved in the last 3 years

Customers



- The Council's new look website was launched in October 2015. The redesign made it easier and quicker for residents to use, as well as being mobile friendly. The 'Do It' online function enables residents to interact with the Council 24 hours a day, 365 days a year to make payments, request services and report issues.



- Our residents magazine Chase Matters was relaunched in 2016, delivered through the letterbox of over 40,000 households in the district. This enables us to keep residents up to date with the latest news, events and developments and help reach those who do not have internet access. All costs are recovered through advertising.



- In 2015/16 the Council outsourced the collection of residual waste, dry recycling and organic waste, with a significant financial saving to the Council over its seven plus seven year term. The transfer of employees and contract implementation phase was successfully undertaken with the contract starting in April 2016.

Better Jobs and Skills



- The Council has helped secure funding of £7 million from the West Midlands Combined Authority and worked in Partnership with the County Council in securing £2.96 million from the GBSLEP to help develop the Kingswood Lakeside Business Park, a retail logistics site which will bring over 1,500 jobs to the area. It is situated in a prime location adjacent to the M6 Toll junction T7.



- Mill Green Designer Outlet Village, on track to be completed by 2020 is a £120 million investment, due to bring over 80 shops, 1200 jobs and around 3.5 million visitors each year to the District. Building is expected to start on the site in late spring 2018.



- The Let's Grow' Grant Programme, a match funding scheme for small and medium sized businesses, approved 10 grants in 2016/17 with additional funding of £40,000 allocated in 2017/18.
- 7 businesses have so far been supported via our Discretionary Business Rates Scheme. This has helped secure and create jobs in the District.

More and Better Housing



- Since 2015/16, in collaboration with partners, we are on track to deliver 488 affordable homes in the District. Quality affordable housing is an important factor in supporting better opportunities for children and their parents and is essential for local residents in achieving good health and wellbeing. We aim to continue this success over the life of this corporate plan. Works include:
 - Hill Spring Court (Rugeley) - a £2 million investment into affordable housing comprising 23 properties. This was completed in September 2016.
 - Monarch Park, Elizabeth Road (Cannock) - a £17 million redevelopment where 150 worn-out concrete houses were replaced with 150 new family homes and a play area. This was a successful partnership between Cannock Chase District Council, Waterloo Housing Group and Lovells.
 - Moss Road development (Cannock) - Due for completion in March 2018, the Council, alongside development partner Keepmoat Homes, have developed a mixture of 141 properties of which 65 are council houses.

Better Health Outcomes



- Work is progressing on the development a new community multi-sport and recreation hub facility on the former stadium site in Cannock. The work started on 22 May 2015 and is part of a £1.3 million development. The development offers new opportunities for residents in the area to participate in healthy activities and promotes more active and healthier lifestyles.
- A state of the art 3G artificial grass pitch and pavilion was officially opened in March 2017 following £390,039 of National Lottery Funding from Sports England and £995,000 of funding through a joint investment programme with Staffordshire County Council. It has regenerated a previously derelict site which was attracting anti-social behaviour and fly-tipping and now provides a facility for the whole community to participate in sport and active recreation within the District.
- The Council successfully obtained a Heritage Lottery Fund Grant of £2.2 million as part of the improvements to Hednesford Park and the war memorial. This was supported by match funding from other organisations including the Council, Staffordshire Environmental Fund and St Modwens. Play areas were completed in December 2015. A new café, pavilion and skate park was opened in 2016.

Cleaner and safer environments



- The Environment Agency, in partnership with the Council, Stoke-on-Trent LEP and Staffordshire County Council, have built a £4 million flood defence scheme in Rugeley to protect current facilities and enable future developments. Planning permission was granted in June 2016 and the scheme completed in September 2017.

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SECTION 2

CANNOCK CHASE COUNCIL:

THE ORGANISATION

The District Council and its Responsibilities

Cannock Chase Council is a democratically accountable body with 41 elected Councillors. Local elections to these positions occur in three out of every four years.

The Council has unique responsibilities defined by Parliament for delivering a range of services, functions and responsibilities. These are quite extensive by their nature but the core responsibilities include:



- Planning Authority – the Council determines planning policy for the District via Local Plans and also makes decisions on most planning applications.



- Housing Authority & Homelessness duty – the Council has a responsibility to plan the housing needs of the District; to approve a Homelessness strategy and deal with individual cases to assess whether they are homeless and what support they are entitled to.



- Billing Authority – the Council is responsible for collecting Council Tax and Business Rates on behalf of all public bodies in the District



- Licensing Authority – the Council is responsible for the licensing of taxi's, food outlets, alcohol outlets, tattoo parlours, street trading etc.



- Waste Collection Authority – the Council is responsible for collecting domestic waste and recycling materials from every residential building in the District

The Council also undertakes a range of optional responsibilities where there is no requirement in law to do so. These activities are aimed at promoting economic prosperity, community wellbeing and safety in the District. Examples of these include:



- The funding / provision of leisure, sporting and cultural facilities and services.



- Provision of support to businesses to help them to grow and expand



- Funding advice services such as the Citizens Advice Bureau.



- Floral displays in town centres and grass cutting



- Provision of CCTV service



- Maximising opportunities for public and private investment

Staffordshire County Council is responsible for social care provision, libraries, education and roads/highways etc. The funding and provision of healthcare services such as GPs/hospitals etc. are the responsibility of Cannock Chase Clinical Commissioning Group.

The District Council – Financial Information

The Council undertakes two distinct roles;

- The provider of services, functions and responsibilities for all its residents as a District Council (General Fund); and as
- A landlord for its housing stock (Housing Revenue Account)

General Fund

The provision of general services to the Council's residents is now primarily funded from Council Tax, with core Government support in the form retained Business Rates, only representing 25% of the budget requirement.

Funding for District Councils has changed dramatically in recent years with Government support reducing by 40% since 2015-16 with greater emphasis being placed on incentive based funding.

The level of reduction in direct government support between 2015-16 to 2019-20 amounts to £2.2 million, without taking inflation into account.

The Council has addressed reduction in funding by the sharing of services with Stafford Borough Council, the development of partnership arrangements for the management of Leisure and Cultural Services, the outsourcing of the Waste Collection Service, the sharing of accommodation with partners and reducing the cost of management.

This Council however faced additional pressures as a result of the premature closure of Rugeley Power Station with the loss of retained business rates to the Council in excess of £1m per annum. To address this, and the other funding shortfall it faced, the Council developed; consulted and implemented a Financial Recovery Plan during 2016-17. The ultimate objective being to set a sustainable and balanced budget by the 2019-20 Financial Year, but to protect front line services wherever possible.. Although this required the delivery of £1.6 million ongoing savings the Financial Recovery Plan is still dependant upon the additional business rates to be retained from the Mill Green Retail Outlet Village opening in 2020.

Housing Revenue Account

The Housing Revenue Account is a separate account that provides for the maintenance, management and investment of the Council's Housing Stock, financed through rent income retained by the Council.

The HRA Financial Strategy is determined from a 30 year Business plan. The Business Plan is fully funded and will allow the Council to;

- Provide for the long term investment in the Councils Housing Stock
- Enhance the level of planned maintenance beyond the Decent Homes Statutory Minimum
- To ensure provision is made for housing management in line with current policies and existing levels of service
- To provide additional council dwellings

The LGA Corporate Peer Review of Cannock Chase District Council

The Council invited a Corporate Peer Challenge in September 2016 which entailed a team of external Councillors, Managers and Local Government Association representatives spending three days in the organisation speaking independently with staff, partners and stakeholders. Peer Challenges are intended to be improvement focussed and tailored to the individual needs of the Council.

The challenge team highlighted key strengths of the Council such as:

“The Council had an excellent understanding of the local context and is clear about its role in representing, advocating and championing the needs of the District on behalf of its citizens.”

The challenge team also highlighted areas for further improvement. The Council is taking these recommendations forward and progress will be reviewed by the LGA in due course.

The report is available on the Council’s website.

The Council’s Operating Principles

Cannock Chase District Council has experienced significant change in recent years, adapting to new local and regional partnerships, changed financial circumstances, developments in technology and changes in the population, expectations and needs of our communities.

In response to these developments, and in recognition of the challenges ahead, the Council has developed a set of principles for how we work.

We have identified 3 key principles as being important to the Council and how we want to work and these are set out below:

Community Leadership – Ambitious for the District

- Maximising our elected Members’ role as Community Leaders and the Council’s wider leadership role to influence partners and be the voice of our communities. This means representing Cannock Chase and its people in national, regional and local matters. In exercising this Community Leadership role, we will be ambitious in our aspirations and plans for the District, our residents and businesses.

Partnership working

- We will work closely with partners such as the private sector, the voluntary sector, Chamber of Commerce, Local Enterprise Partnerships, West Midlands Combined Authority, the local Member of Parliament, Staffordshire County Council, Staffordshire Police and Staffordshire Fire and Rescue service to deliver the priorities set out in this plan.

Evidence based and Needs driven - 'what works' rather than fixed ideology

- The Council uses a “mixed economy” approach to identify the best solution to each situation. All decisions are based upon a sound business case and options appraisal, rather than adhering to one fixed methodology (e.g. outsourcing) in all situations. The mixed economy approach includes:
 - Sharing services with Stafford Borough Council
 - Our long term partnership with Inspiring Healthy Lifestyles to provide leisure and cultural services in the District;
 - Contracting out services to the private sector e.g. refuse collection and recycling to BIFFA;
 - Providing high quality “in house” services such as street cleansing, grounds maintenance, housing and environmental health.

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SECTION 3

CANNOCK CHASE: CORPORATE PRIORITIES FOR THE NEXT FIVE YEARS 2018 - 2023

Our Priorities for the Future

Cannock Chase is a place of heritage, strong local identities and vibrant communities. It is a District that is thriving, with record investment in the local economy, which is strengthening businesses and the range of facilities in the District.

At Cannock Chase District Council, we're ambitious for the future. That means building on recent progress and making sure we can attract more opportunities for our local communities. The Mill Green Designer Outlet Village, due to open in 2020/21, has the potential to transform the economy and reputation of the District, bringing in additional investment, jobs and visitors to the area. We will endeavour in the future to bring forward more strategic employment sites to maintain the levels of investment we have recently experienced. The former Rugeley Power Station site is the largest brownfield site in the West Midlands and has huge potential for housing, employment and leisure developments. Alongside our existing award winning parks and natural environments, vibrant leisure facilities, modern housing, excellent transport links and thriving business scene, the future looks bright for Cannock Chase.

Our priorities for this Corporate Plan are Promoting Prosperity and Community Wellbeing, priorities that interlink and reinforce each other to improve the opportunities, wellbeing and quality of life of our communities.



It's important to recognise that these areas are inter-linked – employment, a safe and attractive environment, good quality housing, community safety and an active population all play a huge part in achieving a prosperous and thriving local economy, as well as being vital to good health and well being.

Promoting Prosperity

Building on Cannock Chase's strengths, including our central strategic location, transport links and high levels of employment, our vision for prosperity in the District focusses on continued business growth and attracting more high skilled employment; supporting our residents to have the skills they need for the future whilst not neglecting the need to raise the aspirations of the community to be able to secure employment; enabling an environment that is attractive and encourages growth; and maximising the opportunities the Mill Green Designer Outlet Village brings through investment, visitors and employment.

The Council provides a wide range of services and support to promote prosperity, such as economic development, advice and support to new and existing businesses, planning, building control, licensing, business advice and regulatory services.

Through our membership of the Greater Birmingham and Solihull Local Enterprise Partnership and the Stoke on Trent and Staffordshire Local Enterprise Partnership, the Council influences wider economic factors and attracts investment into the District. Furthermore, as a non-constituent member of the West Midlands Combined Authority, Cannock Chase District Council has a recognised voice in the regional body formed to deliver conditions for business to flourish, creating more skilled and better paid jobs, bringing more investment into the area, improving health outcomes and reforming public services.

Strategic Objectives

Our priority for this five year plan is to focus on the following six strategic objectives:

- Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District
- Increased housing choice
- Create a positive environment in which businesses in the District can thrive.
- Increase the skill levels of residents and the amount of higher skilled jobs in the District
- Create strong and diverse town centres to attract additional customers and visitors
- Increase access to employment opportunities
- Commencement of regeneration of the Rugeley Power Station site

How we will achieve this

We will:

- Develop a new Economic Prosperity Strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village
- Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of Town Centres.
- Engage with Local Enterprise Partnerships, the business community, West Midlands Combined Authority and national bodies to secure investment in the District in priority areas.
- The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site.
- Implement and plan all S106 obligations listed in the Mill Green planning agreement. To include Cannock Town centre improvements, Retail Skills Academy, Cannock Railway Station improvements
- Work with partners to deliver a Engineering Skills Academy
- Employment Pilot Project in Cannock North area to target long term unemployment..
- Delivery of support to businesses that secure investment in the District

What will be different by 2023?

- Projects as defined in the Mill Green Designer Outlet Village S106 agreement will be delivered or in the process of being delivered
- More residents developing higher skills and an increase in higher skilled jobs in the District
- Establishment of the new Engineering and Retail Skills Academies
- Strategic planning documents will be in place to support the improvement of Cannock and Rugeley Town Centres
- Additional businesses investing or expanding in the District

District Investment Fund

The Council will establish a District Investment Fund in 2018 to support the delivery of the strategic objectives. This will be a Capital Investment Fund for the Council to utilise, that primarily comes from receipts from land sales. It will be a delivery mechanism for the Council to help secure its ambitions as set out in the new Economic Prosperity Strategy. No part of the Fund will be derived from Council Tax income. It is planned that the Fund will start at £6.5 million in 2018 and it will be used on a case by case basis to support schemes which increase prosperity in the District. Examples could include infrastructure, skills support, town centre redevelopment and projects that involve creation of new jobs and business growth. The Fund may also be used to underwrite risk in specific schemes and as a source of match funding to attract additional grant funding from Central Government, Local Enterprise Partnerships, the West Midlands Combined Authority and the private sector. Each investment will be subject to a Business Case approved by the Councils Cabinet.

In 2015 the Council adopted a Community Infrastructure Levy (CIL) Charging Scheme. This is separate from the District Investment Fund and receipts can be used for a variety of infrastructure projects as identified in the CIL Regulation 123 list, which is a list of priority infrastructure projects for the District.

Housing Investment Fund

The Council will establish a Housing Investment Fund in 2018 to support the delivery of new social housing in the District to meet the significant and growing need for this type of accommodation.

The Fund will contain approximately £12 million over the five year period of the Corporate Plan. The Fund is made up of previous year surpluses plus borrowing against future rental income. No part of the Fund will be derived from Council Tax.

The Housing Investment Fund will enable the Council to continue to build new social housing in the District. This may be in partnership with Housing Associations who also invest in the District. The Fund will be part of, and support the delivery of the Housing Revenue Account 30 year Business Plan. The Fund will support the delivery of the Council's Housing and Homelessness Strategy.

The Council will continue to provide new family homes but will also place greater emphasis on providing suitable single person accommodation as there is a substantial need for this which type of accommodation, will also help in addressing homelessness in the District and those at risk of homelessness.

Improving Community Wellbeing

Our communities are what make Cannock Chase unique, and our District benefits from beautiful natural environments and heritage, award winning parks and open spaces, modern leisure facilities and vibrant local communities.

Issues remain with the wellbeing of our population, with relatively high levels of long-term illness and obesity. Cannock Chase Council spends a large proportion of its budget on parks, open spaces, leisure and sports facilities. There is a need to take an evidence based approach to how these public funds are spent so that they are securing maximum benefit.

Working with our partners in the health services, Police and community safety organisations, voluntary sector and private industry, our priorities are to improve health and support vulnerable people; enabling our residents to live healthy and happy lives; access to suitable and good quality housing; and feel safe and proud of their local area.

Cannock Chase District Council delivers and supports many services that influence the wider conditions that determine our health and wellbeing. Housing standards, environmental health and safety, waste collection and street cleansing, leisure and sports provision, and support for vulnerable people and the homeless are all elements of the Council's direct impact on this priority.

Cannock Chase Council strongly supported the successful bid from Birmingham City Council for the West Midlands region to host the Commonwealth Games in 2022. It is likely that one of the sporting events will be hosted in Cannock Chase. The District needs to maximise the economic and sporting benefits that the Commonwealth Games will generate.

Strategic Objectives

Our priority for this five year plan is to focus on the following four strategic objectives:

- Opportunities for healthy and active lifestyles
- Sustaining safe and secure communities
- Supporting vulnerable people
- Promoting attractive and healthy environments

How we will achieve this

We will:

- Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities
- Manage residents perception of fear of crime and anti-social behaviour
- Work with Local Strategic Partners to support vulnerable people
- Continue to support the local Troubled Families programme (Building Resilient Families and Communities)
- Development of new facilities at Chase Leisure Centre

- Continue with the development of facilities at the Community Sport & Recreation hub at the Stadium
- Provision of support package for people moving on to Universal Credit e.g. in the use of technology, promoting bank accounts, budgeting advice, etc.

What will be different by 2023?

- Increased participation in sport and physical activity
- Less fear of crime and anti-social behaviour
- Increased resilience within families
- Safe, welcoming and clean spaces for people to live and visit

Key Risks to Delivery 2018 to 2023

Exiting the EU (Brexit)

The UK will exit the European Union during the period covered by this Corporate Plan. In the EU referendum, 68.86% of Cannock Chase voters who participated voted to leave the EU. The West Midlands region had the highest percentage vote for leave of any part of the UK at 59.26%.

The District currently benefits from EU funding for specific programmes tackling skills and employment issues along with a variety of business support initiatives. Beneficiaries of EU support have increased in the District. The Government has provided a certain level of guarantee for these funds post exit. However it is unclear how these monies will be devolved and accessed in order to continue to give maximum benefit to the District.

Cannock Chase Council will work with all relevant national, regional and local bodies to understand the impact of Brexit on the District. Where these impacts are potentially negative for the local economy such as loss of investor confidence, the Council will work in partnership with all parties to mitigate these as much as possible so that the prosperity of the District continues to grow. This includes supporting initiatives that help advise businesses around exporting.

Financial Resilience

The financial resilience of both Cannock Chase Council and the wider public sector represents a significant risk to delivery. The Council has had Government Grant reduced by 60%. In the last three years and its long term funding is insecure. Across the public sector, the level of financial resources does not always match the level of demand.

The Council will ensure it has a robust medium term financial plan and will proactively engage with Government on the proposals for a new funding regime in local government from 2020. The Council will work in partnership with all public bodies to maximise the benefits delivered by public funds.

Capacity

In order to meet the financial pressures faced by the Council, there has over recent years been a reduction in management and staffing. Whilst there are sufficient resources to deliver our day to day services, the Council has limited capacity to deliver projects or unexpected challenges. This could have an impact on our delivery of key projects associated with our priorities.

Summary

This Corporate Plan is about looking ahead and identifying key priorities for the District over the next five year period (2018-2023). Promoting Prosperity and Community Wellbeing lie at the heart of this new plan and are inter-related. The new Corporate Plan is more than a set of aspirations for the District, it is backed up by two new investment funds- A District Investment Fund for improving skills, infrastructure and business growth, plus a Housing Investment Fund to support a major expansion of high quality social housing in the District. The Council working with relevant public and private sector partners will develop more detailed strategies and plans which will bring to life the priority commitments in this new Corporate Plan.

Thank you for taking the time to read our Corporate Plan. If you would like to comment or receive further information please contact policy@cannockchasedc.gov.uk

Promoting Prosperity

Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of local jobs created: a) Construction b) Retail	Q	0	TBC				
				Measurement to commence Summer 2020			
Passenger numbers using the station due to the development of Mill Green DOV	A			Measurement to commence Summer 2020			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Implement all associated Mill Green S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Recruit Town Centre Officer position		X			
		Establish stakeholder interest in new Town Centre Partnership.				X	
		Cabinet report to confirm structure of partnership		2019-20			
		Formal establishment of Board and wider partnership.		2019-20			
	Establish Employment and Skills Plan and Retail Skills Academy Agreement	Selection of college provider made.		X			
		Agreements signed with all parties.		X			
		Monitoring established with construction contractors					X
		Local recruitment and training commenced.					X

Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District - continued

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Improvements to Cannock Railway Station	Abellio Platform extensions – Dec 18.				X	
		Masterplan production including feasibility assessment					X
		Stakeholder consultation/ buy in			2019-20		
		Funding package collated.			2019-20		
		Delivery/phasing plan agreed.			2019-20		

Increase the skill levels of residents and the amount of higher skilled jobs in the District

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 47.2%	Aim to increase levels year on year				
	A	NVQ4 – 25.4% (2016)	Aim to increase levels year on year				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Agree provider for Retail Academy		X			
		Agree Retail course content and promote to recruit local employees					X
		Commence delivery of Retail Academy courses.		2019-20			
	Work with partners to establish engineering skills academy	Scope and develop a proposal for an Engineering Skills Academy					X

Create strong and diverse town centres to attract additional customers and visitors

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Town Centre Vacancy Rates	Q	Cannock 9%	Aim to keep below national rate of 12%				
	Q	Rugeley 4.3%					
	Q	Hednesford 3.3%					

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus Produced by December 2018				X	
		Completion of Cannock Strategic Plan		October 2019			
		Rugeley AAP review as part of the whole Local Plan review. September 2021		September 2021			

Increase access to employment opportunities

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Employment Levels	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%				
Unemployment Levels (JSA)		Unemployment rate 0.7%	Aim to keep below West Midlands rate 1.5%				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Employment Pilot Project in Cannock North area. This tackles unemployment and low pay in local communities.	Procurement carried out to select preferred provider.		X			
		Delivery commenced – June 2018.		X			
		Promotion and referral of clients.				X	
		Project evaluation.		2020			
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	ERDF/ESF funding secured to roll out skill hubs in both LEP areas.			X		
		Promotion of skills hubs commenced and referral of clients begun.					X
		CCDC businesses benefit from advice and grants available from the LEPs.		2019-20			

Create a positive environment in which businesses in the District can thrive

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) – 58	60				
	A	SSLEP (hub and landline) 280	300				

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village	Produce a local Economic Prosperity Strategy	Scope out content required and agree timeline for production.				X	
		Draft content and commence consultation process.					X
		Sign off by Cabinet. Formal adoption of strategy		2019-20			
		Commence delivery/priority actions.		2019-20			
Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents	As set out in the Local Development Scheme. Initial consultation Summer 2018			X		
		Issues and Options consultation February 2019					X
		Preferred Options consultation October 2019		October 2019			
		Proposed Submission consultation July 2020		July 2020			
		Submission of plan to the Secretary of State December 2020		December 2020			

		Examination in Public March 2021		March 2021			
		Adoption September 2021		September 2021			
	Undertake Housing Needs Survey	Produce updated housing needs assessment. December 2018				X	

Commencement of the regeneration of Rugeley Power Station

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increase in supply of employment land				Measurement to commence 2022			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	In conjunction with Lichfield DC to develop, consult and approve Supplementary Planning document setting out the strategic uses of the site together with monitoring of progress on delivery of the development site.	Complete production of the SPD		X				
		Commencement of demolition			X			
		Completion of demolition work						2021
		Land remediation						2021

Increase housing choice

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Total number of net new dwellings completed.	A	372 net dwellings completed (2016/17)	Average of 241 dwellings per annum				
Number of additional units delivered (Council Housing)	Q						
Number of additional units (Affordable Housing)	Q						

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
The Council will invest £12.6m to provide additional affordable homes across the district	Develop options appraisal to deliver additional Council housing	Create long list of potential development sites		X				
		Assessment and short list of preferred sites.			X			
		Consultation with Planning / Highways etc					X	
		Final selection of sites to progress / project brief						X
	Complete garage site and other Council Owned Land Development Schemes	Completion of Coulthwaite Way and Woodland Close			X			
		Completion of Speedy Close, Cornhill and Petersfield				X		
		Completion of Wood View, George Brealey, Cannock Wood St and Brunswick Road –programme completion					X	

Increase housing choice

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Rationalisation of Hawks Green Depot site for potential housing	Hawks Green Depot Review	Receive outcome of funding bid to Homes England		X			
		Consultation with Planning			X		
		Development of Project Brief if bid successful				X	
		Tender preparation					X

Improving Community Wellbeing

Opportunities for healthy and active lifestyles

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Total number of people using all of our facilities	Q						
Take up for the inclusive cycling pilot scheme	Q						

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Development of new facilities at Chase Leisure Centre	Design Development		X				
		Procurement						
		Contract Award and mobilisation			X			
		Phase 1 – Bowling Green conversion to studio			X			
		Phase 2 – Temporary gym formation					X	
		Phase 3 – Gym Refurbishment					X	
	Continue with development of facilities at the Community Sport and Recreation Hub at the Stadium	Phase 4 – Studio refurbishment						X
		Complete Phase 1 Works			X			
		Complete Gates and Fencing				X		
	Develop the ATP at Rugeley Leisure centre to full size	Official Opening				X		
Investigate funding opportunities to support the development of the ATP						X		

Opportunities for healthy and active lifestyles - continued

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Work with out leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Deliver Inclusive cycling scheme pilot at the Stadium with IHL	Set up Infrastructure and container on site			X			
		Commence cycling programmes				X		
	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Explore the options to undertake this review						X
		Produce Playing Pitch, Indoor and Outdoor facilities strategy and Open Space Strategy	Gather supply and demand information for Winter and Summer sports			X		
			Assess Information and Finalise Assessment Report			X		
			Develop and Finalise Strategy					X
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off;			X			
		Using current research, best practice and local insight, identify key settings and potential areas of influence;					X	
		With Partners, and using the forthcoming LGA / PHE Whole Systems Approach Guide (due 2019), develop the Strategy			2019-20			
		Identify and implement pilot projects to test the strategy (soft launch)			2020-21			
		Launch Strategy (to include and Engagement Event with partners, stakeholders)			2021-22			
		Monitor and review implementation			2021-23			

Sustaining safe and secure communities

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Number of good news stories/ case studies	A		4				
Number of ASB complaints dealt with via the Community Safety Hub	Q	85					
Number of CCTV case reviews provided to Staffordshire Police	Q	340					

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Manage residents perception of fear of crime and anti social behaviour	Publish and promote positive good news stories and case studies	Identify & Promote One Good News Story		X				
		Identify & Promote One Case Study			X			
		Publish Anti Social Behaviour Policy					X	
		Publish Community Safety Hub Referral Data						X
CCTV to deter crime and support the police in prosecutions	Upgrading CCTV technology	Project Team Set Up – Consider recommendations from CCTV Audit Report			X			
		Project Plan Developed & Procurement of Specialist Provider				X		
		Award Contract to Specialist Provider						X

Sustaining safe and secure communities - continued

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Benchmark our current policies and strategies with nationally recognised exemplar authorities;			X		
		Identify any critical gaps in our approach;					X
		With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement; (Year 2)		2019-20			
		Monitor and review the implementation of revised policies, using shared local intelligence; (Year 3)		2020-21			

Support vulnerable people

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Increased number of referrals to the Community Safety Hub	A	189 Cases					
Number of tenancies sustained	Q						
Following implementation of Housing Reduction Act (HRA) % of Main duty Homelessness cases accepted as homeless	Q						
Number of referrals to support agencies from the Community Safety Hub	Q						
Number of new universal credit claimants within the period	Q						
Number of Discretionary Housing Payments awards	Q						

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Signpost to appropriate support agencies	Annual Awareness Campaign across the District on how people can support themselves and access appropriate support	Develop the Awareness Campaign			X			
		Publish Awareness Campaign – Chase Matters; Website & Social Media				X		
	Introduction of Safeguarding Champions across the Council.	Recruit Safeguarding Champions				X		
		Develop & Deliver Training Session					X	
		Publish Number of Referrals Made						X

Support vulnerable people - continued

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Work with Local Strategic Partners to support vulnerable people	Implement Shared Accommodation Pilot	Appoint Preferred Provider		X			
		Evaluate success of the Project					X
	Provide Intensive Tenancy Support	Appoint additional Tenancy Sustainment Officer resources (37hrs pw)		X			
	Early help and intervention for Children and Families Prevention and Early help for adults through the Place Based Approach (PBA)	Local Strategic Partnership (LSP) Agree Local PBA Plan			X		
		Report Outcomes to LSP					
Managing the impact and rollout of Universal Credit	Manage and monitor roll out to new claimants from November 2018 (including management of hardship)			X	X	X	X

Promoting attractive and healthy environments

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Retain 6 Green Flags	A						
Number of fly tipping incidents	Q						

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Deliver high quality/maintained parks	Participate in Green Flag Inspections and Assessments			X		
		Green Flag Awards				X	
	Continue to deliver Hednesford Park (IHLF) project	Produce Hednesford Park book and CD		X			
		Finalise Design – new toilet facilities		X			
		Procurement and Contract Award			X		
		Commence construction			X		
		Complete construction					X
	Car Park improvement schemes	Prioritise and draw up scheme(s)		X			
		Permission to spend			X		
		Commence scheme					X
		Completion of scheme					
	Deliver new cemetery for the District	Report outcome of soft market testing to Cabinet to determine next steps		X			
		Develop project plan in accordance with Cabinet's decision			X		