

CANNOCK CHASE COUNCIL
CABINET
17 MARCH 2011
REPORT OF CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO LEADER(S) – LEADER OF THE COUNCIL
CORPORATE PLAN 2011/14

1. Purpose of Report

- 1.1 To obtain Members' approval of the Corporate Plan 2011/14 which details the Council's vision and priority outcomes for the period 1st April 2011/14 and the supporting Priority Delivery Plans for the financial year 2011/12.

2. Recommendation(s)

- 2.1 That Members recommend to Council that the Corporate Plan 2011/14 be adopted and approved for publication, together with the Priority Delivery Plans for the financial year 2011/12.

3. Summary and background

- 3.1 On 29 April 2009, Council approved the Corporate Plan 2009/12. *(For ease of reference electronic copies of the said plan, together with the covering report are available on the Members portal and whilst referred to as an annex to this report have not been manually duplicated).* The Plan detailed the Council's Corporate Vision 'that by 2020 Cannock Chase will have a vibrant local economy with opportunities for all, in a clean green and safe environment'. The vision was supported by six corporate priorities, the first five of which were illustrated by the CHASE acronym and were aligned to the County wide LAA thematic partnerships:

- Children, Young People and Families
- Healthier Communities, Housing and Older People
- Access to Education, Skills and Employment
- Safe, Strong and Cohesive Communities
- Environmental Sustainability

The sixth priority was corporate improvement which detailed the Council's commitment to continuous improvement across a range of corporate and support services which underpinned the delivery of key front line services.

The Corporate Plan contained a Priority Delivery Plan for each of the six priorities, detailing the actions the Council would be taking in order to deliver against the priorities in each of the three years (2009/10, 2010/11, 2011/12). Simultaneously a new Performance Management Framework was introduced and a robust process was established to ensure that actions and targets set out in the Priority Delivery Plans were managed and delivered effectively. Although the process was generally well received, through self evaluation and feedback from Cabinet, Policy and Scrutiny Committees several improvements were identified, including an annual refresh of PDPs throughout the life of the Corporate Plan.

3.2 Accordingly the lead member of DMT in consultation with the Cabinet portfolio lead revised and refreshed their PDPs for 2010/11 which were subsequently approved by Council on 30 June 2010. *(Again for ease of reference electronic copies of the said PDPs, together with the covering report are available on the Members portal and whilst referred to as an annex to this report have not been manually duplicated)*. Primarily the refresh included the re-designation of PDPs to reflect the seven Cabinet Portfolios notified to Members at the AGM in May 2010 as follows:

- Culture and Sport
- Health and Wellbeing
- Housing
- Economic Development and Planning
- Town Centre Regeneration
- Environment
- Corporate Improvement

3.3 Since the 2010/11 PDPs were developed there have been many significant changes both nationally and locally, thereby necessitating a full review of the 2009/12 Corporate Plan and redesign of the PDPs for 2011/12 onwards. The fundamental policy changes are detailed below:

Local Area Agreements and the National Indicator Set have been abolished

The Local Government Public Involvement in Health Act 2007 required all 'top tier authorities' to have in place a Local Area Agreement (LAA) negotiated with their Regional Government Office. LAAs were intended to identify local priorities and effectively create a contract between Central and Local Government for delivering against the stated priorities. Simultaneously, the National Indicator Set was introduced (to replace the former Best Value performance indicators). Having identified its local priorities, each LAA was required to include 35 (out of a potential 198 National Indicators) in order to performance manage progress against the stated priorities. In addition to the 35 'local choice indicators' the LAA had to contain 16 statutory educational attainment indicators. Within Staffordshire the LAA commenced in March 2008 and was established for a three year period (thereby terminating on 31st March 2011). On 12th October 2010 the Government announced that both LAAs and the National Indicator Set would be discontinued although the intention remains to replace the NI set with a single comprehensive list of all data returns to Central Government to be effective from April 2011. Consultation on the revised data set commenced on 17th December 2010 and at the time of writing there has been no final announcement on which performance measures the Council will be required to provide returns for with effect from 1 April 2011.

Audit Commission and CAA have been abolished

Prior to the general election in May 2010, the Audit Commission had been the regulatory body for local authorities for some time and since 1st April 2009, the 'Comprehensive Area Assessment' (CAA) was the inspection regime which was in force. CAA placed a much greater emphasis on delivering priority outcomes and focussed on ensuring that decisions are evidence based and targeted to areas of greatest need. For the District Council, CAA included an annual Organisational Assessment made up of two themes: 'managing performance' and 'use of resources'. The first Organisational Assessment took place in July 2009 and results

were published in December 2009 (covering the 2008/09 financial year). The second assessment took place in February 2010 (covering the 2009/10 financial year). However due to the Government announcement in May 2010 to abolish both the Audit Commission and CAA, all regulatory work ceased and the results of the second assessment were never communicated or published.

Staffordshire LSP and Cannock Chase LSP have reviewed their Community Strategies and local priorities.

Primary Care Trusts are due to be abolished in April 2013, following which; statutory responsibility for public health is due to transfer to the County Council and the commissioning function will transfer to GP consortia. In view of these forthcoming changes and the abolition of CAA and LAA, Staffordshire LSP have reviewed their priorities and determined their resources will be focussed around delivering two key priority outcomes for Staffordshire: a thriving economy and a safe, healthy and aspirational place to live. The County wide partnership structure is now being reviewed in order to provide the appropriate forums and Boards to deliver these revised priorities.

Cannock Chase LSP has also taken the opportunity to review the evidential needs of the District and as a result has determined that the partnership collectively will be focussed on two key priority outcomes: 'improved economic opportunity and health improvement'. Cannock Chase GP consortia have welcomed the opportunity to be involved in the partnership priority setting and have a key role in the development of delivery plans which is currently underway. A revised Community Strategy for Cannock Chase will (in accordance with current statutory requirements) be submitted to a future meeting of Council for consideration and adoption.

Members will be aware of the reduced level of financial resources and capacity available for 2011/12 onwards as reflected in the Budget approved by Council at its meeting on the 16 February 2011. Any reduction in resources clearly has a direct impact upon the scope and extent of services the Council is able to deliver. It is therefore imperative and indeed timely for the Council to review its Corporate priorities to ensure that community needs are being addressed in this particularly difficult time.

Members will be familiar with the 'State of Cannock Chase Report' which has been used over many years to inform the policy direction of the Council and enable resources to be targeted to the areas of greatest need. This report was primarily based around a key national data source 'Indices of Multiple Deprivation' (IMD) which was produced and published every three years (most recently in 2007). The IMD identified the extent and concentration of deprivation throughout local authority areas across England at a Super Output Level (a small geographical area of approximately 1500 people). The Indices contained seven domains: income, employment, health, education skills and training, barriers to housing and services, crime and the living environment and in addition an analysis of multiple deprivation was provided. The IMD was not re-produced nationally in 2010 as scheduled and it is unclear at the time of writing whether it will continue or be replaced by another form of index or be abolished and no replacement provided. Whilst this well established data source was useful in terms of identifying deprivation and associated comparisons between various areas it was not sufficiently detailed to provide robust and timely information on socio-economic issues such as prevalence of various health conditions, numbers of incapacity benefit claimants, percentages of working age population in employment etc. This detailed level of information was always necessary to supplement the IMD statistics and it is this information which has been considered

and used to inform the proposed priority outcomes. A full needs analysis has been developed and is annexed to this report and a summary of relevant statistics is contained within each of the four PDPs. In summary, however, the **four Priority Outcomes for the Council** are:

People – active and healthy lifestyles

Place – an improved living environment

Prosperity – economic resilience

Transformation – changing the way services are provided to ensure value for money

4. **Key Issues**

The key matter for consideration is the adoption of the new Corporate Plan 2011/14, within which the main issues are:

- Adopting a Corporate vision for Council: 'by 2021 Cannock Chase will be a *place* where *people* have the opportunity to enhance their quality of life and achieve economic *prosperity*.
- In acknowledging the evidential needs of the District, to agree the revised four priority outcomes for the Council.
- In order to ensure a robust improvement planning framework is achieved to note that the Council's Corporate Plan is aligned to the Cannock Chase LSP priorities. Each of the four Priority Delivery Plans (PDPs) details exactly which services are contributing to the outcome and exactly what actions each of those services will be delivering during 2011/12 in order to achieve the stated outcome. Underpinning the PDPs, each service department has its own Service Delivery Plan which in turn informs the individual Personal Development Reviews of the officers and staff who deliver these important services; thereby ensuring there is a 'golden thread' from the District LSP throughout the Council's own structure and processes.

5. **Conclusions and Reason(s) for the Recommendation(s)**

- 5.1 The Council's current Corporate Plan covering the period 2009/12 was adopted by Council on 29th April 2009. Since this time, there have been many strategic developments (detailed within paragraph 3.3 above) and in order to secure robust and sustained improvement planning in priority areas, the revised 2011/14 Corporate Plan is essential. The Corporate Plan 2011/14 is imperative to identify the Council's priority outcomes for the next three years and in ensuring that resources are aligned accordingly.

6. **Other Options Considered**

- 6.1 Whilst there is no statutory duty upon the Council to produce an annual Corporate Plan, there have been many significant strategic developments since the current Corporate Plan was adopted by Council in April 2009. Paragraph 3.3 within this report details the reasons for adopting the new Corporate Plan. There are clearly numerous priority outcomes on which the Council could determine to focus its resources, however the recommended PDPs have been developed based on evidential need and are therefore considered appropriate. The Council could of course determine not to adopt this Corporate Plan and associated PDPs.

7. **Report Author details**

Natasha Swan, Head of Policy, Performance and Partnerships, ext 4412

SCHEDULE OF ADDITIONAL INFORMATION

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Annexes to the Report i.e. copies of correspondence, plans etc.

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Section 1

Contribution to Corporate Priorities

The Corporate Plan is the Council's key strategic planning document and is imperative in demonstrating how Council services contribute through the business planning process to the Council's priority outcomes. The effective performance management of the PDPs will ensure delivery against these priority outcomes.

Section 2

Contribution to promoting Community Engagement

There are no direct contributions to promoting community engagement as a result of this report, the Corporate Plan or its underpinning Priority Delivery Plans.

Section 3

Financial Implications

There are no direct financial implications arising from this report .

The Corporate Plan represents the cornerstone of the Delivering Change process and provides a policy framework for the re-distribution of resources to priority areas.

The actions as contained in the PDP's for 2011-12 reflect the Approved Budget for 2011-12 and hence can be met from existing resources.

Section 4

Human Resource Implications

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

Section 5

Legal Implications

There is no legal requirement for the Council to produce and publish a Corporate Plan. However, having a Corporate Plan which identifies Council priorities and service delivery arrangements is considered good practice. It is also one of the primary plans sought and upon which a Council will be judged by external audit.

Section 6

Section 17 (Crime Prevention)

There are Section 17 implications resulting from the proposed actions within each PDP. Such implications are identified within the PDPs themselves and also within associated Service Delivery Plans.

Section 7

Human Rights Act Implications

There are no Human Rights Act Implications arising from this report.

Section 8

Data Protection Act Implications

There are no identified Data Protection Act implications.

Section 9

Risk Management Implications

The Strategic Risk Register is contained with the main body of the Corporate Plan, and details potential risks in failing to deliver against the identified outcomes.

Section 10

Equality and Diversity Implications

There are Equality and Diversity Implications resulting from the proposed actions within each PDP, for example targeting service delivery at specific vulnerable groups. Such implications are identified within the PDPs themselves and also within associated Service Delivery Plans.

Section 11

List of Background Papers

Corporate and Performance Plan and Priority Delivery Plans 2009/12
Priority Delivery Plans 2010/11

Annexes

Corporate Plan 2009/12 Report and PDPs dated 29 April 2009 (available electronically as per paragraph 3.1 above)

PDPs 2010/11 Report and PDPs dated 30 June 2010 (available electronically as per paragraph 3.2 above)

Needs Analysis 2011/12