



## **Cannock Chase Council**

### **Council Meeting**

**Wednesday 10 February 2021 at 6:00pm**

**Meeting to be held via Remote Access**

#### **Part 1**

Copies of the relevant budget reports considered by Cabinet on 28 January 2021 can be viewed and downloaded from the Council's website at:

[www.cannockchasedc.gov.uk/council/meetings/agendas-reports-minutes/102/2021-01-28](http://www.cannockchasedc.gov.uk/council/meetings/agendas-reports-minutes/102/2021-01-28)

The relevant Cabinet resolutions from that meeting are attached as an Appendix to this Agenda.

Notice is hereby given of the above-mentioned meeting of the Council which you are summoned to attend for the purpose of transacting the business set out below:-

- 1. Apologies**
- 2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members**

To declare any interests in accordance with the Code of Conduct.

Members should refer to the guidance included as part of this agenda.
- 3. Minutes**

To confirm the Minutes of the Council Meeting held on 20 January 2021, Minute Nos. 56 – 66; Page Nos. 57 – 69.
- 4. The Chairman's Announcements and Correspondence**

To receive any Announcements and Correspondence from the Chairman of the Council.

**5. The Leader's Announcements and Correspondence**

To receive any Announcements and Correspondence from the Leader of the Council.

**6. Corporate Plan 2021-24**

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.37).

**7. Housing Revenue Account Budgets and Capital Programmes 2020/21 to 2023/24: Cabinet Resolutions**

Council is requested to consider recommendations referred from the Cabinet meeting held on 28 January 2021, in respect of the Housing Revenue Account Budgets and Capital Programme 2020/21 to 2023/24 (an extract from the Minutes of the Cabinet meeting is attached for information):

- (i) Housing Revenue Account Budgets 2020/21 to 2023/24.
- (ii) Housing Revenue Account Capital Programmes 2020/21 to 2023/24

**8. 2021/22 to 2023/24 Budget Process Procedural Rules**

Joint Report of the Head of Finance and the Council Solicitor (Item 8.1 – 8.7).

**9. Budgets 2020/21 to 2023/24: Cabinet Resolutions**

Council is requested to consider recommendations referred from the Cabinet meeting held on 28 January 2021, in respect of the General Fund Revenue Budget and Capital Programme 2020/21 to 2023/24 and the Treasury Management Strategy, Minimum Revenue Provision Policy, Annual Investment Strategy and Capital Strategy 2021/22 (an extract from the Minutes of the Cabinet meeting is attached for information).

- (i) General Fund Revenue Budget and Capital Programme 2020/21 to 2023/24.
- (ii) Treasury Management Strategy, Minimum Revenue Provision Policy, Annual Investment Strategy and Capital Strategy 2021/22.

Council is to note that there is one amendment to the General Fund Revenue Budget and Capital Programme 2020/21 to 2023/24 report with the inclusion of the Homelessness and Rough Sleeping Pathway Project (Phase 2) scheme in the General Fund Capital Programme (Appendix 3). The scheme arises from the successful bid to the Ministry of Housing, Communities and Local Government (MHCLG) 'Next Steps Accommodation Programme' (NSAP), for capital funding and is required to be delivered by 31 March 2021. Details of the scheme and permission to spend will be subject to a report to Cabinet on the 4 March 2021.

A revised Appendix 3 to the report is attached.

The Council Tax Resolution will be submitted to the 24 February 2021 Council meeting following the final agreement of the budget and receipt of all relevant Precepts.

In accordance with paragraph 2.3 of the Budget and Policy Framework Procedure Rules, consideration will also be given to any valid alternative proposals presented by Political Groups and individual Council Members as a referral back to Cabinet.

Any alternative balanced budget proposals submitted to the Managing Director by the deadline of 4:00pm, Tuesday 2 February 2021 will be circulated to all Members by 4:00pm, Wednesday 3 February 2021.

A handwritten signature in black ink, appearing to read 'T. McGovern', with a stylized, flowing script.

T. McGovern,  
**Managing Director**

2 February 2021



## **Guidance on Declaring Personal, Pecuniary, and Disclosable Pecuniary Interests at Meetings**

### **Definition of what is a Personal, Pecuniary and Disclosable Pecuniary Interest**

**A Personal Interest** is one where your well-being or financial position, or those of a member of your family or any person with whom you have a close association would be affected to a greater extent than the majority of Council Tax payers, ratepayers, or inhabitants of the electoral ward(s) affected by the decision. You automatically have a personal interest if you have given notice in the Register of Members' Interests, e.g. if you are appointed to an outside body by the Council.

**A Pecuniary Interest** is a personal interest where the matter

- a) affects your financial position or that of a member of your family or any person with whom you have a close association or a body in which you have registered in the Register of Members Interests or
- b) relates to the determining of any consent, licence, permission, or registration in relation to you or any person with whom you have a close association or a body in which you have registered in the Register of Members Interests

and, in either case, where a member of the public knowing the facts would reasonably regard the interest as so significant it is likely to affect your judgement of the public interest

**A Disclosable Pecuniary Interest** is an interest of yourself or your partner (which means spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners) in respect of employment, office, trade, profession or vocation carried out for profit or gain; sponsorship; contracts; land; licences; corporate tenancies; or securities, as defined with the Localism Act, 2011.

### **Please make it clear whether it is a Personal, Pecuniary or Disclosable Pecuniary Interest**

It would be helpful if, prior to the commencement of the meeting, Members informed the Monitoring Officer of any declarations of interest, of which you are aware. This will help in the recording of the declarations in the Minutes of the meeting.

### **Declaring Interests at Full Council**

The Code of Conduct requires that personal interests where you have a personal interest in any business of the Council, and where you are aware or ought reasonably to be aware of the existence of the personal interest, and you attend a meeting of the Council at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

Some items will be mentioned in the papers for full Council but are not actually being considered by Full Council. In such circumstances the Monitoring Officer's advice to Members is that there is no need to declare an interest unless the particular matter is mentioned or discussed. As a general rule, Members only need to declare an interest at full Council in the following circumstances:

- Where a matter is before the Council for a decision and/or
- Where the matter in which the Member has an interest is specifically mentioned or discussed at the Council meeting.

**Cannock Chase Council**

**Minutes of the Meeting of the Council**

**Held via Remote Access**

**at 6:00p.m., Wednesday 20 January 2021**

**Part 1**

PRESENT: Councillors:

Dudson, A. (Chairman)  
Witton, P.T. (Vice-Chairman)

Adamson, G. (Leader)	Layton, A.
Alcott, G.	Lyons, Miss O.
Allen, F.W.C.	Martin, Mrs. C.E.
Bennett, C. (Telephone)	Mitchell, Mrs. C.
Boucker, A.S.	Molineux, G.N.
Buttery, M.S.	Muckley, A.M.
Cartwright, Mrs. S.M.	Newbury, J.A.A.
Crabtree, S.K.	Pearson, A.R. (Telephone)
Davis, Mrs. M.A.	Preece, J.P.T.L.
Dunnett, Ms. A.J.	Smith, C.D.
Fitzgerald, Mrs. A.A.	Startin, P.D.
Freeman, Miss M.A.	Stretton, Mrs. P.Z., M.B.E.
Hewitt, P.M.	Sutherland, M.
Hughes, R.J.	Sutton, Mrs. H.M.
Johnson, J.P.	Thompson, Mrs. S.L.
Johnson, T.B.	Todd, Mrs. D.M.
Jones, B.	Wilkinson, Ms. C.L.
Jones, Mrs. V.	Woodhead, P.E.
Kraujalis, J.T.	

**56. Apologies**

Apologies were submitted for Councillor P.A. Fisher.

**57. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members**

<b>Member</b>	<b>Interest</b>	<b>Type</b>
Layton, A.	Agenda item 9 – ‘Motions Received under Council Procedure Rule 6’ – Motions (iii) and (iv) – interest due to nature of employment.	Personal

## **58. Minutes**

RESOLVED:

That the Minutes of the meeting held on 25 November 2020, be approved as a correct record.

## **59. Questions Received from the Public under Council Procedure Rule 4B(c)**

- (i) The following question was submitted in accordance with Council Procedure Rule 4B(c) by member of the public, Michael Davey:

“Does the closure of Lea hall coal mine 25 January 1991 and the following closure of the Rugeley A Power station in 1994 and Rugeley B Power Station 8 June 2016 have significant health benefits for the population of Rugeley and the surrounding villages e.g., people with pulmonary diseases for example Asthma and C.O.P.D. and could an enquiry be set up to examine the benefits and problems of Rugeley and the adjacent villages?”

Councillor J.A.A. Newbury, Environment and Climate Change Portfolio Leader, provided the following response:

“I welcome this question but as I am sure Mr Davey will appreciate that to answer such a question fully requires a multi- organisation response and it is not one the Council can answer on its own. The Council will need the assistance and specialist expertise of the County Public Health Insights Team and data from the Cannock Chase Clinical Commissioning Group, to whom the question has been referred on 13<sup>th</sup> January.

The Staffordshire Director of Public Health assists the Council in obtaining a statistical summary of mortality data associated with fine particulate matter (PM2.5). The data is acquired from Public Health Outcomes Framework indicators. It will also be necessary to examine historic air quality monitoring data, going back to the 1990’s, which the Council does not hold.

It is difficult to say with certainty what health benefits there have been for Rugeley and surrounding areas as a direct result of the closures described, since fine particulates (so-called PM 2.5) are carried over long distances. For this reason, levels of PM 2.5 tend to be measured regionally rather than down to local ward level.

In addition, levels of PM 2.5 are also affected by a range of other factors, including vehicle emissions, trends in smoking, increased use of domestic wood / log burners, the number and type of new businesses established over the period in question and recent trends for burning of scented candles / tealights indoors.

It has been possible to review some data for the period 2014-2018 showing estimated numbers of deaths attributable to PM 2.5 in adults over 30 within



Staffordshire. In Cannock Chase District deaths attributable to PM 2.5 accounted for 4.6%, which is just above the County average (4.4%) and below England average (5.2%) over the 5-year period.

I have asked Officers to liaise with colleagues in partner agencies to review any other available information and to write to you separately with any findings that will assist in answering the first part of your question.

As for the second part of the question, it might help to understand exactly what Mr Davey is looking to establish, particularly as to be effective such an inquiry would need to involve a number of different agencies and partners.

What I can say on this matter is that the Council is aiming to be carbon neutral by 2030 and is currently developing its costed action plan to achieve this goal, which will also assist in improving the air quality of the district."

## **60. Chairman's Announcements and Correspondence**

### **Minute's Silence**

The Chairman raised that as Members were aware, on 7 January the Council's Principal Parks and Open Spaces Officer, Kevin Yates, sadly passed away.

Kevin had worked for the Council since 2015 and played a key role in many important projects such as the regeneration of Hednesford Park; he also worked closely with many different groups and communities in the District.

Kevin known for his friendliness and willingness to help. Nothing was ever too much trouble for him, and he would be greatly missed by his colleagues and friends at the Council as well as those he came into contact with across the District.

The Council's thoughts were with his friends and family at this difficult time, and all Members joined the Chairman in a minute's silence to show their respects.

## **61. Leader's Announcements and Correspondence**

### **Covid-19 Update**

The Leader provided the following updates:

- As Members may be aware, he was the Chair of Governors at Staffordshire University Academy. The Academy, like other schools, was taking great steps to ensure the safety of students and staff at this time. A short video had been prepared by the Academy showing the procedures followed that should help provide reassurances to everyone that everything was being done to keep staff and students safe. A copy of the video was then played to Members.
- Covid-19 case numbers for the District remained stubbornly high, with the latest figure provided by Staffordshire County Council being 535.9 cases per 100,000 population. Whilst this reflected a decrease, it was still very high and above the Staffordshire average of 425.1. The District had the third highest case rate in Staffordshire, and 9 wards were considered to be hotspots.
- The vaccination programme was now going well after some initial glitches. The Clinical Commissioning Group had advised that they would complete the vaccination of the over 80s, and residents and staff of care homes this week. They intended to vaccinate front line social care staff next and use any spare

vaccines this week for this purpose too. Staffordshire County Council had been asked to provide the names and contact numbers of those staff so this could be done speedily.

- There were traffic problems at the Roman Way last night when the A5 and Longford Island were gridlocked due to the high number of people arriving at the vaccination site at the same time. This was partly due to people turning up early, others turning up without appointments and parking inconsiderately and dangerously. One resident, an 82-year-old, was so frightened by the chaos that she made her brother take her home and did not get vaccinated. Due to this, and knowing that everyone wanted to be vaccinated, people urged to think of others. The NHS was doing a magnificent job with the vaccine rollout and was well on target, so people were implored to wait their turn and follow the rules. Nobody wanted a situation to arise where people were getting killed or injured on the way to or from getting vaccinated.
- He attended a 'Together We're Better' meeting last night that involved the NHS, local authorities and voluntary sector. The message was that we were all working together to fight this wretched pandemic and collaboration was excellent and bode well for the future.
- Finally, in respect to concerns about mental health, Members were urged to highlight this issue and the help available. There was a 24-hour mental health helpline, which was 0808 800 2234. It was ok to not be ok, and Members were asked to encourage anyone suffering to get help.

**62. Questions Received under Council Procedure Rule 8**

No Questions under Council Procedure Rule 8 were received.

**63. Recommendations Referred from Cabinet, Committees etc.**

None referred.

**64. Motions Received under Council Procedure Rule 6**

- (i) Consideration was given to the following Motion, submitted in accordance with Council Procedure Rule 6, by Councillor A.R. Pearson, Community Safety and Partnerships Portfolio Leader (*due to having connection problems, the Motion was instead presented by Councillor T.B. Johnson, Economic Development and Planning Portfolio Leader*):

"At a council meeting held on 5th April 2017 the following motion was passed:

"That the Cannock Chase district council views with great concern the gross injustice whereby the treasury receives 50% of the surplus from the mine workers pension scheme, accumulating over £3 billion to date.

This money has been taken and continues to be taken from former coal mining communities such as our own, that can least afford it. The money removed from the pension scheme is vastly out of proportion to the risk covered by the treasury.

This council requests that the public accounts committee conduct an independent scrutiny of this extremely unfair arrangement and calls on the M.P. for Cannock Chase to take up the case for further actions in parliament."

I am very sad to say little or no notice was taken by the treasury, the public accounts committee, or the M.P. for Cannock Chase. Therefore, I submit the following motion for consideration by this authority:

- The Council views the vastly increasing concern the ongoing pillaging of the Mineworkers pension scheme.
- The treasury is still receiving 50% of the scheme's surplus, it is now stated by Justice for mineworkers that it has reached £4.2 billion, this has been taken from the former mineworkers and their widows and the communities such as our own.
- There is no justifiable reason why the treasury takes 50% of the surplus when the risks are so low, to illustrate this the Labour Party 2019 election manifesto proposed that it would only take 10% of the surplus to maintain the status of guarantor.

Therefore this council request that the M.P. for Cannock Chase writes to the Secretary of State for work and pensions to ask why so many of her constituents continue to be plundered by the government at a time in their lives when this hard earned money is so needed."

Councillor A.M. Muckley moved the following Amendment to the Motion, which was duly seconded:

1. "In the second bullet point, insert the word 'National' before Justice.
2. Capitalise the first letter of the word's 'work' and 'pensions' in the Secretary of State's job title.
3. That the Managing Director be instructed to also write to the Secretary of State on this matter."

Councillor T.B. Johnson accepted the Amendment for inclusion in the Motion.

Councillor B. Jones then moved the following further Amendment, which was duly seconded:

"That a letter also be sent to the Trustees of the pension scheme asking them to take this matter up with the Government for further investigation."

The Amendment was not accepted by Councillor T.B. Johnson for inclusion in the Motion.

Due to the Amendment not being accepted, a vote was taken, and the Amendment approved.

RESOLVED:

That:

- (A) Council viewed with vastly increasing concern the ongoing pillaging of the Mineworkers' pension scheme.
- (B) It be noted that the treasury was still receiving 50% of the scheme's surplus. It was now stated by the Justice for Mineworkers that it had reached £4.2 billion, and this had been taken from the former Mineworkers and their widows and the communities such as our own.
- (C) There was no justifiable reason why the treasury took 50% of the surplus when

the risks were so low. To illustrate this, the Labour Party 2019 election manifesto proposed that it would only take 10% of the surplus to maintain the status of guarantor.

Therefore:

- (D) Council requested that the MP for Cannock Chase write to the Secretary of State for Work and Pensions to ask why so many of her constituents continued to be plundered by the Government at a time in their lives when this earned money was so needed.
- (E) The Managing Director write to the Secretary of State for Work and Pensions detailing the concerns of Council in respect of this matter.
- (F) A letter be sent to the Trustees of the pension scheme asking that they also take this matter up with the Government for further investigation.

- (ii) Consideration was given to the following Motion, submitted in accordance with Council Procedure Rule 6, by Councillor G. Adamson, Leader of the Council:

“COVID-19 has deepened existing inequalities, hitting the poorest and most vulnerable communities the hardest. It has put a spotlight on economic inequalities and fragile social safety nets that leave vulnerable communities to bear the brunt of the crisis. At the same time, social, political and economic inequalities have amplified the impacts of the pandemic. On the economic front, the COVID-19 pandemic has significantly increased global unemployment and dramatically slashed workers’ incomes.” **Goal 10, Reduced Inequalities (UN Sustainable Development Goals).**

There is a large and growing body of evidence that highlights the disproportionate impact on low income communities as a result of recent global recessions and the COVID-19 pandemic.

For low income and non-earning residents in our district, income-based inequalities that pre-date COVID-19 have been further exposed and greatly exacerbated by these crises, the impact of which is yet to be fully realised. As this situation continues to unfold, and daily redundancies reach the thousands across the UK, Public Health England are reporting that those on the lowest incomes have suffered more than double the infection and mortality rates of those within the more financially stable or wealthier parts of the district and Country.<sup>1</sup> It is becoming clear that poverty is the key defining factor in how people experience the social and economic impacts of this pandemic in their lives, yet those struggling on the lowest incomes have the least influence in shaping and influencing our approach to recovery.

We have an opportunity in how we plan our Recovery, firstly to give true recognition to those low-income workers who have kept our country running while many of us were in lockdown or isolating at home, but also to create a lasting legacy of change, where poverty is not inevitable in our society and where fairer, greener and stronger communities can emerge.

In declaring a Poverty Emergency, this Council recognises that this is the time for that change. By aligning this work with our Climate Emergency declaration this Council commits to a People and Planet approach to Recovery and Renewal which encompasses:

- i. **Prioritising People and Planet** Identifying where the environmental and

poverty agendas overlap in order to tackle common issues of inequality, health and wellbeing.

- ii. **Recognising Socio-Economic Deprivation as an equalities issue** Acknowledging that the stress of being poor and in crisis has a detrimental impact on health, including mental health and wellbeing, achievement, life chances, participation, resilience and social cohesion.
- iii. **Investing in ‘Levelling Up’ locally** Working with residents to understand the barriers to employment, housing, health, leisure or education, and investing locally to level up our district’s communities.
- iv. **Embedding Lived Experience** Building on the foundations of the Poverty Truth Commissions, to reach out to people affected by poverty and use their experience to develop better policies and services which respond to their needs.
- v. **Building stronger communities** Continuing to work with the network of groups involved in the community response and other local initiatives, to increase participation in local democracy and involve people in the decisions that affect their lives. Providing a means for new groups to meet and build confidence, to collaborate, educate, experience a sense of ownership and influence and to build democratic participation, in order to root necessary responses within the heart of low-income communities.
- vi. **Unlocking Community Wealth and Potential** Developing further council strategies around community wealth building, including supporting communities to consider routes to community ownership in order to create jobs and share local wealth. Fostering the education, awareness, skills and culture-shift at all levels that provide the precursor to meaningfully explore and expand community ownership as a route out of poverty and forward through the crisis.
- vii. **Working together** Growing a network of local academics, professionals, unions, those with expertise in supporting migrants and asylum seekers and with existing and emerging poverty-related grassroots community groups and a wider network of people with lived-experience to support our work.
- viii. **Expanding our evidence-base** Collating more detailed poverty-related data in order to better inform the local and national approach.
- ix. **Starting with ourselves** Ensuring that our staff and those within our council companies are paid at least a local living wage will make us an example to others, helping to expand our local living wage district status. Through this and the implementation of a social value policy we can create inclusive growth in our district, in partnership with our suppliers, contractors and commissioned services.

**Therefore, this Council resolves to:**

1. Formally acknowledge the rising levels of poverty so widely evidenced over the past decade and further exacerbated by the dual crises of pandemic and recession.
2. Identify, report on and address unfair socio-economic barriers to democratic participation, security and wellbeing wherever they exist.
3. Ensure that the Poverty Emergency workstream sits alongside all other

workstreams within the council's recovery planning.

4. Develop a Poverty Emergency Strategy which takes a People and Planet approach to helping residents in our district cope which aims to remedy the disproportionate social and economic impacts of the pandemic and recession.
5. Continue to streamline and widely publicise access routes to advocacy and support for those directly impacted by the crisis and facing homelessness and unemployment/underemployment
6. Work collaboratively with partners to provide space for community-led 'hubs' where solutions to low income and crisis impacts can be explored by local residents and support provided
7. Keep the disproportionate impacts of the crisis on low income communities at the forefront of our response to planning, housing, land allocation and development including our response to recent legislative changes
8. Develop a dedicated online space for sharing of good practice, networking with other councils and an interface for collaboration with those directly impacted
9. Support the Portfolio lead for Health and Wellbeing to lead on this work, and a wide network of residents with lived experience.
10. Take a collaborative and evidence-based approach, working more closely with health, universities, trade unions and poverty-related community groups to improve our research and intelligence
11. Use what we learn through the work of the Poverty Emergency to raise the voices of those affected by poverty to help inform the government to shape and deliver their 'Levelling Up' agenda in our district and sub-region.
12. Invite other Councils to join with us in declaring a Poverty Emergency as a vehicle for systemic change in our society.
13. To share through networks like the LGA, our model for declaring a Poverty Emergency alongside a Climate Emergency as best practice in recovery and renewal."

Councillor A.S. Boucker moved the following Amendment to the Motion, which was duly seconded:

"At the end of 'Council resolves to:', insert:

14. Undertake a local review to assess the extent of isolation and the strength of support network in the District amongst those aged 65+.
15. Hold regular, well signposted advice and information events for families which bring together Housing Officers, Environmental Health Officers, Community Support Workers and local Housing Associations to help identify and assist vulnerable households; and
16. Ask the relevant Scrutiny Committee to revisit our housing policy, with a view to evaluating and, where possible, improving our role in helping to tackle wider issues and ensure homes within the District are as 'healthy and efficient' as possible.
17. To work closely with schools in the area, to support them in providing the highest level of education; recognising that education is one of the quickest

ways out of poverty and the surest way to end equality.”

Councillor G. Adamson accepted the Amendment for inclusion in the Motion.

RESOLVED:

That:

- (A) The rising levels of poverty, so widely evidenced over the past decade and further exacerbated by the dual crises of the pandemic and recession, be formally acknowledged.
- (B) The unfair, socio-economic barriers to democratic participation, security and wellbeing, wherever they exist, be identified, reported and addressed.
- (C) The ‘Poverty Emergency’ work stream sits alongside all other work streams within the Council’s recovery planning.
- (D) A Poverty Emergency Strategy be developed, taking a People and Planet approach to helping residents in our District cope, which aims to remedy the disproportionate social and economic impacts of the pandemic and recession.
- (E) Access routes to advocacy and support for those directly impacted by the crisis and facing homelessness and unemployment / underemployment continue to be streamlined and widely publicised.
- (F) Collaborative working with partners takes place to provide space for community-led ‘hubs’, where solutions to low income and crisis impacts could be explored by local residents and support provided.
- (G) The disproportionate impacts of the crisis on low income communities be kept at the forefront of the Council’s response to planning, housing, land allocation and development, and recent legislative changes.
- (H) A dedicated online space be developed for the sharing of good practice, networking with other councils and an interface for collaboration with those directly impacted.
- (I) Support be given to the Health and Wellbeing Portfolio Leader to lead on this work, and wide network of residents with lived experience.
- (J) A collaborative and evidence-based approach be taken, by working more closely with health, universities, trade unions and poverty-related community groups to improve the Council’s research and intelligence.
- (K) The Council to use what was learnt through the work of the Poverty Emergency to raise the voices of those affected by poverty to help inform the Government to shape and deliver their ‘Levelling Up’ agenda in the District and sub-region.
- (L) Other Councils be invited to join this Council in declaring a Poverty Emergency as a vehicle for system change in society.
- (M) Through networks like the Local Government Association, the Council’s model for declaring a Poverty Emergency alongside a Climate Emergency be shared as best practice in recovery and renewal.
- (N) A local review be undertaken to assess the extent of isolation and the strength of support network in the District amongst those aged 65+.
- (O) Regular, well signposted advice and information events for families be held,

which bring together Housing Officers, Environmental Health Officers, Community Support Workers and local Housing Associations to help identify and assist vulnerable households; and

(P) The relevant Scrutiny Committee be asked to revisit the Council's housing policy, with a view to evaluating and, where possible, improving the Council's role in helping to tackle wider issues and ensure homes within the District were as 'healthy and efficient' as possible.

(Q) The Council to work closely with schools in the area, to support them in providing the highest level of education; recognising that education was one of the quickest ways out of poverty and the surest way to end equality.

(iii) Consideration was given to the following Motion, submitted in accordance with Council Procedure Rule 6, by Councillor Mrs. C.E. Martin, Health and Wellbeing Portfolio Leader:

"The high unemployment and spiralling poverty forecast for 2021 is not an inevitable outcome from this pandemic and urgent action can still avert this. I therefore urge this Council to call on the Government to take the measures that can protect people's jobs and incomes, lives and livelihoods. These must include; ·

An increase in Statutory Sick Pay (SSP) to £320 a week – the living wage – and make it available to all workers so people can afford to self-isolate. The current £96 a week is a fifth of average weekly earnings and 2 million who earn less than £120 a week are not even entitled to that. Even while the vaccine is being rolled out people will still need to self-isolate to prevent the virus spreading.

A fix to furlough so that no one is paid less than minimum wage, it is unacceptable there are hundreds of thousands of the lowest paid receiving only 80% of the minimum living wage.

No cutting Universal Credit in April - cutting UC back £20 a week amounts to taking away £1000 a year from millions of low-income households.

An increase to public service wages and raising the minimum wage to £10 an hour. A pay cut in real terms – after a decade of real cuts - is a grave insult to millions of public service workers who cared for our loved ones during this crisis. Raising their wages and the minimum wage to £10 per hour would greatly assist in the fight against in-work poverty.

Protect and create jobs; the TUC has shown that investing £85 billion in green infrastructures would create 1.2 million jobs in 2 years and investing the resources public services need would create 600,000 jobs. This investment, alongside giving the packages of support which public sectors and businesses need, can prevent more job losses.

I call on this Council to resolve that the Managing Director pass on our demands to the Government, and also to ask our MP for her support in this, as it does have a direct impact on many of her constituents."

RESOLVED:

That the Managing Director pass on the Council's demands (as set out in the Motion) to the Government, and also to ask the MP for Cannock Chase for her support on this, as it had a direct impact on many of her constituents.



- (iv) Consideration was given to the following Motion, submitted in accordance with Council Procedure Rule 6, by Councillor P.E. Woodhead, Leader of the Chase Community Independents and Green Group:

“Universal Basic Income is a non-means tested, unconditional, non-withdrawable payment which covers the basic cost of living from the state to every person paid irrespective of wealth, background, employment or marital status. A fully implemented system would replace the need for a complex and unfair welfare state, benefit system and tax credits but it is recognised that extensive research and pilot schemes would need to be established to understand how this might play a role in the financial and social security needed to promote a prosperous and equitable future for every person.

Cannock Chase has areas recognised with historic and continuing deprivation, poverty and challenges to promote equal opportunities for all. The impact of the pandemic will be felt most severely on those with greatest need, the most vulnerable to the economic and social impact a changing world of work and employment will have in the coming years. With businesses closing, employment opportunities reducing and the fragility of zero-hour contract and the gig economy our community of Cannock Chase will not be immune to financial and social challenges to come.

The Council recognises that financial security is critical to a stable, thriving and prosperous community in Cannock Chase. The Council further recognises that with the changing nature of employment, earning and livelihoods the current welfare, benefits and tax credit system is not fit for purpose to fulfil the challenges of a post Covid future.

A universal Basic Income has the potential to address many of the most complex challenges in our society including inequality, poverty, precarious employment, recognition of the value of non-economic work such as caring for family members or voluntary work, giving employers a more flexible workforce and employees greater freedom to pursue their ambitions and removing the complex, conditionality and negative aspects of the current system.

The Council believes that these principles need testing and developing to understand their impact on the real challenges which lie ahead and recognises the work being undertaken by UBILab and others. It is noted that trials have also been considered in Finland and Spain are rolling out something similar as part of their Covid-19 response.

The Council resolves that the Managing Director write to the Secretary of State for Work and Pensions, the Chancellor of the Exchequer and their counterparts in all political parties as well as our Member of Parliament calling for a fully evaluated pilot of a Universal Basic Income in our community of Cannock Chase.”

**RESOLVED:**

That the Managing Director writes to the Secretary of State for Work and Pensions, the Chancellor of the Exchequer and their counterparts in all political parties, as well as the MP for Cannock Chase, calling for a fully evaluated pilot of a Universal Basic Income in the community of Cannock Chase.

**65. Comments and Questions on Part 1 Minutes of Cabinet, Committees, Sub-Committees and Panels under Rule 9**

The following Question on Part 1 Minutes was submitted in accordance with Council Procedure Rule 9 by Councillor P.E. Woodhead:

“Council the Portfolio Leader please give the Council an update on progress regarding the strategic review of all boardwalks and footbridges in the District?”

The following response was provided by Councillor G. Alcott, Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader:

“Council Officers are working towards completing an assessment of all footbridges by the end of March 2021. Once that assessment is complete, a report of their findings will be submitted to Cabinet by summer 2021.

This report will include recommendations and a costed action plan for implementation, subject to funding being made available. Currently there is no budget set aside specifically for replacing these bridges.

These timescales and budget situation are as outlined in the response to a petition sent back in October 2020. Whilst that petition specifically related to a request to replace a footbridge removed from Anglesey Nature Reserve in July 2020, the response had also mentioned the wider picture in relation to footbridges generally.”

Councillor P.E. Woodhead asked the following supplementary question:

“Please can the Portfolio Leader advise of the breadth and depth of debate at the Cabinet meeting where this was discussed and why the matter wasn’t accelerated as in accordance with Council’s wishes?”.

The Town Centre Regeneration Portfolio Leader provided the following response to the supplementary question:

“The Cabinet did discuss this item at the Cabinet meeting, and when Officers were asked about progressing this issue, the answer was a question of staffing, and there was not a great number of staff to do this work. Furthermore, it needed specialist advice and costings, and because of other priorities the Council had agreed to expedite, a view needed to be taken on what to progress. Cabinet had agreed certain priorities, and this was not one of them.” .

**66. Review of the Members’ Allowances Scheme**

Consideration was given to the Report of the Council Solicitor and Monitoring Officer (Item 11.1 – 11.18 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Basic, Special Responsibility and Civic Allowances be frozen at the 2020/21 rates for 2021/22.
- (B) No changes be made to the rates payable under the Communications, Carers’ Travel and Subsistence Allowances.
- (C) The revised Members’ Allowances Scheme be in place for 1 year (1 April 2021

to 31 March 2022), with a further review to be undertaken by the Independent Remuneration Panel later in 2021.

The meeting closed at 9:28 p.m.

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CHAIRMAN

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<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Judith Aupers</b>
<b>Contact Number:</b>	<b>01543 464411</b>
<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>Yes</b>
<b>Report Track:</b>	<b>Cabinet: 28/01/21 Council: 10/02/21</b>

**Council**  
**10 February 2021**  
**Corporate Plan 2021-24**

## **1 Purpose of Report**

- 1.1 This report presents the Corporate Plan for 2021-24, developed following stakeholder engagement on the priorities and objectives agreed by Cabinet on 15 October 2020. This Plan will replace the existing Corporate Plan 2018-23.

## **2 Recommendation(s)**

- 2.1 That Members approve the Corporate Plan 2021-24 set out at Appendix and its 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 2018-23 was developed nearly 3 years ago. Whilst good progress has been made in the delivery of our priorities, the impact of the pandemic in 2020 on the District, the local economy, our community and the Council's finances has been significant.
- 3.2 A comprehensive Recovery Strategy was agreed in May 2020 and has guided the work of the Council in recent months. One of the key actions set out in this strategy was to review the Council's current priorities to ensure that they take account of the impact that the pandemic has had on the District. Rather than simply refreshing the existing Corporate Plan which is due to run to 2023, a full review was undertaken to produce a new Corporate Plan for 2021-24.
- 3.3 In October 2020, Cabinet approved public engagement on priorities and objectives for a new Corporate Plan for 2021-24. This allowed the Council to take a strategic

look at how the pandemic situation may change life on an ongoing basis for our residents, businesses and the Council as an organisation.

- 3.4 We used this engagement with the community and our stakeholders to inform and involve them in determining the priorities and objectives of the Corporate Plan. It provided us with the opportunity to explain why we are undertaking the production of a new plan now and what this will aim to do and, importantly, provided an opportunity to actively listen to the views of those we engaged with.
- 3.5 The Corporate Plan setting out the Council's priorities for 2021-24 is set out at Appendix 1 The emphasis of the new plan is on recovery and rebuilding the District. The good progress made in delivering the priorities set out in the current corporate plan has been affected but the Council has set out a new plan, which seeks to learn from the pandemic and to reshape our aspirations for the future.
- 3.6 As the pandemic is still ongoing, the full impact on the District and the Community cannot yet be assessed and fully understood. The actions outlined in the Corporate Plan will be kept under review and adjusted as the picture becomes clearer to allow the Council to be responsive and flexible to the evolving situation.

#### **Reasons for Recommendations**

- 3.7 Adopting a new Corporate Plan for 2021-24 allows the Council to focus on actions to deal with the impact that COVID-19 has had on Cannock Chase District and provides a medium-term focus on key areas of recovery. It will lead to a longer-term and ambitious approach to the future of the District following on from this recovery.

#### **4 Relationship to Corporate Priorities**

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

#### **5 Report Detail**

- 5.1 On 23 May 2018, the Council's Corporate Plan for 2018-23 was approved. Whilst good progress has been made in the delivery of our priorities, the impact of the pandemic in 2020 on the District, the local economy, our community and the Council's finances has been significant.
- 5.2 A comprehensive Recovery Strategy was agreed in May 2020 and has guided to work of the Council in recent months. One of the key actions set out in this strategy was to review the Council's current priorities to ensure that they take account of the impact that the pandemic has had on the District. Rather than simply refreshing the existing Corporate Plan, which is due to run to 2023, a full review was undertaken to produce a new Corporate Plan for 2021-24.
- 5.3 Good corporate planning will ensure that the Council has a clear framework within which actions can be taken and which achieve the greatest impact on agreed priorities and objectives within the resources available. This is increasingly important due to the impact of the pandemic on the Council's already challenging

financial situation. “Re-setting” our existing Corporate Plan to focus on recovery will help move towards more ambitious plans in the longer term.

- 5.4 Through workshops with the Cabinet and the Recovery Overview Board, the needs and challenges facing the District were considered and three priorities were agreed. For each of these priorities a set of objectives has been determined setting out what the Council wants to achieve.

### **Engagement**

- 5.5 The priorities and objectives agreed with Cabinet in October were used as the basis of stakeholder engagement during November and December. The engagement period was from 19 October to 30 November 2020. As part of this process we ran an online survey - with paper copies available on request - and held a series of online focus groups. The survey received 83 responses and 40 people took part in focus groups. The focus groups were held with a variety of stakeholders including the community, young people, staff, members and the third sector. We also received two additional submissions from the Chase Community Independents and Hednesford Town Council. The survey and Focus Groups were promoted through a press release, the District Round Up, social media posts, emails to contacts and posters in libraries. With the Focus Groups we had difficulties in recruiting people to take part in the community, young people and staff sessions, resulting in some sessions being cancelled. This could have been for a variety of reasons including time, resources, being held online and Covid. This is an area to look at for future Council engagement.
- 5.6 In summary, respondents to the survey and the focus groups generally agreed with the three proposed priorities. There was broad support for the Environment/Climate Emergency to be considered as a separate priority.
- 5.7 A series of themes arose from the engagement some covering all the priorities and some specific to an individual priority. These are set out below.

### **All priorities**

- A lot of the objectives interlink with each other across and within the priorities.
- What we engaged on was lacking in detail.
- There was no explanation of what short/medium and long term meant and some felt objectives were given the wrong timescales.
- Voluntary Sector – the importance on working with, supporting, building on relationships and engaging with the voluntary sector was discussed under each priority. There was a focus on the benefits of networking and sharing information and not losing the momentum following Covid.
- Bringing the community back was a concern raised under two of the objectives. This was about how to get people involved in groups and activities following Covid.

### **Supporting Economic Recovery**

- Over 75% of survey respondents tended to agree or strongly agree with the objectives apart from social housing with only 58.5% tending to agree or strongly agree with this objective.

- The need to think about jobs for young people and the quality of jobs available across the district. The impact of Covid is currently unknown.
- The need to adapt and change poor town centres and also consider what the positive and negative impacts of McArthurGlen could be.
- Social housing will be more important following Covid but the quality of the houses and pressures on surrounding infrastructure should be considered.
- Clean and green should be incorporated into all of the objectives.

### **Supporting Health and Wellbeing**

- Over 90% of survey respondents tended to agree or strongly agree with providing opportunities for healthy and active lifestyles and supporting vulnerable people and engaging with our communities. 80.5% tended to agree or strongly agree with creating a greener, sustainable community and environment.
- The importance green open spaces and parks and protecting and maintaining them.
- Physical and mental health.
- Thinking outside the box with regards to obesity levels.
- Importance of partnership working.

### **Financially Resilient District**

- Over 75% of survey respondents tended to agree or strongly agree with the objectives set out under this priority.
- The objectives are common sense, business as usual, the Council is obliged to do this.
- Look local – procuring locally, in house services, using local services.

5.8 The results of the engagement are set out in more detail in Appendix 2.

### **Changes made to the Priorities and Objectives**

5.9 Further consideration has been given to priorities and objectives in light of the engagement feedback and the following changes have been made:

#### **All priorities**

- (i) A significant part of the engagement response made the case for greater consideration of environmental issues – from parks and open spaces to climate change. This was discussed with the Cabinet and Recovery Overview Board prior to engaging with the public and has been re-visited in light of the comments made during the engagement process.

The importance of the environment and the Council's commitment to becoming carbon neutral by 2030 is recognised and it is considered that this is better approached by embedding it in all of the Council's priorities and actions rather than having it as a standalone priority.

Clear reference has been made to the environment and / or "green recovery" under each of the priorities.



- (ii) The references to short, medium and long term have been removed from the objectives. Indications of the timescale for delivery will be set out in supporting actions plans.
- (iii) Reference has been made under each priority to the work that the Council does in partnership with other public sector bodies and voluntary organisations

### **Supporting Economic Recovery**

- (iv) The reference to Increasing “social housing” has been changed to “affordable housing”
- (v) Well designed and connected communities – the reference to connected has been removed
- (vi) In relation to specific comments made, the following actions have been added to support delivery of this priority
  - Maximising the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands.
  - Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments
  - Ensure our local communities secure benefits from new developments and investment in local infrastructure

### **Supporting Health and Wellbeing**

- (vii) Supporting vulnerable people – the reference to “engaging with our communities” has been removed from the objective description and actions setting out engagement with the voluntary sector have been added. This also addresses the engagement comments made about the need to work with the voluntary sector
- (viii) In relation to specific comments made, the following actions have been added to support delivery of this priority
  - Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing:
  - Maintain and improve our parks, green spaces and countryside so that they remain attractive and enhance our quality of life

### **Financially Resilient District**

- (ix) The reference to District in the priority has been changed to “Council”. This allow this priority to focus on the changes the Council needs to make to the way in which it operates. The financial resilience of the District will be picked up via the work on the priority for “Supporting Economic Recovery”.

- (x) The following objectives have been removed and embedded into the actions that will support the delivery of the other objectives
- maintaining a robust corporate infrastructure which underpins the delivery of critical services
  - To realign and attract resources that enables the Council to facilitate an economy, community and environment that is more resilient in the future
- 5.10 During the engagement period, work has been ongoing to develop the Corporate Plan for 2021-24. A key part of this work has been the development of actions to support the delivery of the priorities and objectives and performance measures. The high level actions are set out in the Corporate Plan and help to explain in more detail what the Council intends to do over the next 3 years. This addresses the general comments made during the engagement about the lack of detail; reference has been made to some of these in the points above where they relate to comments made through the engagement process.
- 5.11 The full Corporate Plan for 2021-24 is set out in Appendix 1.
- 5.12 Detailed delivery plans to support each of the priorities and objectives, setting out the timeline for implementation are now being developed and the intention is to bring these to Cabinet for consideration in March and to Council for approval in April.
- 5.13 As the pandemic is still ongoing, the full impact on the District and the Community cannot yet be assessed and fully understood. The actions outlined in the plan will be kept under review and adjusted as the picture becomes clearer to allow the Council to be responsive and flexible to the evolving situation.

## **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 has been updated to reflect the impact of the pandemic and continues to be monitored. It will be reviewed alongside the development of a new Corporate Plan.

#### 6.5 Equality & Diversity

An Equality Impact Assessment has been undertaken as part of the development of the Corporate Plan and engagement has formed a key part of this.

#### 6.6 Climate Change

The Corporate Plan outlines the way in which commitments to addressing Climate Change are being addressed through the Priorities and Objectives of the Council. This will be supported by a 10 year costed action plan, developed with a Citizen's Assembly, which was agreed in principle in October 2019 following the declaration of a Climate Emergency by the Council in July 2019. This will provide a broad framework for the Council, other partners, stakeholders and local people to take a range of actions to address the challenge of achieving carbon net zero by 2030.

### 7 Appendices to the Report

Appendix 1: Corporate Plan 2021-24

Appendix 2: Results of engagement

#### Previous Consideration

None

#### Background Papers

Report to Cabinet 21 May 2020 – Approach to Recovery Planning from the Impact of Covid-19

Report to Cabinet 15 October 2020 – New Corporate Plan 2021-24



# **Cannock Chase Council**

## **Our Corporate Plan 2021-24**

### **Foreword**

COVID-19 has had a devastating impact on our community and the Council itself. A Recovery Strategy was put in place in May 2020 to respond to the pandemic, plan for the restoration of services and to look ahead to reshape our services in the future.

As part of our recovery planning, it was agreed to bring forward work on reviewing our priorities and set out a new Corporate Plan for 2021-24 to replace our existing Corporate Plan. This will allow us to take a strategic look at how the pandemic has affected our residents, businesses and the Council as an organisation. We have reset the Council's priorities and objectives and look forward to planning for long term and ambitious improvements for the District.

The impact of the pandemic has been overwhelming as people's daily lives have been restricted, loved ones have been lost, businesses have had to close with some not re-opening and jobs have gone. However, more positively the pandemic saw the emergence of a tangible community spirit and volunteers willing to help those in need with food and pharmacy deliveries and other support.

The economic impact of the COVID-19 pandemic has, nevertheless, been significant and it is uncertain how quickly the economy will recover. It is highly likely that the pandemic will have a significant impact on key sectors within Cannock Chase, but at present it is not fully known if these impacts will be short-term or whether they may lead to longer term structural change. Sectors particularly affected include retail, wholesale, tourism, hospitality, transportation and storage, construction and manufacturing.

COVID-19 had an impact on how the Council worked too. Many of our employees quickly switched to working from home and Council meetings moved online. We continued to provide essential services throughout. New services and support were set up to co-ordinate support for our vulnerable residents and local businesses. Financial support has also been provided to businesses that had to close during the national lockdowns and advice was given as they re-opened, helping them be Covid secure.

We need to consider what sort of future we want for the District and how the pandemic might affect our daily lives for some time to come. It is likely that a 'new normal' will emerge rather than just reverting to life as it was before and it is essential that we learn the lessons from the pandemic in order to address the fragility of the District and ensure that we can be more resilient.

This Corporate Plan is an opportunity to look differently at the future. We will consider our priorities for supporting our community, building on the volunteering and community spirit that has been evident. We will take the opportunities that have arisen as our community, businesses and the Council have found new ways of working together.

The lack of a financial settlement from the Government beyond 2021-22 creates a period of financial uncertainty for the Council. The significant loss of income and the increased costs of the impact of COVID-19 has put pressure on financial reserves, with deficits forecast for 2022-23 and 2023-24. To meet these, the Council will need to develop savings options over the next 12 months.

In light of the effects of the pandemic, our Corporate Plan for 2021-24 is therefore focussed on recovery and building resilience. This plan is about getting the District back on track, revisiting our plans and reshaping the future. We want to realign the resources we have and attract new resources to enable the Council to facilitate an economy, community and environment that is more resilient in the future and maximises the opportunities available to it.

Three priorities have emerged from our planning and our engagement with the community. They are:

- Supporting Economic Recovery
- Supporting Health and Wellbeing
- Financially Resilient Council

In 2019 the Council made a commitment to becoming net carbon neutral by 2030. Rather than adopting this as a standalone priority, it will be at the heart of all three of our priorities and will be embedded into our objectives and action plans for the future.

Above all we want our District to be an attractive place to live and visit; we want it to be economically successful and environmentally sustainable; we want local people to have a healthy and active lives.

Clearly we cannot achieve this on our own; we will be working closely with partners from the public sector, private sector and voluntary organisations in delivering the priorities and this is reflected in the actions set out in the detailed plan that follows..

This document sets out these priorities in more detail, explains why they are important, what we want to achieve, the actions we will take, and how we will measure our success. With so much uncertainty about the long-term effects and impact of the pandemic this plan will provide a clear framework to develop our actions to achieve the greatest impact on agreed priorities and objectives within the resources available.

**Councillor George Adamson, Leader of Cannock Chase Council (photo)**

**and**

**Tony McGovern, Managing Director of Cannock Chase Council (photo)**

## **Cannock Chase in numbers**

**(to display as an infographic)**

An estimated 101,594 residents in 2020

An estimated 43,952 households in 2020

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

5,118 Council Homes

Unemployment rate of 5.6% below the England average of 6.3%, October 2020

108 new affordable homes built in 2019-20 including 9 Council new builds

1.2million domestic bins emptied in 2020 (based on 70 per cent of bins being put out for collection each week)

3,430 Business Enterprises in 2020

433 planning applications April 2019 - March 2020

95 CCTV Cameras Monitored in 2019-20

96% of food premises rated 3 stars or better 2019-20

32 Public car parks across Cannock Chase, 12 of which are pay and display

**(add in map / key infrastructure here)**

## What we have achieved in the last three years

In the last Corporate Plan (2018-23) we set ourselves two priorities; set out below are the key achievements made in the last three years under those priorities.

### Promoting Economic Prosperity

- In October 2018 construction work started on the £160m McArthurGlen Designer Outlet in Cannock. The first retail units are due to open in February 2021. **(photo)**
- In January 2019 Cannock Chase achieved the highest economic growth within the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) area.
- Cannock Chase is named a Commonwealth Games venue for the mountain biking event at Birmingham 2022. **(photo)**
- The Council paved the way for the return of further education to the District with a new Cannock Chase Skills and Innovation Hub at the Cannock Campus of South Staffordshire College.
- The Council helped to secure £500,000 for a new Cannock Chase Engineering Academy for South Staffordshire College in Cannock.
- The Council helped South Staffordshire College secure Government funding for a new Digital Skills Academy, from Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP).
- Walkers, cyclists and canal users benefit from improved links into Rugeley town centre thanks to £218,960 funding allocated from a remaining Section 106 agreement with Tesco.
- The Council agreed to spend £200,000 to improve its car parks.
- A Cannock Town Centre Development Prospectus was approved to highlight opportunities for potential developers. **(photo)**
- Approval was given to spend £94,000 on environmental improvements for Cannock town centre.
- The shutters of empty shop units in Cannock town centre received a makeover.
- Pay by phone service and contactless ticketing machines introduced in car parks.
- Work got underway to build 44 new homes on former Council depot land in Hawks Green. **(photo)**



- A £211,000 grant from the West Midlands Combined Authority (WMCA) was received to support employment and skills in Cannock North Ward. **(photo)**
- Outline planning permission was given to ENGIE, the Rugeley Power Station site developers, in January 2020 for mixed-use redevelopment of the site. **(photo)**

### **Improving Community Wellbeing**

- Phase 1 of £1.3m Stadium Park opened in September 2018 with adventure play area, BMX pump track, footpaths, running routes, green gym equipment, new entrance gates and fencing, CCTV cameras, and community allotments with an allotment building. **(photo)**
- Community Safety Partnership launches `Say Something, See Something` campaign to tackle adult and child abuse. **(photo)**
- £1m development of Chase Leisure Centre for brand new, multi-use functional spaces and a state-of-the art cycle studio.
- Six Green Flag Awards for parks. **(photo)**
- Proposed play area and open space improvements to the Cema in Norton Canes approved.
- Council funding approved towards new mountain bike trail at Birches Valley as legacy project for Commonwealth Games.
- Football Foundation grant announced to help cover costs of providing new artificial grass pitch in Rugeley.
- In xxxx, work started on a new cemetery in the District. **(photo)**

## Our Priorities for 2021-24

In this section we outline our three priorities for 2021-24.

### Priority 1 - Supporting Economic Recovery

#### Why this is important:

The District is facing an unprecedented challenge in dealing with and recovering from the economic recession caused by COVID-19. The recession is highly likely to lead to increased levels of unemployment within the District at a level which has not been seen for decades. Key sectors in the District such as retail, leisure and hospitality are particularly vulnerable to the ongoing effects of the pandemic and are likely to be adversely impacted.

The Council has a key role to play in supporting the economic recovery of the District and to enable the creation of new job opportunities, help existing businesses to survive and grow, new businesses to start-up, and to attract new investment.

The Council has an important part to play in its role as a place shaper in planning for future growth and opportunities to create new jobs, affordable new homes and re-purpose our town centres.

Major investments such as the McArthurGlen Designer Outlet West Midlands and Rugeley Power Station continue to be critical in supporting the economic recovery of the District.

Access to affordable housing is key to creating sustainable, prosperous communities. A lack of affordable housing affects household budgets, health and education and the ability to gain and sustain employment. The Council wants to provide housing options to meet our residents' needs. Genuinely affordable housing is needed for those on different incomes. Rented accommodation is in high demand in the District and intermediate housing has a role to play for those who do not have access to social housing and cannot afford the private market.

#### The result will be:

- The District's economy will recover from the effects of the pandemic and capitalise upon opportunities to create green new jobs.
- Our residents will be able to access new employment and skills opportunities.
- Our town centres will be re-shaped and existing sites will be re-purposed.
- There will be an increase in affordable housing for our residents.
- There will be increased business confidence and investment.

### Objective 1.1 - Supporting jobs, enterprise and skills

#### How we will deliver this:

- (i) Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands
- (ii) Provide advice and support to local businesses to help them grow and new businesses to start-up

- (iii) Work with partners to put in place responsive employment support for newly unemployed residents
- (iv) Work to increase skills levels of residents and improve access to employment opportunities
- (v) Ensure Cannock Chase District has a sufficient supply of employment land and workspace for small businesses

**Measures:**

- Unemployment rate
- Youth unemployment
- NVQ 3 / 4 attainment rates
- Number of businesses supported
- Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College

## **Objective 1.2 - Reshaping our town centres**

**How we will deliver this:**

- (i) Promote key Council owned sites in the Cannock Town Centre Development Prospectus
- (ii) Develop a Cannock Masterplan to identify wider opportunities for reshaping the town centre
- (iii) Progress plans for the regeneration of the former Multi-Storey Car Park / Indoor Market site
- (iv) Identify opportunities to reshape Rugeley Town Centre – capitalising upon the re-development of Rugeley Power Station
- (v) Review the Council's car parking strategy

**Measures:**

- Town Centre vacancy rates
- Number of residential units consented / completed in Town Centre
- Commercial and non-retail floorspace consented / completed

## **Objective 1.3 - Increasing affordable housing**

**How we will deliver this:**

- (i) The £12m Housing Investment Fund will enable the Council to deliver in the region of 100 new Council properties for rent
- (ii) Work with Planning Services to ensure the Local Plan includes the necessary provisions for affordable housing contributions as part of the planning process

**Measures:**

- Number of Council homes delivered
- Number of Affordable Housing units delivered per annum
- Updated Local Plan policies for affordable housing

## **Objective 1.4 Well-designed communities**

**How we will deliver this:**

- (i) Adoption of a new Local Plan for the District by the end of 2023
- (ii) Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments
- (iii) Support our towns and parishes to plan their neighbourhoods
- (iv) Ensure our local communities secure benefits from new developments and investment in local infrastructure

**Measures:**

- Housing completions
- Employment land developed
- Neighbourhood Plans adopted
- Amount of CIL / S106 funds secured / allocated

## **Objective 1.5 Clean and green recovery**

**How we will deliver this:**

- (i) Support our clean growth ambition by identifying and supporting businesses and sectors that can deliver green jobs and investment
- (ii) Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions
- (iii) Promotion of clean growth initiatives delivered by partners to local businesses
- (iv) Work towards developing zero carbon homes (passivhaus standard) on Council housing developments
- (v) Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation

**Measures:**

- Reduction in carbon emissions
- Green businesses supported / 'green jobs' created
- Number of passivhaus homes delivered
- Energy efficiency levels achieved in new Council housing developments
- Number of retro fit completions

## Priority 2 - Supporting Health and Wellbeing

### Why this is important:

We want our residents to have the opportunity to live as healthy lives as possible for as long as possible and to live comfortably and safely in their communities. We recognise the significant effect that health and wellbeing have on happiness and life chances and that this varies considerably in Cannock Chase District.

Life expectancy at birth and at age 65 was below the national average during 2017-19, with inequalities in health and life expectancy related to deprivation across the District. The most recent Active Lives Survey data covering the period May 2019 to May 2020 estimates that around 27.8% of adults aged 16+ are physically inactive in the District, taking part in less than 30 minutes per week of physical activity. This was above the England average of 25.5%.

The restrictions that COVID-19 has placed on us has had a profound effect on the way we behave – including how people play, exercise, travel and work. Exercise and physical activity will play a key role in recovering from the pandemic. The continued provision of affordable and accessible leisure and culture facilities is an important aspect of this, so we will continue to invest in our culture and leisure facilities, parks and open spaces or through providing more online exercise opportunities and encourage greater use of our fantastic natural assets - Cannock Chase, Hednesford Hills and other open spaces, parks, green gyms and play areas. Our parks and open spaces are some of the best in the country and we are incredibly proud that six have received the accolade of Green Flag status.

The Council is committed to safeguarding all children, young people and vulnerable adults and protect them from abuse. The Council recognises that there are a number of individuals who have no fixed abode and are not necessarily street homeless. It is essential that these individuals have access to safe and secure accommodation, and homelessness reduction remains a top priority of the Council. Early prevention activities have been heavily invested in.

In 2019 the Council declared a Climate Emergency in Cannock Chase District and has set the ambitious target of creating a Net Zero Carbon District by 2030. This will and must be at the heart of everything we do going forward. To achieve our net-zero carbon ambitions we must seek new ways of doing things and seek out new approaches to delivering services and accessing investment. We must work more closely together, across the public, business and community sectors; to find solutions for the challenges we are all facing.

### The result will be:

- Our leisure and cultural facilities will be fit for purpose
- A District where our residents will have the opportunity to enjoy a healthy and active lifestyle
- A healthier and more physically active population
- A District where our residents are able to live full, active, healthy and independent lives
- Vulnerable individuals are supported and safeguarded.
- There is increased awareness of the support available to homeless applicants
- We work towards eliminating street homelessness
- A green sustainable District that cares about the environment and tackling climate change

## Objective 2.1 - Providing opportunities for healthy and active lifestyles

### How we will deliver this:

- (i) Continue to invest in our facilities, parks and play areas:
- (ii) Work to secure external funding to support investment in our leisure facilities
- (iii) Assess the impact of COVID-19 on the Council's leisure and culture services to help transform and shape those services going forward
- (iv) Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy
- (v) Continue to provide affordable, varied and locally accessible facilities for sport and leisure:
- (vi) Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing:
- (vii) Work with partners to help and support our residents to adopt a healthy and active lifestyle
- (viii) Promote the use of green open spaces and our parks for exercise and activity
- (ix) Help and facilitate the delivery of a successful Commonwealth Games event in our District and to maximise the opportunities for local enterprise, culture, tourism and to raise awareness of the benefits of an active lifestyle
- (x) Maximise the physical opportunities and legacy for our residents from our investment in the Commonwealth Games 2022 Mountain Biking Event

### Measures:

- Increase in physical activity in adults (%)
- Reduction in inactivity levels (%)
- Number of visits to leisure centres
- Number of memberships
- Uptake on GP referrals
- Number of leisure concessions

## Objective 2.2 Supporting Vulnerable Residents

### How we will deliver this:

- (i) Poverty Strategy and action plan to be developed.
- (ii) Monitor the impact and effectiveness of our new Housing Assistance Policy - Independent Living 2020 on helping older residents and those living with disabilities, to live healthier and more independent lives
- (iii) Continue to focus on prevention of homelessness in accordance with the Homelessness Reduction Act
- (iv) Develop the provision of homelessness services through maximisation of homelessness grant funding and other resources
- (v) Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management
- (vi) Provide increased support for high risk victims of domestic abuse in partnership via the weekly local Multi Agency Risk Assessment Conference (MARAC)
- (vii) Raise and increase awareness of the risk of harm of alcohol and substance misuse
- (viii) Provide needs-led, person centred support to those young people engaging in Anti-Social Behaviour (ASB) and at risk of school exclusion

- (ix) Work with agencies to develop a programme of engaging with the voluntary sector and community groups to provide advice, support and signposting for vulnerable residents

**Measures:**

- Numbers of Disabled Facilities Grant (DFG) applications and completions
- Amount of DFG assistance provided
- Numbers of homelessness preventions and cases
- Rough Sleeping and Homelessness Pathway (Housing First) Project – continued provision to Project provider (5 flats)

## **Objective 2.3 - Creating a greener, sustainable community and environment**

**How we will deliver this:**

- (i) Develop an Environmental Strategy setting out how we will protect the local environment and implement our Climate Change Action Plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030.
- (ii) Work collaboratively to find solutions to tackling the impact of climate change
- (iii) Maintain and improve our parks, green spaces and countryside so that they remain attractive and enhance our quality of life.
- (iv) Work and empower local communities to support local projects and sustain local facilities such as play areas, parks and open spaces.
- (v) Develop our Open Spaces Strategy to support the adoption of the Local Plan by the end of 2023 - delivering green spaces as part of new residential and business developments.
- (vi) Protect and enhance our high quality and unique natural environment including our green belt, SSSIs and Area of Outstanding Natural Beauty (AONB).
- (vii) Keep our District clean.
- (viii) Promote and raise awareness to support our residents in reducing residual waste and increase recycling.
- (ix) Tackle waste crime such as fly-tipping, dog fouling, littering and increase recycling.
- (x) Complete and open our new Cannock Chase Cemetery in 2021 to meet the demand for burial space in the south of the District.

**Measures:**

- Reduction in carbon emissions from baseline – aiming for net zero in 2030
- Retention of six Green Flag Awards
- Recycling rate
- Reduced waste to landfill
- Reduction in number of Fines, Fixed Penalty Notices and Prosecutions for waste crime



## Priority 3 - Financially Resilient Council

### Why this is important:

The Council has been facing increasing challenges over the last few years in balancing its budget. The Council has seen its core funding from Government fall by 30% over the last four years and the loss of significant business rates income from the closure of Rugeley Power station. While the opening of the McArthurGlen Designer Outlet West Midlands will offset some of this reduction, the Government's funding regime only enables us to retain this income for five years. The Council prior to the pandemic was still estimating a shortfall of approximately £0.58 million in 2022/23 due to the reduction in Government funding.

The pandemic has had a considerable impact on the Council's finances and while the Council has received some additional funding from the Government that has helped to cover the additional costs incurred, the Council has lost income from car parking and other sources.

The Council has also helped to support its key contractor, Inspiring Healthy Lifestyles (IHL), which runs the Council's leisure and culture facilities. The overall impact of COVID-19 is likely to last for a number of years. The Council is facing uncertainty as to future funding and in the short term we are balancing the budget by using the Council's reserves. If the additional business rates achieved to date is withdrawn by Government, it is estimated that the Council will face a further reduction in funding of 18% by 2023-24 and will need to find a saving of a minimum of £1m in 2022/23 and onwards.

The Council has been under financial pressure for a number of years and efficiency savings have been delivered by providing services in partnership with not for profit organisations such as IHL and the sharing of back office services with Stafford Borough Council. The Business Rates Pool for Staffordshire has enabled additional income to be retained by this Council of £0.8 million in 2019/20.

Prudent financial management has meant there has been no service reductions for a number of years, but this is now looking impossible to maintain. We will continue look to deliver efficiency savings by doing things differently wherever we can, but this alone will not be enough. We will also need to look at reducing or stopping some services. The Council is committed to maintaining the services that matter the most to the public and those we have a statutory duty to provide. We will look to protect the services as much as we can and make savings from non-essential services or by increasing the income we collect.

### The result will be:

- Continued delivery of those services that matter the most to the public.



## Objective 3.1 To make the best use of limited resources – managing our people, money and assets

### How we will deliver this:

We will make effective use of the Council's assets by acting in a manner that ensures the long-term financial viability for the benefit of our residents and the environment. In particular we will:

- (i) Review our services to ensure that they are cost-effective and efficient.
- (ii) Increase our use of digital solutions in delivering services to:
  - maximise the efficiencies arising from the change to working practices presented by the pandemic
  - provide residents with greater access to online services and assistance for those that don't have such access; and
  - encourage electronic payments or direct debits
- (iii) Develop an asset management strategy and maintenance plan.
- (iv) Identify opportunities to enhance, redevelop and transfer the Council's assets to maximise income and / or benefit to the District.
- (v) Develop an Organisational Development Strategy and action plan to provide an effective workforce.

### Measures:

- Use of online forms
- Reducing the number of cheque payments
- Workforce diversity statistics

## Objective 3.2 Being a financially sustainable Council that lives within its means

### How we will deliver this:

We will explore and actively consider all avenues to deliver financial stability, including maximising income available to the Council. In particular we will:

- (i) Continue to manage our finances prudently, identify new sources of revenue to balance our budgets and maximise local revenue streams including council tax and business rates collection to fund services.
- (ii) Apply for all relevant grants.
- (iii) Set a Medium Term Financial Strategy (MTFS) to fund Council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves.
- (iv) Identify opportunities to generate additional income from our services and assets and review these annually as part of the budget setting process.
- (v) Review the schedule of existing contracts to identify opportunities for rationalisation and savings.
- (vi) Lobby for a fairer distribution of Government funding to sustain essential local services.

**Measures:**

- Level of council tax collected annually
- National non-domestic rates (NNDR) collected
- Value of successful grant applications, investment secured for the District
- Delivery of the Council's cost savings and income targets
- Total income from service fees and charges
- Income from new sources
- Amount of external funding secured to support the delivery of projects and programmes

**Objective 3.3 Consider the impact on the environment in managing our assets and use of resources**

**How we will deliver this:**

We will encourage our employees to think about our use of resources throughout the operations of the Council and in delivering services. In particular we will:

- (i) Undertake an assessment of our current carbon footprint and develop an action plan to reduce this.
- (ii) Develop a management plan to inform how our buildings may be most efficiently maintained and reduce our carbon consumption.
- (iii) Identify opportunities for funding for green initiatives.

**Measures:**

- Carbon emissions baseline
- Reduction in utilities usage

**Engagement carried out to inform our priorities and objectives**

We engaged with various audiences as part of the process of agreeing our priorities and objectives for 2021 to 2024.

As part of this process we ran a survey and held a series of online focus groups. Respondents to the survey and the focus groups generally agreed with the three proposed priorities.

The survey results can be found on the Council's website ([link to be inserted here](#)).

**The Council's budget and funding**

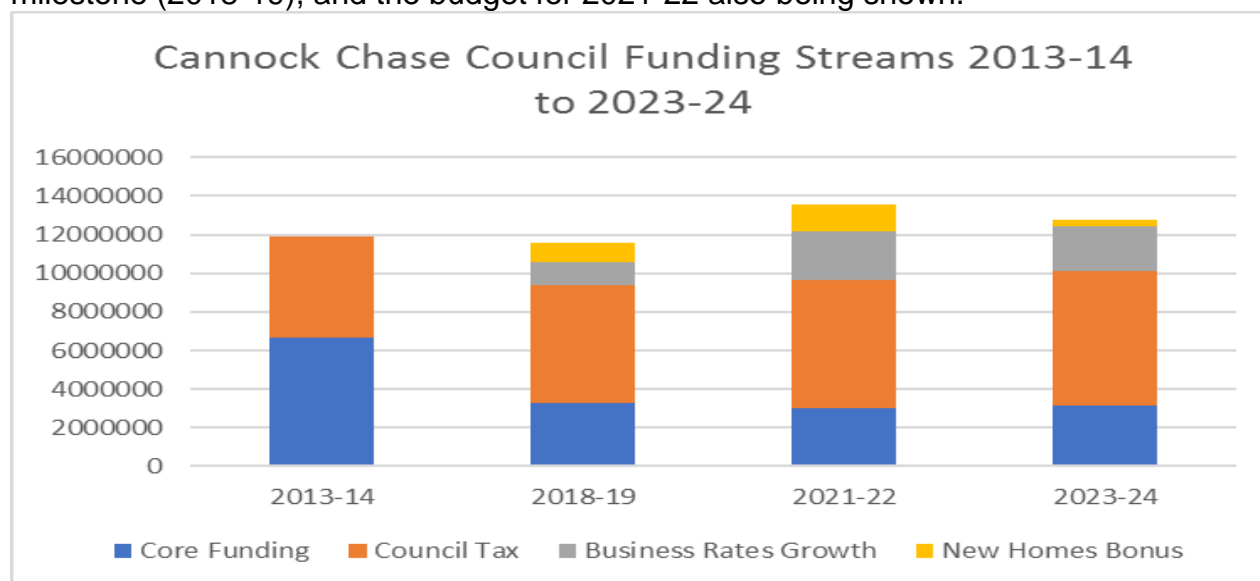
The Council undertakes two distinct roles:

- 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 (as shown in orange below), with core Government support in the form of retained Business Rates (blue), only representing 22.5% of the budget requirement. Funding for District Councils has changed dramatically to date with core Government support reducing by 54% since 2013-14 and this change is set to continue for the duration of the Corporate Plan.

The Graph below covers the ten-year period from 2013-14 to 2023-24, with the 5-year milestone (2018-19), and the budget for 2021-22 also being shown.



The timescale reflects the change in the methodology of Government funding from solely core funding (Revenue Support Grant) to an incentive regime that includes Business Rates Growth and housing growth (New Homes Bonus). Despite the Council performing well to date in both these schemes the total of government funding from 2013-14 to 2021-22 has only increased by less than 5% with Council Tax increasing by some 25%, in line with inflation over this period. Looking forward to the new funding regime from 2022-23 it is likely that by 2023-24 Government Funding in total will have reduced by nearly 13% over the ten period. This being despite the increase in business rates from the McArthurGlen Designer Outlet Village

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. Reductions in services have been kept to a minimum despite funding falling considerably short of the costs of inflation and the increasing pressures faced by local government

The volatility in incentive funding creates great uncertainty in funding for the Council. To date the Council has 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, and the appeal against the Rateable Value for the Amazon site in Rugeley. The ongoing potential impact of COVID 19 on both Rateable Values and Business closures will provide a new challenge for 2021-22 to 2023-24.

The three year Financial plan covering this period shows material deficits between the cost of services and the funding available in 2022-23 and 2023-24, however such shortfalls are based upon the assumed changes to Local Government funding which is now only at concept stage. The level of working balances and earmarked reserves provides resilience over this period and provides transitional funding until details of the new funding regime are available.

The prudent financial management of the Council has meant there has been no service reductions for a number of years, but this is now looking impossible. We will continue look to deliver efficiency savings by doing things differently wherever we can, but this alone will not be enough. We will also need to look at reducing or stopping some services. The Council is committed to maintaining the services that matter the most to the public and those we have a statutory duty to provide. Resources will be redirected to priority areas as detailed in this Corporate Plan. We will look to protect the services as much as we can and make savings from non-essential services or by increasing the income we collect.

### **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 Council's 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

## Corporate Plan 2021-2024

The Corporate Plan engagement period on the proposed priorities and objectives ran from 19 October to 30 November 2020. As part of this process we had a survey and held a series of online Focus Groups. The survey received 83 responses. Eight Focus Groups were held with a variety of stakeholders including the community, young people, staff, members and the third sector. We also received two additional submissions from Chase Community Independents and Hednesford Town Council. The survey results and some themes from the Focus Groups are set out below:

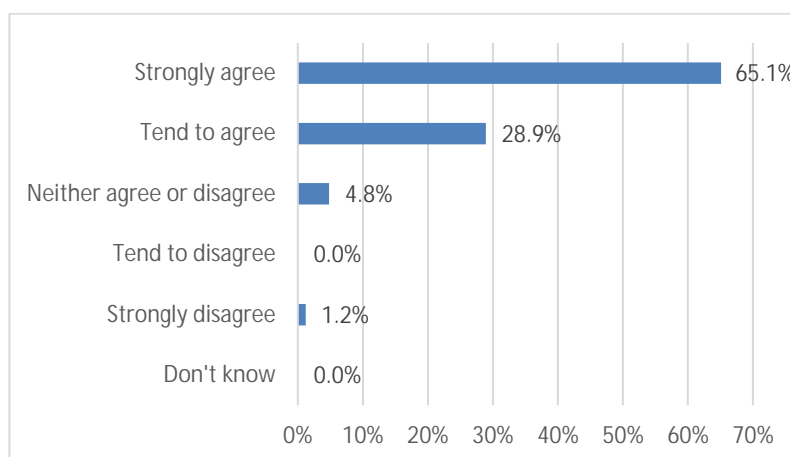
### Survey Results

The survey was available online and paper copies were available on request. 83 responses were received in total and were all completed online. The results are set out below:

- 1) **How strongly do you agree or disagree that the three priorities set below are the right ones?**

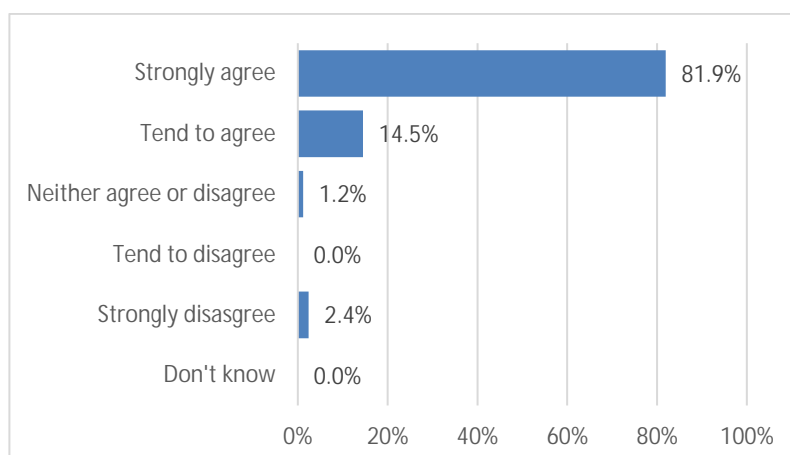
#### Supporting Economic Recovery

Strongly agree	54
Tend to agree	24
Neither agree nor disagree	4
Tend to disagree	0
Strongly disagree	1
Don't know	0



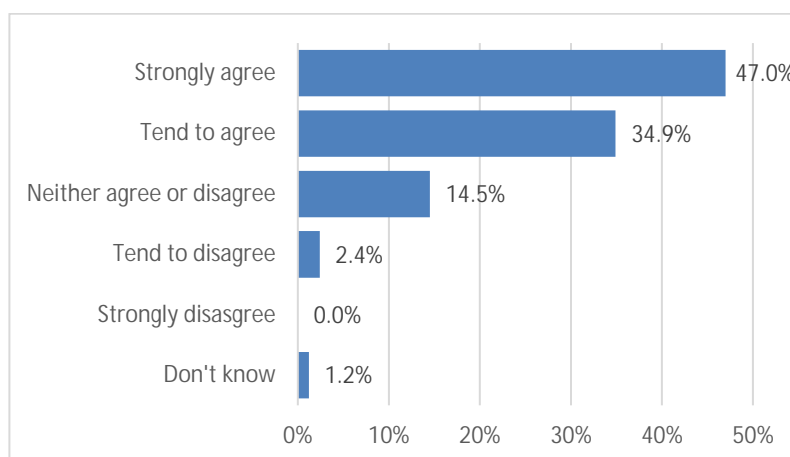
#### Supporting Health and Wellbeing

Strongly agree	68
Tend to agree	29
Neither agree nor disagree	12
Tend to disagree	0
Strongly disagree	2
Don't know	0



## Financially Resilient District

Strongly agree	39
Tend to agree	29
Neither agree nor disagree	12
Tend to disagree	2
Strongly disagree	0
Don't know	1



### 2) If you wish please provide reasons for your answer

There were 24 varied responses to this question. Themes that arose were:

- Good health and wellbeing support the other two priorities
- Economy should be the top priority as that supports the other two priorities
- All three priorities are critical and logical

### 3) Are there any priorities you feel are missing?

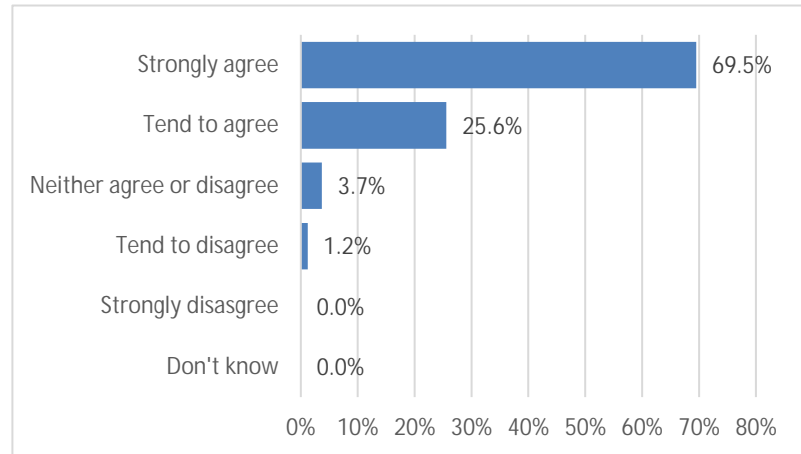
35 responses were received to this question, with 6 answering no/unsure. The main theme emerging was the environment. This was expressed in a variety of ways:

- “Environmental protection and air services”
- “Green and environmental policies are needed to make economic growth sustainable as well as a strong factor in the health and wellbeing of residents”
- “Protecting the natural environment and AONB including surrounding villages”
- “Environmental”
- “None, I don’t want them to overly focus on environmental or other ‘soft’ issues”
- “I believe that the climate emergency should be a fourth priority. It permeates the three chosen, but I think it is important in its own right. The council have declared a climate emergency and will be carbon neutral by 2030; we can only make it happen if we prioritise it”
- “The recovery should be low carbon, sustainable and contribute the UN sustainable development goals. Growth cannot follow the BAU path. There will be choices to be made but a BAU path will be an unsustainable path and it will not deliver, wellbeing or protect resources and environmental resources/ecosystems”

4) How strongly do you agree/disagree with our proposed objectives for the Supporting Economic Recovery priority?

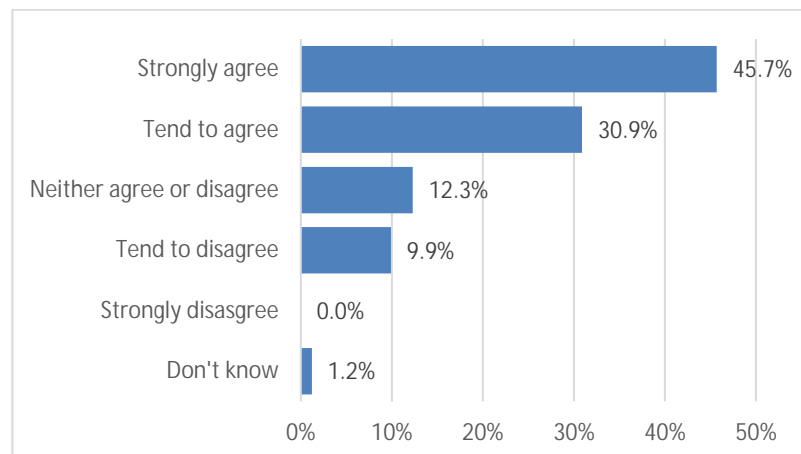
**Supporting jobs, enterprise and skill**

Strongly agree	57
Tend to agree	21
Neither agree nor disagree	3
Tend to disagree	1
Strongly disagree	0
Don't know	0



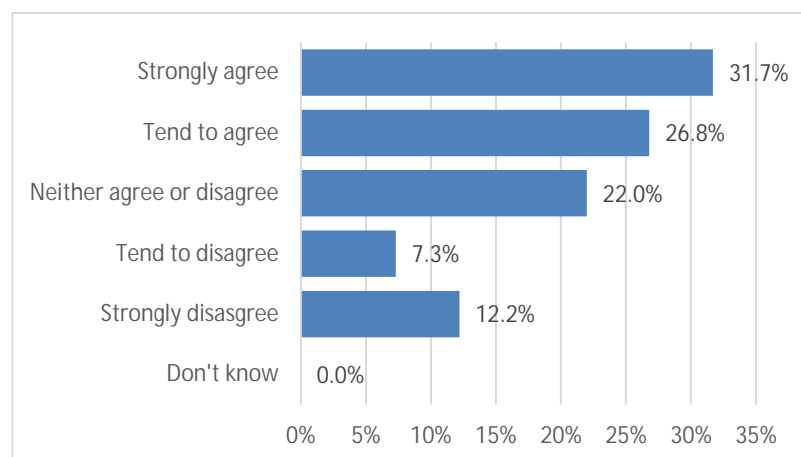
**Reshaping our town centres**

Strongly agree	37
Tend to agree	25
Neither agree nor disagree	10
Tend to disagree	8
Strongly disagree	0
Don't know	1



**Increasing social housing**

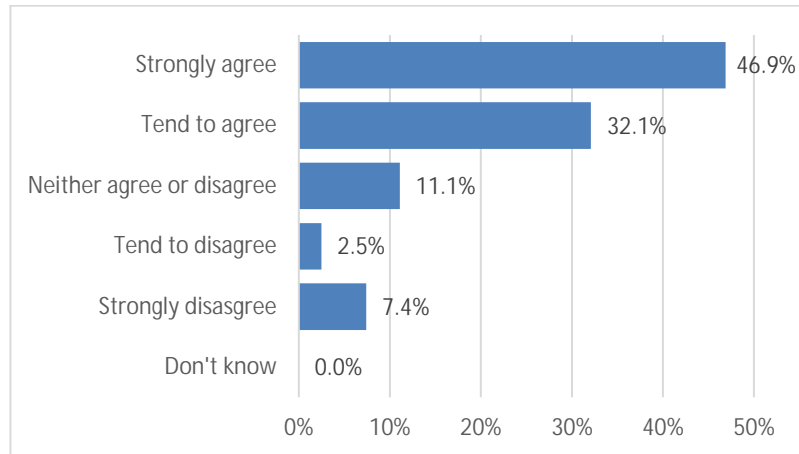
Strongly agree	26
Tend to agree	22
Neither agree nor disagree	18
Tend to disagree	6
Strongly disagree	10
Don't know	0



10 respondents strongly disagreed with increased social housing. Only 2 left comments; these were “social housing is not increasing the tax base or jobs” and the other talked about “over development”.

### Clean and green recovery

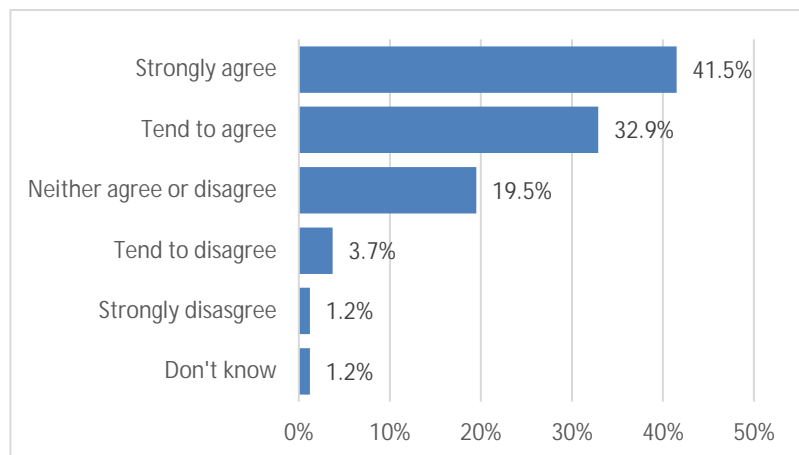
Strongly agree	38
Tend to agree	26
Neither agree nor disagree	9
Tend to disagree	2
Strongly disagree	6
Don't know	0



All respondents that strongly disagreed to this objective also strongly or tended to disagree with creating a greener, sustainable community and environment objective under the Supporting health and wellbeing priority.

### Well designed and connected communities

Strongly agree	34
Tend to agree	27
Neither agree nor disagree	16
Tend to disagree	3
Strongly disagree	1
Don't know	1



### 5) If you wish, please provide reasons for your answer

25 responses were received to this question. Themes arising were:

- What is meant by short/medium/long term? Short term objectives needing to be long term commitments.
- Poor town centres
- Interlinking clean and green into other objectives
- Recover/promote green spaces
- Supporting jobs – needs to be long term, quality jobs, think about young people



**6) Are there any objectives you feel are missing?**

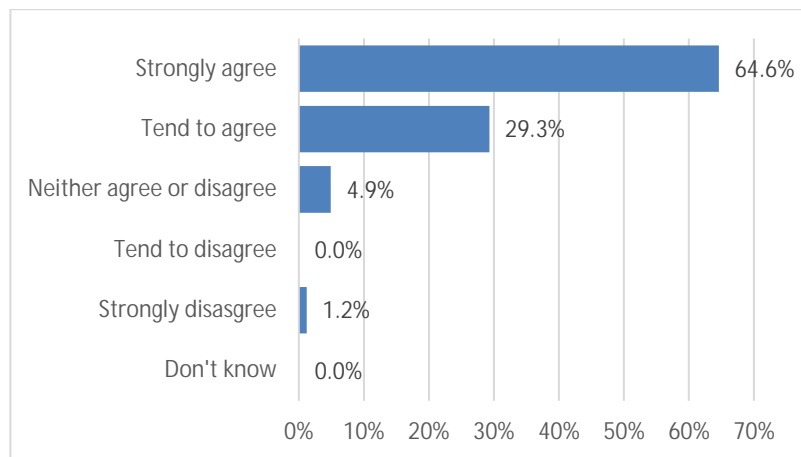
13 responses were received to this question and no themes arose.

**7) How strongly do you agree/disagree with our proposed objectives for the Supporting Health and Wellbeing priority?**

One person strongly disagreed with Supporting Health and Wellbeing as a priority. They also strongly disagreed with all the objectives under this priority.

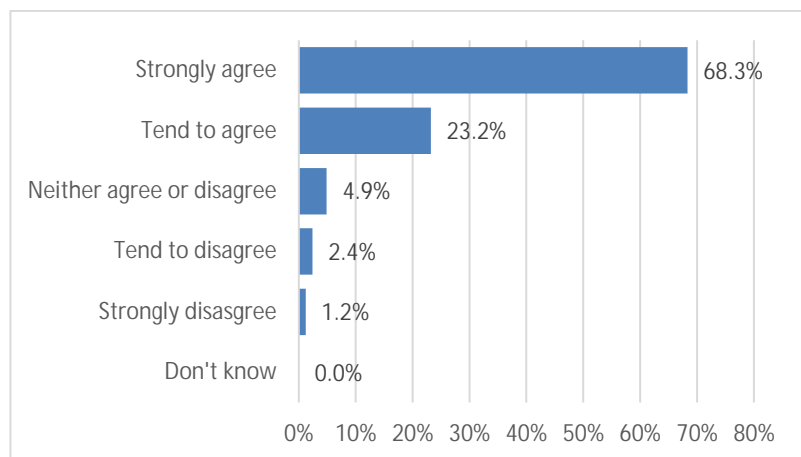
**Providing opportunities for healthy and active lifestyles**

Strongly agree	53
Tend to agree	24
Neither agree nor disagree	4
Tend to disagree	0
Strongly disagree	1
Don't know	0



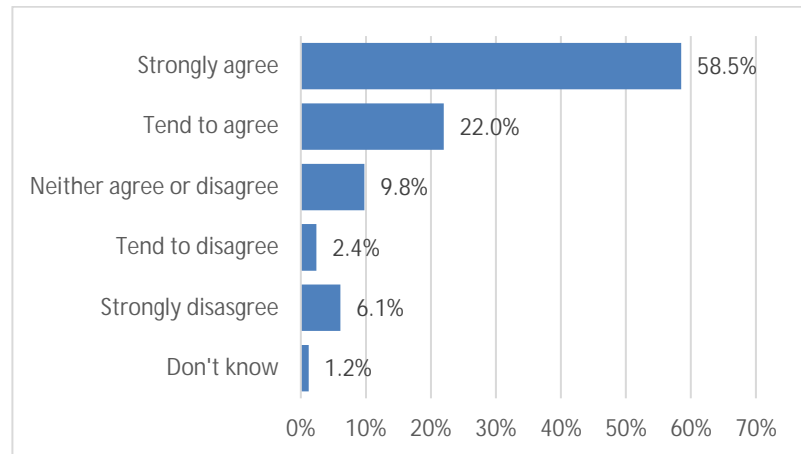
**Supporting vulnerable people and engaging with our communities**

Strongly agree	56
Tend to agree	19
Neither agree nor disagree	4
Tend to disagree	2
Strongly disagree	1
Don't know	0



### Creating a greener, sustainable community and environment

Strongly agree	48
Tend to agree	18
Neither agree nor disagree	8
Tend to disagree	2
Strongly disagree	5
Don't know	1



#### 8) If you wish please provide reasons for your answer

19 responses were received to this question. The main theme was the importance of green open spaces/parks (4)

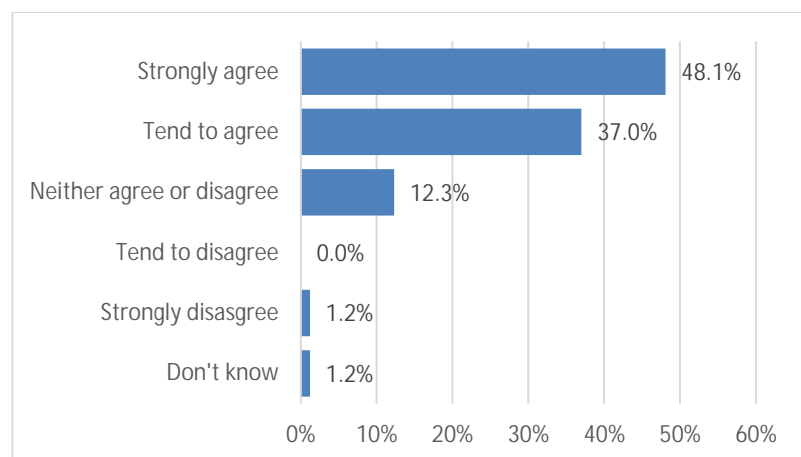
#### 9) Are there any objectives you feel are missing?

14 responses were received and the main theme was the importance of open spaces (3)

#### 10) How strongly do you agree/disagree with our proposed objectives for the Financially Resilient District Priority?

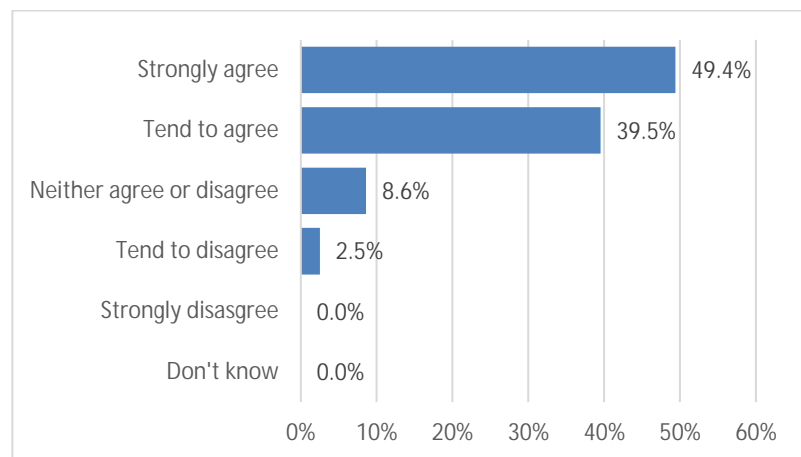
**To protect frontline services by: being a financially sustainable council that lives within its means**

Strongly agree	39
Tend to agree	30
Neither agree or disagree	10
Tend to disagree	0
Strongly disagree	1
Don't know	1



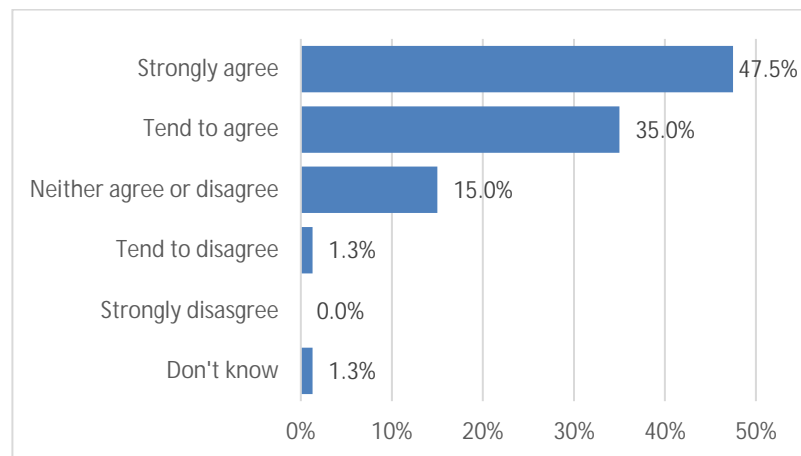
**To protect frontline services by: making the best use of limited resources – managing our people, money and assets**

Strongly agree	40
Tend to agree	32
Neither agree nor disagree	7
Tend to disagree	2
Strongly disagree	0
Don't know	0



**To protect frontline services by: maintaining a robust corporate infrastructure which underpins the delivery of critical services**

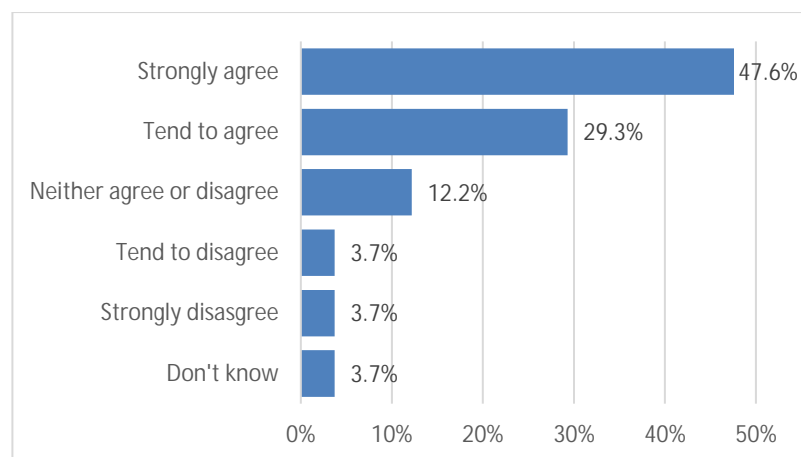
Strongly agree	38
Tend to agree	28
Neither agree nor disagree	12
Tend to disagree	1
Strongly disagree	0
Don't know	1



The respondent that strongly disagreed left no explanation as to why they answered this way.

**To realign and attract resources that enables the Council to facilitate an economy, community and environment that is more resilient in the future**

Strongly agree	39
Tend to agree	24
Neither agree nor disagree	10
Tend to disagree	3
Strongly disagree	3
Don't know	3



Of those that strongly disagreed, 2 gave no explanation. The third said "Support the VCS sector to do what it does best and allow movement of resources to where its most

needed. Don't inflate salaries of council staff over activities and crucial support which directly benefits the community"

**11) If you wish please provide reasons for your answer**

13 responses were received. The main theme arising was that the first three objectives are common sense and should be expected (4). 2 respondents said that they did not understand the last objective.

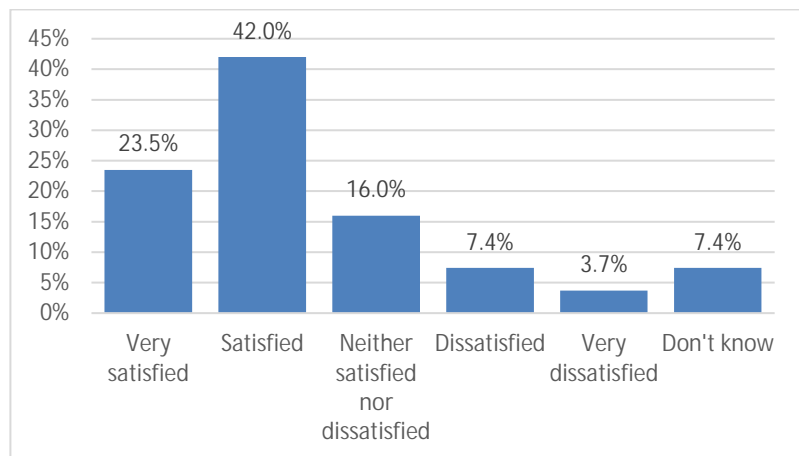
**12) Are there any objectives you feel are missing?**

Only 4 responses were received and they all varied.

**13) Overall, how satisfied are you with the District of Cannock Chase as a place to live, visit or work?**

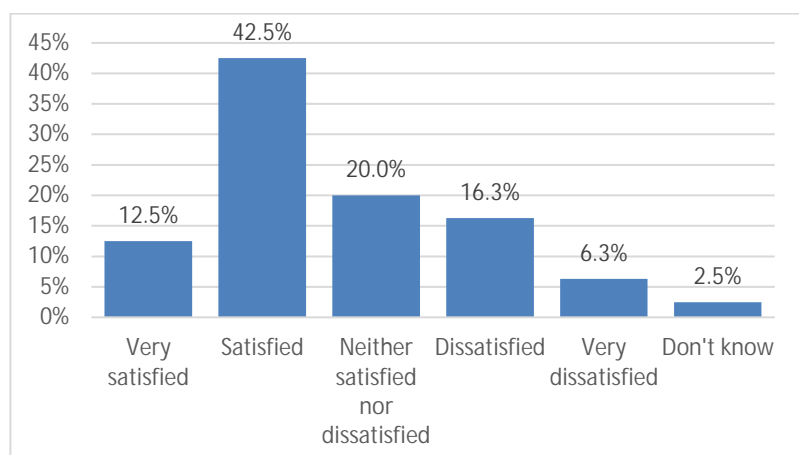
**Live**

Very satisfied	19
Satisfied	34
Neither satisfied nor dissatisfied	13
Dissatisfied	6
Very dissatisfied	3
Don't know	6



**Visit**

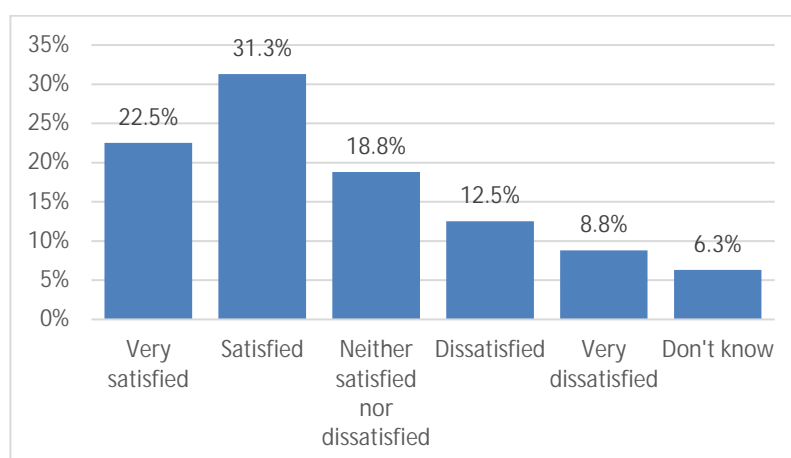
Very satisfied	10
Satisfied	34
Neither satisfied nor dissatisfied	16
Dissatisfied	13
Very dissatisfied	5
Don't know	2



Of the 5 that were very dissatisfied with the district as a place to visit, 3 mentioned town centres as an area of concern.

### Work

Very satisfied	18
Satisfied	25
Neither satisfied nor dissatisfied	15
Dissatisfied	10
Very dissatisfied	7
Don't know	5



### 14) What words would you choose to describe how you would want Cannock Chase District to be in three years time?

61 responses were received to this question. Some chose to write paragraphs about how they would choose to describe the District in three years time whilst others picked words. The most popular words used were:

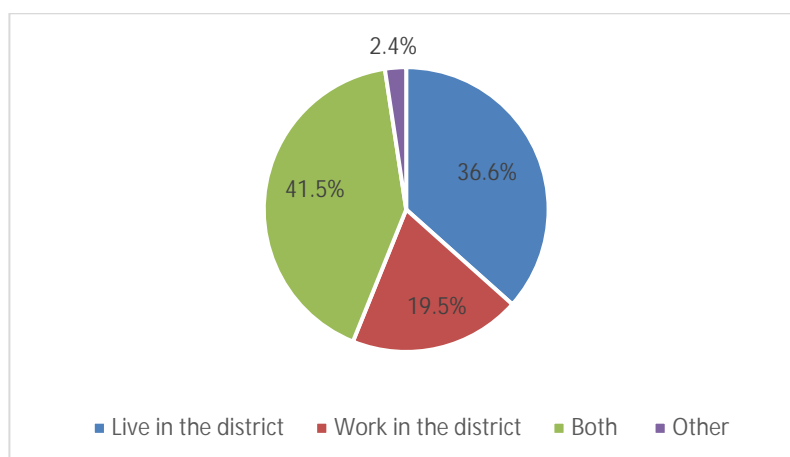
- Green/greener (7)
- Clean/tidy (7)
- Vibrant (6)
- Prosperous (5)
- Welcoming/inviting (4)
- Sustainable (3)
- Job opportunities (3)

### 15) Do you have any further comments/suggestions on the priorities and objectives?

25 responses were received. Responses varied with a theme focusing on town centres (4). 2 respondents felt that the language used in this survey is hard to understand.

## 16) Do you

Live in the district	30
Work in the district	16
Both	34
Other	2



### **Focus Groups feedback – Corporate Plan**

Below is a snippet of some of the discussions from these groups. The full notes are available.

A few general points were raised throughout the process:

- Lack of detail in the objectives
- What is meant by short/medium and long term?
- A lot of these objectives are interlinked and tie in with each other e.g. When supporting jobs, enterprise and skills tie this in with clean and green recovery and consider clean and green when increasing social housing.

### **Supporting Economic Recovery**

Supporting jobs, enterprise and skills

- No true picture yet of what the impact of Covid will be
- Need to think about young people and what will be available for them– encourage more volunteer placements to allow them to get experience
- Don't just focus on digital skills
- Face to face support for those not online or who can't afford to be online
- Focus on good quality jobs with less zero hours contracts
- Council and College need to engage better with employers, especially small ones (meet them)
- What skills do people need to meet these objectives?

Reshaping our town centres

- Time for a rethink – town centres are changing and won't return to how they were previously. This is not just because of Covid. What can the Council do differently?
- More cafes and restaurants
- Think about the impact of MacArthur Glen– how to utilise it to support town centres?
- Think of alternative use for vacant lots i.e. sports clubs, drama
- Have a one stop shop including VCS support in town centres
- Transport links and bringing the three towns together
- Safe and inviting

Increasing Social Housing

- What is the long term vision and how many?
- There have been delays on building and supplies due to Covid
- Social housing is going to be more important than ever post-Covid (job losses)
- Make them quality with the same look and feel of private housing
- Focus on homelessness
- Consider fuel poverty – make eco houses where tenants can afford to pay their bills and could encourage investment in to the district

- Consider pressure on infrastructure when building new properties
- Growth in communities brings in new ideas

#### Clean and green recovery

- This should be a focus in all that the Council does
- This is a big opportunity
- To be considered when thinking about jobs, enterprise and skills
- Link it in to all objectives

#### Well designed and connected communities

- What does it mean? Infrastructure or neighbourhoods?
- Build on and capitalize on relationships built with VCS during Covid
- What is the councils role within the VCS sector?
- Benefits of networking, sharing knowledge and supporting local
- Benefits of engaging with young people in community activities
- Think about digital connectivity
- How to bring community 'buzz' back post Covid

### **Supporting Health and Wellbeing**

#### Providing opportunities for healthy and active lifestyles

- This is difficult within Covid restrictions. Must think outside the box, promote individual activities
- Encouraging more people to get involved with mentor-led sports. Working and supporting school clubs
- Having a sports directory so people know what is available across the district. It would support teams and help the council
- Mental health is a big issue and will be bigger due to Covid
- Council stepped back on its dementia work
- Young people activity levels when they have learnt to drive
- Encourage competitions e.g. steps completed
- Obesity levels – think outside the box with projects, growing areas, growing and cooking projects with schools.
- Planning – could there be restrictions on fast food outlets?

#### Supporting vulnerable people and engaging with our communities

- Important to encourage people out and mixing again post – Covid. Loneliness is a bigger issue now.



- Think about support for groups and their facilities who due to Covid may need help getting up and running again. Work to make use of the volunteers now available after Covid.
- Greater focus on partnership working with VCS
- Support VCS where required i.e. skills development, signposting
- Think about effective signposting and networking. Directories date quickly. Where do people turn to in need? Do people look online or ask the council. Good communication and knowledge are essential
- Don't forget those not classed as vulnerable – a lot of projects focus on vulnerable but what about those classed as JAMS (just about managing)?
- Recognition of what has been achieved during Covid – sharing good news

#### Creating a greener, sustainable community and environment

- Covid highlighted the importance of parks and open spaces, more people were out walking and using the spaces.
- Quality and maintenance is required.
- Lack of funding and resources to the parks and open space teams
- Spaces need to be kept safe
- Encourage people to look after spaces i.e. incentivised community litter picks

#### Financially Resilient District

- Protecting frontline services -avoids cost pressures being put elsewhere. Does it mean other services have to go in order to protect them?
- Both 'front line' and 'back office' are required to deliver services
- Objectives look like they are defending how the Council works now
- Should the objectives be focused on delivering key priorities?
- Think about keeping Cannock pound in Cannock i.e. procuring local, using local businesses
- Bring externally contracted work "in house" where possible
- Using local college to train new recruits
- The objectives are not ambitious
- May have difficult decision ahead – think about the need for change. Living in unprecedented times. What does the Council need to do?
- Think about opportunities to save on fixed costs i.e. council building
- The top three objectives should be embedded anyway
- Consider alternative funding sources i.e. private sector
- Value for money
- Invest and save
- What does objective 4 mean?
- Not detailed enough

**Priorities**

- Financial Resilience is too narrow – what about social, environmental and economic resilience?
- Community Safety priority
- Climate Change and Green agenda as a priority in its own right
- Such broad priorities they don't miss anything.

**Staff feedback**

- Consider internal partnerships and addressing internal politics
- Less risk averse
- Information sharing e.g. information to those in direct contact with people about support options available
- Internal workforce development – specific or universal. Can also help with staff retention

**Commonwealth Games**

- Fantastic opportunity for the district
- Need to focus on the legacy and physical and mental health implications
- The impression made could bring people back in to the district
- Be mindful of the potential impact on the Chase

**Cannock Chase Council**

**Extract from Minutes of the Meeting of the  
Cabinet**

**Held on Thursday 28 January 2021 at 4:00 p.m.**

**Via Remote Access**

**In Respect of Budget Resolutions:**

**Housing Revenue Account and General Fund**

**(NB: The Minutes are presented in the order in which they will be considered at  
Council on 10 February 2021)**

**Part 1**

PRESENT: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Pearson, A.R.	Community Safety and Partnerships Portfolio Leader
Preece, J.P.T.L.	Corporate Improvement Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Newbury, J.A.A.	Environment and Climate Change Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader

**62. Apologies**

None received.

**Housing Revenue Account**

**70. Housing Revenue Account Budgets 2020-21 to 2023-24**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 9.1 – 9.8).

RESOLVED:

That:

- (A) The revised position with regard to estimated income and expenditure in respect of the 2020-21 Housing Revenue Account Budget and Housing Revenue Account Budgets for the period 2021-22 to 2023-24, as summarised in Appendix 1 of the report, be noted.

That Council, at its meeting to be held on 10 February 2021, be recommended to:

- (B) Determine a minimum level of working balances of £1.866 million for 2021-22, and indicative working balances of £1.908 million and £1.970 million for 2022-23 and 2023-24, respectively.
- (C) Approve the Housing Revenue Account Budgets for 2021-2022, 2022-23, and 2023-24 (and note the estimated outturn for 2020-21), as summarised in Appendix 1 of the report.

### **Reasons for Decisions**

Cabinet was required to propose a budget in relation to the Housing Revenue Account for submission to Council on 10 February 2021.

## **71. Housing Revenue Account Capital Programmes 2020-21 to 2023-24**

Consideration was given to the Joint Report of the Head of Finance and the Head of Housing & Partnerships (Item 10.1 – 10.7).

RESOLVED:

That:

- (A) The estimated availability of Housing Revenue Account capital resources for the period 2020-21 to 2023-24, as set out in Appendix 1 of the report, be noted.
- (B) It be noted that a further £12 million investment fund was anticipated to be available up to and including 2027-28, with its implementation to be determined in accordance with a revised Housing Investment Strategy for the period 2023-24 to 2027-28.
- (C) Council, at its meeting to be held on 10 February 2021, be recommended to approve the Housing Revenue Account Capital Programme for the period 2020-21 to 2023-24, as set out in Appendix 2 of the report.

### **Reasons for Decisions**

Cabinet was required to propose a budget in relation to the Housing Revenue Account Capital Programme for submission to Council on 10 February 2021.

<b>Joint Report of:</b>	<b>Head of Finance and Council Solicitor</b>
<b>Contact Officers:</b>	<b>Bob Kean Ian Curran</b>
<b>Contact Numbers:</b>	<b>01543 464 334 01785 619 220</b>
<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Report Track:</b>	<b>Council: 10/02/21</b>

**Council**  
**10 February 2021**  
**2021/22 to 2023/24 Budget Process Procedural Rules**

**1 Purpose of Report**

- 1.1 To confirm to Members the timetable and procedural issues for determining the Budget and overall levels of Council Tax for 2021-22.

**2 Recommendation(s)**

That:

- 2.1 Council notes the timetable for the setting of the budget for 2021-22.
- 2.2 The overall level of Council Tax will be set at Council's meeting on 24 February 2020, following determination of Cannock Chase's Council Tax requirement in accordance with the procedural rules (attached at Appendix 1).

**3 Key Issues and Reasons for Recommendations**

**Key Issues**

- 3.1 In setting a budget for any year the Council must comply with the Budget and Council Tax setting requirements as reflected in the Local Government Finance Act, 1992 as amended by the Localism Act, 2011.
- 3.2 In accordance with regulations the Council is required to:
- a) Calculate its Council Tax Requirement (Section 31A) – Replacing budget requirement (Section 32) and determination of the District Council element of Council Tax (Section 33).

- b) Set the overall level of Council Tax inclusive of Staffordshire County Council; the Staffordshire Commissioner for Police, Fire & Rescue and Crime; and other precepts (Section 30).

### **Reasons for Recommendations**

- 3.3 The overall level of Council Tax must be set before 11 March each year; however, the overall level of Council Tax cannot be set before 1 March, 2021 unless all precepting authorities have issued their precepts, and the required calculations in accordance with the Local Government Finance Act, 1992 have been determined.
- 3.4 The budget timetable reflects these arrangements and also provides sufficient time between Budget Council Meetings to enable both Cabinet and Council time to undertake their duties if a budget was referred back to Cabinet and to enable the necessary calculations to be undertaken following receipt of Precepts.
- 3.5 The 2020-21 Calendar of meetings timetable being as follows:
- Council (Budget) 10 February, 2021
  - Cabinet (Provisional) 17 February, 2021
  - Council 24 February, 2021
- 3.6 Appendix 1 details the procedure for Council in relation to approving Cannock Chase Council's Budget and Council Tax Requirement.

## **4 Relationship to Corporate Priorities**

- 4.1 Not applicable.

## **5 Report Detail**

- 5.1 In setting a budget for any year the Council must comply with the Budget and Council Tax setting requirements as reflected in the Local Government Finance Act 1992 as amended by the Localism Act 2011.
- 5.2 The Localism Act 2011 made significant changes to the 1992 Act with the main impact for setting a Council Tax being that a billing authority (Cannock Chase Council) is required to calculate a Council Tax Requirement rather than a Budget Requirement.
- 5.3 In accordance with regulations the Council is required to:
- a) Calculate its Council Tax Requirement (Section 31A) – Replacing budget requirement (Section 32) and determination of the District Council element of Council Tax (Section 33).
  - b) Set the overall level of Council Tax inclusive of Staffordshire County Council; the Staffordshire Commissioner for Police, Fire & Rescue and Crime; and other precepts (Section 30).

- 5.4 The determination of the Council Tax Requirement (Requirement (a)) is a function of all authorities, however, Requirement (b) is purely a function of this Council as a billing authority
- 5.5 The overall level of Council Tax must be set before the 11 March each year; however, the overall level of Council Tax cannot be set before 1 March 2021, unless all precepting authorities have issued their precepts, and the required calculations in accordance with the Local Government Finance Act 1992, have been determined.
- 5.6 As at the date of writing this report the majority of Parish Precepts have been formally received and the Major Precepting Authorities are due to determine their precepts as follows:

- Staffordshire County Council: 11 February 2021

A separate approval process exists in relation to the Office of the Staffordshire Commissioner for Police, Fire & Rescue and Crime; however, it is expected this will be received in advance of the Council Tax Budget Setting Meeting of the 24 February, 2021.

## **6 Implications**

*In this section please provide details of any implications that Members should be aware of under the below headings. If you are unsure if your report will include any such implications, then you must consult with Officers in the relevant departments before submitting your final report to Democratic Services.*

*If there are no implications under each individual heading, then please state "None".*

### **6.1 Financial**

The financial implications have been referred to throughout the report.

### **6.2 Legal**

The legal implications have been referred to throughout the report.

### **6.3 Human Resources**

None.

### **6.4 Risk Management**

None.

### **6.5 Equality & Diversity**

None.

### **6.6 Climate Change**

None.

<b>7 Appendices to the Report</b>
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Appendix 1: Budget and Policy Framework Procedure Rules (Part 4, Section 29, of the Council's Constitution).

**Previous Consideration**

None.

**Background Papers**

None.



## **Constitution Part 4, Section 29 – Budget and Policy Framework Procedure Rules**

### **Process for Developing the Framework**

- 1.1 The Council will be responsible for the adoption of its budget and policy. Once a budget or a policy framework is in place, it will be the responsibility of the Executive to implement it.

### **Pre-Adoption Policy**

- 2.1 The Cabinet shall publicise in the Council's Annual Schedule of Meetings a timetable for making proposals to the Council for the adoption of any plan, strategy or budget that forms part of the budget and policy framework, and its arrangements for consultation after publication of those initial proposals. The Corporate Scrutiny Committee and the Shadow Cabinet shall be consulted as part of this process.
- 2.2 At the end of the consultation period, the Cabinet will draw up firm proposals having regard to the responses received. The Managing Director (as Proper Officer) shall summons a Council meeting (called the First Council meeting) to consider the Cabinet proposals within 10 working days after the Cabinet have resolved on its proposals.
- 2.3 At least 5 working days prior to the First Council meeting any Political Group and/or any member of the Council shall advise the Managing Director of any alternatives to the Cabinet proposals which are to be presented at the First Council meeting. Each Political Group/Council Member shall only present one alternative proposal as a request for a referral back to the Cabinet by the Council. Such requests shall detail the reasons for the alternative/referral back to Cabinet and must have the effect of providing the Council with a "balanced budget" as determined by the S.151 officer. Any alternative proposals submitted will be circulated to all Councillors 4 working days before the First Council meeting.

### **The First Council Meeting**

- 2.4 In reaching a decision, the Council may:-
  - (a) Adopt the Cabinet's proposals as presented.
  - (b) Consider the previously advised alternative proposals (referred to in 2.3 above) as a request for a referral back of the proposals to the Cabinet for consideration.
  - (c) Following advice from the S.151 officer, approve and/or determine aspects of the Budget/Policy framework as required to comply with statutory requirements and/or Ministerial/Governmental guidance/requirements. The S.151 officer will advise the Council at the meeting of the minimum decisions and resolutions the Council must make at that meeting.
  - (d) When considering the alternative budgets referred to in 2.4 (b) the Council shall consider each alternative budget presented by the Political Group/Council Members individually. Each alternative proposal shall be moved and if seconded

shall be debated. At the conclusion of the debate on that individual motion a vote shall be taken as to whether the Council wishes to refer that alternative proposal to the Cabinet for consideration. This process shall apply to each alternative proposal in turn. No amendments to the alternative proposals previously advised (in accordance with 2.3) shall be allowed.

- 2.5 Where the Council resolves in accordance with paragraph 2.4(b) to refer alternative proposals back to the Cabinet for re-consideration, the Proper Officer shall make the necessary arrangements for the Cabinet to meet as soon as practicably possible and will also summons a Second Council meeting (the Second Council meeting) to consider the Cabinet's response to the matters referred back to it for consideration. The Second Council meeting shall take place within 10 working days of the First Council meeting.

### **The Second Council Meeting**

- 2.6 The Managing Director will call a Council meeting (the Second Council meeting) to consider:-
- (a) the Cabinet proposals following the referral back from the First Council meeting;
  - (b) adopting (with or without modification) the plan or strategy;
  - (c) such decisions required to comply with statutory requirements and/or Ministerial/ Governmental guidance/requirements as advised by the S.151 Officer.
- 2.7 At the Second Council meeting where there is no consensus on the matters before Council and the S.151 Officer advises that the Council is required to make decisions in accordance with 2.6(c) above, the Council shall continue to meet until such matters (as specified by the S.151 Officer) are determined. Council Procedure Rules shall apply to this meeting. The Council shall only consider the Cabinet's Budget and those alternative proposals presented to the Council for consideration at the First Council meeting.

(Note: An example of a requirement to pass a resolution in law as advised by the S.151 officer may include the setting of a lawful budget by a certain date, or the determination of the Council Tax).

- 2.8 In approving the budget and policy framework, the Council will also specify if it wishes to limit the extent of virement within the budget in any way other than that specified in financial regulations, and the degree of in-year changes to the policy framework which may be undertaken by the Cabinet, in accordance with section 4 of these Rules (in-year adjustments). Any other changes to the policy and budgetary framework are reserved to the Council.

### **Decisions Outside the Budget or Policy Framework**

- 3.1 Subject to the provisions of financial regulations, the Executive and any officers discharging executive functions may only take decisions which are in line with the budget and policy framework. If any of these bodies or persons wishes to make a decision which is contrary to the policy framework, or contrary to or not wholly in

accordance with the budget approved by full Council, then that decision may only be taken by the Council, subject to sections 3.2 – 3.4 below.

### **Emergency Provisions**

- 3.2 The Executive or an Officer may only take a decision which is contrary to the Council's policy framework or contrary to or not wholly in accordance with the budget approved by full Council if the decision is a matter of urgency, and:
- (a) it is not practical to convene a quorate meeting of the full Council; and
  - (b) the Chairman or, in the Chairman's absence, the Vice-Chairman of the Scrutiny Committee agrees, in writing, that the decision is a matter of urgency.
- 3.3 The reasons why it is not practical to convene a quorate meeting of full Council and the chair of the scrutiny committee's consent to the decision being taken as a matter of urgency must be noted on the record of the decision.
- 3.4 Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.
- 3.5 Failure to comply with these provisions will render the decision liable to the Call-in procedure (Part 4 - Section 31)

### **In-year Changes to Policy Framework**

- 4.1 The responsibility for agreeing the budget and policy framework lies with the Council, and decisions by the Executive and officers must be in line with it. No changes to the policy framework may be made by the Executive or officers except those changes:
- (a) which will result in the closure or discontinuance of a service or part of service to meet an approved budgetary constraint only (as apposed to a Policy change);
  - (b) which are necessary to ensure compliance with the law, ministerial direction or government guidance;
  - (c) where the existing policy document is silent on the matter under consideration.

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**Extract from Minutes of the Meeting of Cabinet continued****General Fund****68. General Fund Revenue Budget and Capital Programme 2020-21 to 2023-24**

Consideration was given to the Report of the Head of Finance (Item 7.1 – 7.71).

The Leader of the Council reported that a sum of £346,000 had been set aside for works to footbridges in the District and the Rugeley Boardwalk, to recognise concerns raised by a number of Councillors. The schemes would need to be costed by Officers and a report brought forward to Cabinet at a later date for consideration.

**RESOLVED:**

That the following be recommended to Council, at its meeting to be held on 10 February 2021, as part of the formal budget setting process:

- (A) The level of net spending for the General Fund Revenue Budget for 2021-22 be set at £14.664 million; with indicative net spending for 2022-23 and 2023-24 of £14.364 million and £14.529 million, respectively.
- (B) The detailed portfolio budgets as set out in Appendix 2 of the report.
- (C) The forecast outturn net budget of £15.408 million be approved.
- (D) The use of Government Grants in 2021-22 of £2.261 million.
- (E) To note that although indicative figures existed for the use of Government Grants for 2022-23 and 2023-24, they could not be accurately determined at this stage with each element of Government funding being subject to review.
- (F) The working balances be set at £0.812 million, £1.147 million and £1.176 million for 2021-22 to 2023-24, respectively.
- (G) A Council Tax of £225.64 be recommended for 2021-22, with indicative increases of 1.95% to the level of Council Tax for 2022-23 and 2023-24.
- (H) The Council's Tax base be set at 29,136.82.
- (I) The revised Capital Programme as set out in Appendices 3 and 4 of the report.

**Reasons for Decisions**

The Council was required to set a balanced budget for 2021-22 set in the context of a sustainable medium-term financial plan.

Appendix 3			
<b>Capital Programme 2020-21 to 2023-24</b>			
	<b>Total Programme Revised</b>	<b>General Fund</b>	<b>Section 106</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>HOUSING GF</b>			
Disabled Facilities Grants	4,680	4,680	-
Private Sector Decent Homes	27	27	-
Homelessness & Rough Sleeping Pathway Project	230	230	-
<b>Total Housing General Fund</b>	<b>4,937</b>	<b>4,937</b>	<b>-</b>
<b>ENVIRONMENT</b>			
Home Security Grants	37	37	-
Wheelie Bin Replacement	416	416	-
Replacement Vehicles - cleansing	15	15	-
Replacement Vehicles - countryside	68	68	-
Car Park Improvements	292	292	-
Replacement Vehicles - Grounds	77	77	-
<b>Total Environment</b>	<b>905</b>	<b>905</b>	<b>-</b>
<b>CRIME AND PARTNERSHIPS</b>			
CCTV	67	67	-
<b>Total Crime &amp; Partnerships</b>	<b>67</b>	<b>67</b>	<b>-</b>
<b>CULTURE AND SPORT</b>			
Additional Cemetery Provision	1,410	1,410	-
Stile Cop Cemetery Modular build	60	60	-
Hednesford Park Improvements (part s106 )	174	155	19
Stadium Development (Phase 2)	401	276	125
Relocation Arthur Street Play Area (s106)	3	-	3
Multi Use Games Area, Laburnum Avenue (s106)	121	-	121
Heath Hayes Park/Pitch Refurbishment	115	-	115
Replacement Vehicles - Cemeteries	51	51	-
Play Area and Open Space Rugeley	48	5	43
Play Area and Open Space Penny Cress Green	186	-	186
Rugeley ATP	844	422	422
Cannock East (CIL)	210	-	210
Commonwealth Games Mountain Bike	50	50	
Commonwealth Games Legacy	50	50	
Rugeley Swimming Pool	300	300	
Rugeley LC Boiler	190	190	
<b>Total Culture and Sport</b>	<b>4,213</b>	<b>2,969</b>	<b>1,244</b>
<b>ECONOMIC REGENERATION AND PLANNING</b>			
Economic Development & Physical Assets	176	176	-
District Investment	5,645	5,645	-
Lets Grow Grants	38	38	-
Hawks Green Rationalisation	204	204	-
<b>Total Economic Regeneration and Planning</b>	<b>6,063</b>	<b>6,063</b>	<b>-</b>
<b>CORPORATE IMPROVEMENT</b>			
Financial Management System	350	350	-
<b>Total Corporate Improvement</b>	<b>350</b>	<b>350</b>	<b>-</b>
<b>TOWN CENTRE REGENERATION</b>			
Prince of Wales Theatre	53	53	-
Rugeley Pedestrian Cycle Linkage (S106)	219	-	219
<b>Total Town Centre Regeneration</b>	<b>272</b>	<b>53</b>	<b>219</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>16,807</b>	<b>15,344</b>	<b>1,463</b>

**72. Treasury Management Strategy, Minimum Revenue Provision Policy, Annual Investment Strategy and Capital Strategy 2021-22**

Consideration was given to the Report of the Head of Finance (Item 11.1 – 11.38).

RESOLVED:

That:

- (A) Council, at its meeting to be held on 10 February 2021, be recommended to approve:
  - (i) The Prudential and Treasury Indicators.
  - (ii) The Minimum Revenue Provision Policy Statement.
  - (iii) The Treasury Management Policy.
  - (iv) The Annual Investment Strategy for 2021/22.
- (B) It be noted that indicators may change in accordance with the final recommendations from Cabinet to Council in relation to both the General Fund and Housing Revenue Account Revenue Budgets and Capital Programmes.

**Reasons for Decisions**

The Council was required to approve its treasury management, investment and capital strategies to ensure that cashflow was adequately planned and that surplus monies were invested appropriately.

**Cannock Chase Council**

**Council Meeting**

**10 February 2021**

**General Fund Budget Resolutions**

**Alternative Budget Proposal by Councillor Olivia Lyons**

**Conservative Group Leader**

An alternative General Fund Budget, as proposed by the Conservative Group, is detailed below and, in light of this alternative budget, Council is recommended to refer the Cabinet's Budget recommendations for further consideration.

**General Fund Revenue Budget 2020-21 to 2023-24**

**The Alternative Budget is attached as Annex 1 and replaces Table 3 of the Cabinet Report Item No.7 Dated 28/01/21.**

**In accordance with the above the following changes are made to the Recommendations to Council as per Paragraph 2.1 of the above report.**

- (a) the level of net spending for the General Fund Revenue Budget for 2021-22 be set at £14.722 million; with indicative net spending for 2022-23 and 2023-24 of £14.372 million and £14.353 million respectively.
- (b) the detailed portfolio budgets as set out in Appendix 2 (as amended by the changes as contained in Annex 2).
- (f) the working balances be set at £0.812 million: £1.147 million and £ 1.361 million respectively

**General Fund Capital Programme 2020-21 to 2023-24**

The amendments to Appendix 3 of the Cabinet report are attached as Annex 3 with the revised Table 7 (Uncommitted Capital Resources) of the report attached as Annex 4

In accordance with the above paragraph 2.1 (i) of the Recommendations to Council is amended to read

- (i) the revised capital programme as set out in **Appendix 3 (as amended by the changes as contained in Annex 3)**



**The changes to the Cabinet's Revenue Budget are attached as Annex 2 and can be summarised as follows:**

### **Proposals for Savings**

The Conservative Group proposes that the following saving option is implemented:

- **Members IT Consumable allowance is deleted.**

In light of the forecast deficit in 2022-23:

- **the shared services provision is extended to other services**
- **the Council promotes the use of working from home / "hot Desking" (post pandemic) and undertakes a rationalisation of office accommodation e.g. civic centre bungalow, to reduce costs and increase the potential for lettings to other bodies**

### **Growth Proposals**

The Conservative Group proposes that the following growth options are implemented:

- **I Pads are provided for all Members together with appropriate training.**
- **An ongoing Parks and Open Spaces maintenance/remediation budget is created.**

### **Use of Reserves**

The Conservative Group proposes that the Budget Support Earmarked Reserve is utilised to fund the cost of the I Pads and the initial costs of the Parks and Open Spaces maintenance/ remediation budget in 2021/22

**The changes to the Cabinets Capital Programme are attached as Annex 3 and can be summarised as follows:**

### **New Schemes**

The Conservative Group proposes that indicative resources are earmarked within the Capital Programme for the following scheme:

- **Refurbishment of Elmore Park Toilet Block**

## Conservative Group Budget

Table 3: General Fund Draft Budget 2021-22 to 2023-24

	Budget 2021-22	Budget 2022-23	Budget 2023-24
	£000	£000	£000
<b>Net Expenditure</b>			
Portfolio budgets	14,975	14,864	14,442
Investment interest	-82	-166	-208
Technical items	-171	-326	119
<b>Net Spending</b>	<b>14,722</b>	<b>14,372</b>	<b>14,353</b>
<b>Less: Government Grants</b>			
NNDR Multiplier	-159	-159	-159
Lower Tier Grant	-130		
COVID Grant	-541		
Income Guarantee Grant	-14		
New Homes Bonus	-1,417	-850	-316
<b>Budget Requirement</b>	<b>12,461</b>	<b>13,363</b>	<b>13,878</b>
<b>Financing</b>			
Business Rates	-5,409	-5,226	-5,333
Council Tax Income	-6,574	-6,770	-6,971
Council Tax Support Grant	-120		
<b>Total Financing</b>	<b>-12,103</b>	<b>-11,996</b>	<b>-12,304</b>
<b>Less Transfer from Reserve</b>	<b>-358</b>		
<b>Budget Shortfall / Transfer from Working Balances</b>		<b>-1,367</b>	<b>-1,574</b>

Table 5: Level of Working Balances

	31/03/21	31/03/22	31/03/23	31/03/24
	£000	£000	£000	£000
Balance B/fwd.	1,000	1,294	1,294	-73
(Applied) in Year	294		-1,367	-1,574
<b>Balance C/fwd.</b>	<b>1,294</b>	<b>1,294</b>	<b>-73</b>	<b>-1,647</b>
<b>Minimum</b>	<b>-1,000</b>	<b>-812</b>	<b>-1,147</b>	<b>-1,361</b>
<b>Surplus to Support Budget</b>	<b>294</b>	<b>482</b>	<b>-1,220</b>	<b>-3,008</b>

## Conservative Group Budget

## Amendments to Portfolio Budgets (Appendix 2 of Budget Report)

<u>Ref</u>	<u>Detail</u>	<u>Budget</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>Budget</u> <u>2023-24</u>
		<u>£</u>	<u>£</u>	<u>£</u>
	<b><u>Culture and Sport</u></b>			
1	<b>Parks &amp; Open Spaces</b>			
	<b>Premises Related Expenditure</b>			
a.	Provision of maintenance /remediation budget	50,000	25,000	25,500
	<b><u>Economic Development &amp; Planning</u></b>			
6	<b>Public Buildings</b>			
	<b>Income</b>			
b.	Provision of potential lettings income re Hot Desking and rationalisation of office accommodation e.g. Bungalow	-	-	TBD
	<b><u>Leader of the Council Portfolio</u></b>			
1	<b>Democratic Services</b>			
	<b>Expenditure</b>			
c.	Remove Members IT Consumable Allowance	-16,350	-16,510	-16,680
d.	Provide I pads to all Members	24,500		
9	<b>Excluded Items</b>			
	<b>Expenditure</b>			
e.	Development of further Shared services			-185,130
	<b>TOTAL</b>	<b>58,150</b>	<b>8,490</b>	<b>-176,310</b>

## Conservative Group Budget

## Amendments to Capital Programme (Appendix 3 of Budget Report)

		Total Program Revised £'000	General Fund £'000	Section 106 £'000
	<b><u>Culture &amp; Sport Portfolio</u></b>			
	Additional schemes			
A	Elmore Park Toilets	100	100	-
		100	100	-

## Conservative Group Budget

## Amendments to Table 7: Uncommitted Capital Resources

	General Fund £000	Section 106 £000
<b>Capital resources brought forward at 1 April 2020</b>	<b>9,494</b>	<b>1,697</b>
Capital Receipts	711	
Section 106/CIL		970
Capital Grants	4,282	
Joint Investment Fund	214	
Contributions	532	
Revenue contribution to Capital Outlay		
Use of Reserves	222	
Draft Capital Programme 2020-21 to 2023-24	(15,114)	(1,463)
New Schemes	(100)	
<b>Remaining resources at 31 March 2024</b>	<b>241</b>	<b>1,204</b>