

Report of:	Head of Governance & Corporate Services
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Portfolio Leader:	Leader of the Council
Key Decision:	Yes
Report Track:	Cabinet: 31/03/22 Council: 27/04/22

**Cabinet
31 March 2022
Corporate Plan 2022-26**

1 Purpose of Report

- 1.1 This report presents the Corporate Plan for 2022-26. This Plan will replace the existing Corporate Plan 2021-24.

2 Recommendation(s)

- 2.1 That Members approve the submission of the Corporate Plan 2022-26 set out at Appendix 1 to Council on 27 April 2022 for formal approval and inclusion in the policy framework of the Council.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Council's current Corporate Plan for 2021-24 was developed in 2020/21 in response to the impact of the pandemic on the District, the local economy, our community, and the Council's finances.
- 3.2 With a new administration elected in May 2021, a review has been undertaken of the Corporate Plan and a new plan produced to reflect the priorities for the next 4 years.
- 3.3 The Corporate Plan setting out the Council's priorities for 2022-26 is set out at Appendix 1. The emphasis of the new plan is on ambition for District and its residents
- 3.4 Once approved, action plans will be produced to underpin the delivery of each of the priorities. Progress will be reported on these quarterly and they will be updated annually.

Reasons for Recommendations

- 3.8 Adopting a new Corporate Plan for 2022-26 allows the Council to set a new focus and priorities for the District over the next four years.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Plan 2022-26 will replace the current plan and establish refreshed priorities.

5 Report Detail

- 5.1 The Council's current Corporate Plan for 2021-24 was developed in 2020/21 in response to the impact of the pandemic on the District, the local economy, our community, and the Council's finances.
- 5.2 Whilst the Plan is only in its first year of delivery and good progress is being, following the election of a new administration in May 2021 a review has been undertaken to consider their priorities for the future.
- 5.3 The issues underpinning the plan have not changed significantly but the approach and ambition for the District has changed. A new plan has been drafted to reflect the new administration's priorities for the future and the key actions and projects that are to be delivered.
- 5.4 As the key issues underpinning the Corporate Plan have not changed, further consultation has not been undertaken at this stage. However, engagement will be undertaken as part of the development and delivery of specific projects e.g., the regeneration work proposed for Cannock Town Centre.
- 5.5 Good corporate planning will ensure that the Council has a clear framework within which actions can be taken and which achieve the greatest impact on agreed priorities and objectives within the resources available.
- 5.6 The full Corporate Plan for 2022-26 is set out in Appendix 1.
- 5.7 Detailed delivery plans to support each of the priorities and objectives, setting out the timeline for implementation will be developed and these will be brought to Cabinet for consideration in due course prior to approval by Council.

6 Implications

6.1 Financial

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

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

6.2 Legal

The Corporate Plan forms part of the Policy Framework within the Council's Constitution. The new Corporate Plan will replace the existing plan.

6.3 Human Resources

A key action in the Corporate Plan is the development of an Organisational Development Strategy. The purpose of the Strategy will be to review the existing skills and resources of the Council's workforce and to use this data to determine what additional skills and resources are required to support delivery of the Council's services and the projects set out in the Corporate Plan.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities. This will be updated to reflect the changes to the Council's priorities and will be reviewed alongside the development of the new delivery plans.

6.5 Equality & Diversity

An Equality Impact Assessment has been undertaken as part of the development of the Corporate Plan.

6.6 Climate Change

The Corporate Plan outlines the way in which commitments to addressing Climate Change are being addressed through the priorities of the Council. This will be supported by a more detailed costed action plan in due course.

7 Appendices to the Report

Appendix 1: Corporate Plan 2022-26

Previous Consideration

None

Background Papers

None

CORPORATE PLAN 2022-26

Foreword

This is our vision for Cannock Chase and our plan for how to go about it.

We are developing fresh ideas, engaging with our local communities, and working more closely with partner organisations. We want to work together to achieve our ambitious long-term goals to create a thriving future for the whole of Cannock Chase.

Our local area has undergone considerable change in recent years, shifting from our traditional mining heritage and developing a diverse local economy. Our location places us at the heart of the national transport network. The new McArthurGlen Designer Outlet Village opened in 2021 - attracting visitors, creating local jobs, and providing a welcome boost for our local economy.

We are incredibly lucky to have Cannock Chase and the surrounding Areas of Natural Beauty on our doorstep. As the local housing offer has increased, local residents have benefitted, and we have also seen a number of people relocating into the area.

Our rich history is built around natural resources and energy generation which continues with the inspiring development of the former Rugeley Power Station site. The regeneration plans place us at the forefront of the green revolution, providing exemplar of sustainable development and the Zero Carbon Rugeley project.

Having secured £20 million from the Government's Levelling Up Fund, we have exciting plans to redevelop the area around the multi storey car park in Cannock Town Centre and proposals to enhance the Prince of Wales Theatre.

Birmingham 2022 Commonwealth Games will put Cannock Chase on the global stage when we host the mountain biking events. Our priority is to ensure the event leaves a local legacy, encouraging residents to take up cycling and other sports and activities.

The social and economic disadvantages, such as inequalities in levels of pay, educational attainment and health must be addressed. These are complex issues and, sadly, there is no quick fix. Cannock Chase District Council is committed to working closely with partners to tackle these issues and ensure local residents benefit from better health, improved job prospects and more fulfilling life chances.

Our many amazing local communities demonstrated incredible community spirit and generosity during the pandemic by pulling together and supporting their neighbours. We want to build on this by providing support and enabling our local communities to take action. We want to collaborate and work together with town and parish councils, local community groups and those who are well placed to encourage local action.

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We are committed to playing our part to tackle the worldwide challenge of climate change by reducing our local CO2 emissions. We appreciate that the Council's own carbon footprint is a small part of the overall challenge, but we are determined to address this and encourage the local people in our community, voluntary, statutory, and business sectors to play their part.

This is our ambitious vision, and we want to work together to achieve it.

Councillor Olivia Lyons

Leader of Cannock Chase Council

Cannock Chase in numbers

- 101,484 residents in 2020 (estimate)
- 46,611 households in 2020 (estimate)
- An Area of Outstanding Natural Beauty and 2 Special Areas of Conservation
- Over 1,000 acres of parks, open spaces, sports, conservation and play areas
- 3 Town Centres with 347 Town Centre Units
- 5,075 Council Homes
- Unemployment rate (claimant count) of 3.5% - February 2022
- 60 new affordable homes built in 2020-21
- 1.2 million domestic bins emptied
- 3,405 Business Enterprises in 2021
- 469 planning applications April 2021 - March 2022
- 97 CCTV Cameras Monitored
- 98% of food premises rated 3 stars or better 2021-22
- 31 Public car parks across Cannock Chase, 11 of which are pay and display

Vision:

Ambition is at the heart of our plan. Post pandemic we have an opportunity to repave the path ahead.

We want a Cannock Chase that local residents are proud to call home:

- Rejuvenated town centres, local businesses that are supported and an environment where entrepreneurship is encouraged.
- Empowered residents encouraged to lead healthy and independent lives.
- A local environment that is protected, preserved, and enhanced for future generations.

We will be a forward-thinking Council, making best use of our assets, living within our means, and ensuring we are accountable for our decisions.

We cannot achieve this vision alone and want to work together with partnerships, town and parish councils and community groups to achieve this ambition.

PRIORITY 1 - ECONOMIC PROSPERITY

“To reinvigorate the economy and create a District that thrives”

We aim to:

- **Attract investment to develop the District’s economy.**
- **Encourage entrepreneurship, promote apprenticeships, and support business.**
- **Attract modern, green, and skilled industries and create jobs.**
- **Rejuvenate our town centres.**
- **Support the development of our visitor economy.**

We want to create an environment that supports and encourages growth and people’s ambition to set up and run their own businesses. Our aim is to attract investment and businesses that will create skilled jobs for local people and businesses that use green technology to support our commitment to reducing the impact of climate change. We want to encourage businesses and people into our town centres and attract visitors to the District.

Over the next 4 years we will:

- Deliver the Levelling Up Fund regeneration scheme for Cannock Town Centre, creating a new cultural hub and high-quality public realm.
- Work in partnership to secure investment in major projects to create confidence in our District.

- Seek to identify and promote employment sites for new and growing businesses.
- Work with established Growth and Skills Hubs to streamline and simplify access to business support services, access to training and apprenticeships.
- Continue to work with partners to secure additional funding to be able to continue business growth and start-up schemes.
- Work with our Colleges and training providers to equip young people and all residents with skills they need to access employment opportunities.
- Work with partners to identify and support businesses to become more carbon efficient and identify opportunities to create green jobs in our District.
- Identify opportunities to improve public realm in our town centres.
- Work with town/parish councils, local businesses, and traders to support the development of initiatives to increase vibrancy of our town centres and increase footfall.
- Work with Destination Staffordshire to promote our key attractions, accommodation providers and events.
- Maximise the legacy of the 2022 Commonwealth Games by using the event to help boost the District's profile.
- Identify a pipeline of future projects to support economic growth opportunities and the rejuvenation of our town centres across Rugeley, Hednesford, Cannock and the surrounding villages and maximise investment and funding into the District.

PRIORITY 2- HEALTH & WELLBEING

“To encourage and support residents to lead healthy and independent lives”

We aim to:

- **Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing.**
- **Embed health and wellbeing into all of our policies and everything that we do.**
- **Work with partners to address health inequalities across the District.**
- **Support residents that need our help.**

We want to create opportunities for all of our residents to lead healthy and active lifestyles. For some, this may be by using our leisure centre facilities, for others, it may be walking our parks, or on the Chase, or by cycling around the District. We want to reach out to those residents who may find this daunting and help them to try out new activities in their local communities, that will support their physical and mental health and well-being.

We currently provide a range of facilities for people to use, including:

- 2 leisure centres, with swimming pools, (Cannock and Rugeley)
- 4 destination parks,
- 43 play areas across the district
- 14 football pitches and 3 artificial turf pitches (ATP's),
- 20 tennis courts and 4 skate parks
- A theatre and museum to support cultural and mental wellbeing.

Over the next 4 years we will:

- Work with Inspiring Health Lifestyles (IHL) leisure trust and other stakeholders to deliver campaigns to promote the benefits of being active and living healthily.
- Work with Staffordshire County Council to deliver the "Better Health Staffordshire" Pilot Project.
- Develop a Health and Wellbeing Strategy.
- Deliver lasting legacy projects from the Commonwealth Game Mountain Bike event, (i.e., Mountain Bike (Perry) Trail and Bike and Play trail).
- Work with partners to encourage the take up of benefits for by residents with low incomes.
- Work with Support Staffordshire and Staffordshire County Council to build on community spirit & volunteering / befriending advocacy.
- Promote the use "Cannock Chase Can" online app to support people in leading healthy lifestyles.
- Encourage residents to walk or cycle to and from work and school.

We will also continue to:

- Work on fuel poverty with partners, such as Staffordshire Warmer Homes.
- Provide accommodation for young people leaving care and support to sustain their tenancies.
- Provide an outreach service for rough sleepers.
- Provide support for veterans.
- Work with partners to safeguard the most vulnerable people within our district.
- Provide funding to voluntary organisations to provide free independent, impartial, and confidential advice to our residents.

PRIORITY 3 - THE COMMUNITY

“To ensure Cannock Chase is a place that residents are proud to call home”

We aim to:

- **Ensure our neighbourhoods are safe, clean, and tidy**
- **Maintain our local parks and green spaces.**
- **Encourage residents to live a sustainable lifestyle.**
- **Improve the housing offer across the District.**
- **Ensure our communities are well designed, accessible, and inclusive environments.**
- **Support and build strong connections within our local communities.**

We want our District to be an attractive and safe place to live. We will preserve our open spaces and local parks. We aim to build on the existing and new communities across our District so that residents feel connected and supported. We want to ensure that our residents have a choice in their housing accommodation and that it is safe.

Over the next 4 years we will:

- Work with town/parish Councils and local community groups to tackle litter and undertake litter picks.
- Carry out targeted campaigns to tackle specific types of waste crime and raise awareness of the Council’s zero-tolerance to all types of environmental crime.
- Develop a co-ordinated response to anti-social behaviour (ASB) across partner agencies.
- Engage with young people at risk of engaging in ASB through targeted diversionary activities across the district.
- Undertake a review of all our play areas.
- Provide support and opportunities to community groups wishing to take on more responsibility for improving and developing open spaces and play areas.
- Work with partners and the local community to support appropriate tree planting schemes.
- Undertake campaigns to raise awareness of the ways in which residents can reduce their impact on the environment.
- Develop an Environmental Strategy and action plan to reduce our impact on the climate.
- Work with partners to support the delivery of the zero-carbon pilot scheme in Rugeley.

- Increase housing choice.
- Ensure that our housing stock is safe and sustainable.
- Work with other housing providers and landlords to ensure that their properties are safe and healthy.
- Adopt a new Local Plan for the district.
- Support the progression of current and future Neighbourhood Plans within the district.
- Work with partners to support community events.

PRIORITY 4 - RESPONSIBLE COUNCIL

“To be a modern, forward thinking and responsible Council”

We aim to:

- **Improve our customers’ access to services.**
- **Enhance the use of technology and new ways of working.**
- **Develop our workforce to ensure they are suitably skilled.**
- **Be a responsible Council that lives within its means and is accountable for its actions.**
- **Make the best use of our assets.**

We want to improve the ways in which customers can access our services and at a time that suits them through better use of technology; whilst continuing to provide contact via the telephone or face to face for those customers who need more personal support.

Building on the lessons we have learned during the pandemic; we will develop a hybrid working model that supports employees to continue to work flexibly and in a way that best suits their role. Alongside this we want to ensure that our staff are trained to deliver the services that our residents need. The Council faces a challenging financial future, so it is important that we live within our means and make the best use of the assets we have. We will communicate with our residents to provide updates on the progress we are making in delivering our priorities and key decisions that affect the future of services.

Over the next 4 years we will:

- Develop a new customer portal to deliver better access to services on-line.
- Update our digital technology strategy and plan future improvements.
- Develop and deliver a workforce plan.
- Set a Medium-Term Financial Strategy (MTFS).

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- Undertake a corporate wide review of our assets and develop a new Asset Strategy.
- Identify opportunities for funding for green initiatives to improve energy efficiency of our buildings.
- Communicate with residents and stakeholders using language that is clear and easy to understand.
- Provide updates on our progress in delivering the priorities set out in this plan.