

Stafford Borough Council

Corporate Business Plan

2021 - 2024

A prosperous and attractive
borough with strong communities.



Stafford Borough Council Corporate Business Plan 2021 - 2024

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Award winning Victoria Park in Stafford Town Centre has undergone a £2.5m transformation.

Foreword



Over the past three years we have worked with our partners to create a sustainable and vibrant economy. During the past 12 months this has been hugely affected by the Covid-19 pandemic.

Our strong economic base and the ambitious programme of development will help us to recover quicker and stronger than many areas. We will continue to promote a dynamic local economy and enterprise culture and capitalise on opportunities such as HS2 in order to grow our economy and attract further investment. We want Stafford to be a great place to live and work and we have delivered popular improvements in leisure including:

£2.5 million
investment in
Victoria Park

£9 million
investment in
Stone Leisure

£380,000
investment in Charnley
Road Play Area

In addition to this we are working with, and supporting, our partners to deliver:

£62 million
Stafford Western
Access Road

Town Centre
Transformation supported
by the Future High
Streets Fund award

£24 million
Skills and Innovation
Centre at Newcastle
and Stafford College

We also want to ensure that our communities are sustainable and strong and that our residents have access to green open space in order to enjoy healthier lifestyles. Our Climate Change and Green Recovery Strategy outlines how we will reduce carbon emissions from our own activities, how we can work with our communities to raise awareness and promote low carbon initiatives and protect and enhance our biodiversity and wildlife.

The Covid-19 pandemic has brought to the fore how important it is that local authorities have the powers and resources devolved to them to enable them to deliver services to their communities.

The council has worked tirelessly to become financially sustainable and, over the past 3-years, has consistently delivered a balanced budget. Financial sustainability is a workstream under the broader Covid-19 recovery plans of the council which is considering the wider implications of Brexit. With this in mind, we will continue to lobby and work hard with our local MP's, businesses, and residents on these agendas in order to achieve the best possible outcomes for all of our residents and businesses.

Councillor Patrick Farrington | Leader of the Council



The new 6 lane swimming pool at Stone Leisure Centre which saw membership double after it opened in 2019.

Introduction

This three-year Corporate Business Plan sets out how we will continue to deliver and sustain economic growth, respect our environment, support our communities and ensure that the borough is a great place in which to live, work and visit.

Over the past three years we have been able to deliver some huge projects in the Borough that have benefitted our residents. Covid-19 has had a devastating effect on the whole Country, on families that have lost loved ones, the economy, and the way we live our lives. During our responses to Covid-19 we have continued to provide essential services and to support to those residents who are most vulnerable.

Our Covid-19 recovery plans recognised the impact that the pandemic had on different groups such as Black, Asian and Minority Ethnic (BAME) communities and communities in areas of deprivation so we implemented a new community impact assessment as part of our equalities duty to guarantee that different groups' position in society, issues of poverty, health and wellbeing are taken into account.

We have taken a strategic look at the impact of the pandemic and our recovery plans focus on Economic, Community, Organisational and Financial Recovery and this work been integrated into the objectives of the refresh of this business plan.

In addition to this, there are a number of key issues that are presenting further challenges to us in relation to Brexit.

There are many unknowns at present in relation to these which is why we are continuing to work with our MP's and partners at a local, regional and national level to lobby central government and advocate the importance of the work that we do.

This Corporate Business Plan has been written with those considerations in mind and that we need to continue to deliver and sustain economic growth; protect and safeguard those who are most vulnerable in our society as well as creating the conditions where people can equitably achieve their optimum health; adapt and respond to climate change and green recovery, and make the council financially sustainable.

It encapsulates the ethos of collaborative working with new and existing partnerships, such as the Stafford Growth, Regeneration and Infrastructure Partnership and the Community Wellbeing Partnership and sharing of resources in order to improve life and outcomes for all those people who live, work and visit the borough, through joint priorities, plans and opportunities for collaborative commissioning activities.



Stone canal, an ideal base for canal boat holidays and discovering the many visitor attractions in the borough.

Our Vision

Over the next three years we will focus on the following corporate business objectives:

- 1 To deliver innovative, sustainable economic and housing growth to provide income and jobs¹.
- 2 To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing.
- 3 To tackle Climate Change by implementing our Climate Change and Green Recovery objectives
- 4 To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives

1 In July 2017, the Secretary of State deposited in Parliament the hybrid Bill for Phase 2a of the HS2 railway. This is another step on the pathway to building a route from the West Midlands to Crewe. We will ensure we get the maximum benefits for our economy that this project will bring. But we will continue to work to mitigate the disruption this will have on our communities while helping to making sure that those most affected will be properly compensated.



Stone Junction, PR company based in St Mary's Mews, Stafford.

Borough Profile

Stafford Borough is Staffordshire's largest district, covering an area of approximately 230 square miles and encompasses the towns of Stafford, Stone and Eccleshall as well as many picturesque and vibrant villages.

The Borough is a mainly rural area with a wide range of habitats that include many sites of local, national and some of international importance. In total there are 15 Sites of Special Scientific Interest (SSSIs), two of which are National Nature Reserves.

Stafford Borough is well connected, you can travel to London in 1.20 hours, Birmingham in 30 minutes and Manchester in 55 minutes.

compared to £550.8 in the West Midlands and £587 across Great Britain.

The ward indicator matrix demonstrates that there are six ward areas that are more deprived and experience poorer outcomes. The wards with the highest levels of need in terms of families and communities facing multiple issues are: Common, Coton, Doxey and Castletown, Forebridge, Highfields and Western Downs and Penkside.



The **population is currently 135,880** and this figure is expected to increase to approximately **142,900 by 2033**.

The Borough has an ageing population, with more people living here who are over 65 years; there is a lower proportion of children and young people aged under 24 years of age with average proportions of adults aged 35 - 50 years. The ethnicity of the population is approximately 94% White British, which is comparable to the population of Staffordshire.

According to the most recent figures, the Gross Value Added (GVA) of Stafford is £3,200,000 representing 18% of the whole county of Staffordshire GVA. Median weekly earnings for full-time employees reached £585 in April 2019.

Between April 2018 and April 2019, 35.7% of full-time employees experienced a real term pay decrease or pay freeze, a reduction from 43.3% in 2018. Stafford's full time workers continued to see an increase in weekly pay to £606.70

We will continue working with all of our partners as part of our early help and place-based approaches to target our efforts towards the greatest levels of inequality and highest levels of vulnerability.



There are approximately **60,000 households in the borough** which are predominantly **owner-occupied**.

There are a number of social landlords operating in the area but Stafford and Rural Homes is the largest with around 6,000 homes across the Borough.

The average price of a house in Stafford Borough is £184,156. This is above the Staffordshire average price, but below the national and regional average.

For those on lower incomes, homeownership is less affordable than both the West Midlands and England. As well as continuing our strong delivery of new housing in the Borough, we will work with partners to ensure we deliver



Floral Labyrinth, part of the gardens at the Trentham Estate.

the new affordable housing that is needed and will work closely with private sector landlords to ensure our residents can live in good quality, safe homes.

Because we are well connected, our local economy benefits greatly from our visitors, whether that be for tourism, leisure or work.

As well as being home to major tourist attractions including the Ancient High House, Stafford Castle, Victoria Park, Trentham Estate, Shugborough and Cannock Chase, the borough also caters for business tourism and conferencing with first class facilities at the County Showground and Yarnfield Park.



Residents of Stafford Borough generally live longer, with the **healthy life expectancy in the district better than the national average for both males (81 years) and females (83 years).**

However, the life expectancy for both men and women living in deprived areas is six years less.

Generally, people are happy with their local area as a place to live compared to the overall figure for the county. We want to ensure that quality of life is maintained. The Borough is a safe place to be.

We will continue working with our partners to focus on a prevention and early intervention approach to tackling crime and anti-social behaviour. Feeling safe and being able to live independently in your own home and surrounding area are vital to our wellbeing. As part of our wellbeing agenda we want to work with all our communities to support them to help themselves.

Stafford Borough has a rich historic culture that is evident whenever you visit here. A good range of leisure and cultural facilities help to bring local people together to enjoy plays, concerts and films.

As part of our community wellbeing agenda we want to work together with our communities to continue to create safe and attractive environments which our residents want to occupy and use, creating a strong and positive sense of communal identity. We want to strengthen the relationships we have with our communities and to actively support them in realising their full potential.



We proactively work with our 'Friends of' groups to maintain our local nature reserves and parks.

And our Community Awards recognises the contribution that individuals make to improve their communities and surrounding areas. We want to ensure that these areas are kept clean and are protected from fly tipping, litter, dog fouling and pests that are harmful to public health.

Although the funding to local authorities has been substantially reduced in recent years, the council still works to protect front-line services by reducing the cost of the services we provide by cutting waste and looking for different ways to provide services. Examples of this are providing Leisure and Culture Services in partnership with a not-for-profit trust, introducing a new separated paper recycling collection service and sharing services with other authorities.

We also share the Civic Centre with other organisations to reduce our costs, improve partnership working and make access to services easier for local people.

1



St George's Mansions, St. George's Parkway, Stafford.

Corporate Business Objective 1

To deliver sustainable economic and housing growth to provide income and jobs.

WE SAID WE WOULD	WE DELIVERED
Facilitate the delivery of 500 new homes in the borough per year with 210 being affordable homes	600 new homes and 185 affordable homes every year Processed 94.8% of major applications and 96.1% of non-major applications on time
Deliver key projects and infrastructure proposals that will promote economic growth and investment for the Borough	Built Stone Leisure Centre Successfully attained funding of £750k government funding to develop the proposal for the Meecebrook Garden Community Appointed consultants to help develop and deliver the masterplan for Stafford Station Gateway Awarded £14.3m from Future High Streets Fund to support economic growth and sustainability in our high streets
Work in partnership to generate economic and sustainable growth	Formed a new economic growth partnership and developed a multi-agency economic growth strategy Developed a Visitor Economy Recovery Plan Supported the development of the Stafford Western Access Road
Develop a new Local Plan	We are currently working on developing the new Local Plan and have consulted on the issues and options. £150k feasibility grant awarded from Highways England for a project that will reconnect people and communities with green spaces and watercourses in their local area (Stafford Brooks Project). Continued to monitor HS2 construction works to ensure that any adverse environmental effects are mitigated.

Over the past three years the council has achieved a considerable amount in terms of economic and housing growth.

We have continued to deliver housing growth consistently above target for the past four years and cumulatively exceeded our affordable housing target. We have attracted significant inward investment with more than 1,200 jobs been delivered at the £11m Redhill Business Park, and the relocation of Arctrend, who are a lead metal hose and bellows manufacturer, from outside of the Borough to Meaford Business

Park in Stone. We have also put in place the strategic framework to deliver future growth in the Borough, including the Economic Growth Strategy, the emerging new Local Plan, Garden Communities Programme, Future High Streets Fund and Stafford Town Centre Strategic Framework.

All four strategic development locations within the adopted Plan for Stafford Borough are now either built and occupied or under construction.

The Council were awarded £750,000 in March

2019 to develop a business case for investment in a proposed garden community to the north of the Borough. In January 2020 we launched a consultation on the Issues and Options stage of our new Local Plan which included options for new garden communities at seven potential sites in the Borough.

In July 2019 we were selected as one of only 50 local authorities to go through to the second round of bidding for the Future High Streets Fund for proposals of transformative change and repurposing of the high street in Stafford and in January 2021, we were awarded £14.3m. This work forms part of the overarching development strategy for Stafford Town Centre. Multinational businesses such as GE, St Gobain and Omicron have made significant investments in the borough, contributing to

the creation of jobs and also in developing additional manufacturing facilities. In addition to this we are supporting Newcastle and Stafford College Group in its exciting regeneration proposals for the Earl Street campus which will deliver a new £25m Skills and Innovation Centre. We want to attract further investment to draw people to locate here to live and work.

The borough is well connected with two major motorway junctions and one of the main stops on the west coast mainline. HS2 will only enhance this further and will enable business leaders to travel to London in just over 50 minutes, Manchester in 30 minutes and Birmingham in only 20 minutes. This, together with the access to the M6 and A50, makes the borough an attractive location for businesses to expand or re-locate. We want to ensure

that we build high quality developments that provide attractive, well connected places for local people to live and work. Good design of settlements and individual buildings can improve the health, wellbeing and resilience of the general public in various ways, from encouraging physical activity and improving mental health, to creating healthy independent living in safe environments.

Over the next three years we will be faced with some challenges that have been brought about by Brexit and the Covid-19 pandemic and will continue with our focus of supporting future growth in the economy. Covid-19 continues to have, a huge impact on our economy. The council and our partners continue to assess the long-term impacts of Covid-19 and to develop our Economic Recovery strategy, focusing on understanding the impacts and opportunities generated by the pandemic for different demographics and sectors, work with local businesses develop an understanding of new supply and demand trends in order to promote economic resilience and growth. This will run in parallel with the other recovery workstreams for community, organisation and financial to ensure that cross cutting areas of priority are considered such as working with those residents hardest hit by the pandemic to reskill and secure employment.

Part of our recovery strategy is focused around ensuring that as a borough we have a dynamic local enterprise culture as this is vital for the long-term competitiveness and overall economic success of the borough. We will remain committed to the delivery of our major projects such as the Garden Settlement, Stafford Station Gateway and the Future High Streets Fund/Stafford Town Centre Framework as these are core to our recovery strategy. However, we will work with partners through the Stafford Growth, Regeneration and Infrastructure Partnership (SGRIP), which included key stakeholders such as Staffordshire County Council, the Local Enterprise Partnership, the Town Centre Partnership and the Chamber of Commerce, to ensure we reflect the impact of the pandemic on the objectives and delivery timescales for these key projects.

- OVER THE NEXT THREE YEARS WE WILL**
- › Assess the economic implications for the Borough of the COVID-19 pandemic and Brexit over the medium and long term
 - › Facilitate the delivery of 500 new homes in the borough per year with 210 being affordable homes
 - › Deliver key projects and support infrastructure proposals that will create cohesive communities, promote economic growth and investment for the Borough
 - › Work in partnership to generate economic and sustainable growth for the long-term prosperity of our residents, visitors and businesses
 - › Develop a new Local Plan that reflects our corporate ambitions for growth, and works in partnership with Parish Councils, other local authorities and key stakeholders



Omicron, Redhill Business Park.



The University of Wolverhampton Regional Centre for Lifelong Learning is based puts education in the heart of Stafford.

2



Roar Juice, smoothie and juice bar in Mill Street, Stafford.

Corporate Business Objective 2

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

The Council continue to make excellent progress to improve the quality of life of local people and have delivered a huge amount that contributes to this. During the past three years we said:

WE SAID WE WOULD	WE DELIVERED
Ensure that businesses are compliant with food safety legislation	Supported an average of 97% of businesses per annum being compliant with food safety legislation
Investigate enviro-crime complaints within 72hrs of receipt	Over the 3-year period answered 99% of enviro-crime complaints within 72 hours per annum
Encourage households to increase recycling and minimise residual waste	Collected an average of 108 kgs of residual household waste and sent 55% of household waste for recycling, reuse and composting per annum. Introduced a new blue bag recycling scheme that resulted in improvements in the quality and quantity of paper and cardboard recycled and reduced contamination rates from 15% to 8%.
Invest in the refurbishment of Victoria Park and play areas in the Borough	Completed the £2.5 million-pound Heritage Lottery Fund refurbishment of Victoria Park and the £380,000 in Charnley Road Play Area
Deliver the first phase of the Stone Leisure Project	Completed the £9 million-pound Stone Leisure Centre and built a new Girl Guide Headquarters
Encourage volunteering to assist with the health and wellbeing of our communities	Implemented a successful annual Community Awards Supported the voluntary sector in Stafford Borough with the provision of £413k worth of grants and donations Implemented and managed a Community HUB in response to Covid-19 that provided support to in excess of 7000 residents
Provide support for homelessness and rough sleeping	Implemented the provisions in the new Homeless Reduction Act and have reduced rough sleeping in the Borough and adopted a Homelessness and Rough Sleeper Strategy Adopted and implemented an Empty Homes Strategy Implemented 'Everyone In' scheme in response to Covid-19
Work in partnership to reduce crime and antisocial behaviour	Utilised £240,137 of Locality Deal Fund to organisations supporting priorities of mental health, drugs and alcohol; anti-social behaviour, domestic abuse and hate crime



Coffee#1 serving great coffee in a relaxed and welcoming environment.

During the past three years the council has been commended nationally for their work on homelessness and rough sleeping through the introduction of innovative approaches such as setting up a multi-agency inclusion team, developing single support plans with rough sleepers to get them into accommodation and receiving funding for a dual diagnosis worker. The dual diagnosis worker will support rough sleepers with mental health and multiple addiction needs. The council funds two tenancy sustainment officers who provides intensive support to prevent homelessness from occurring and to help get people into sustainable tenancies.

Over the next three years we want to build on this good work and support people to facilitate access to decent homes across a range of tenures which are suitable and affordable for every household's individual circumstances. We have a responsibility to meet the needs of individuals, families, older and disabled people with quality, warm and safe homes that are secure and stable, with the earliest possible help available to prevent homelessness and accidents at home. We will aim to assess the housing stock in Stafford across our demographic profile with building and improvements carried out to the best possible standards that will improve the well-being and safety of residents, and that contribute to our climate change objectives.

Overall crime rates of recorded crime and anti-social behaviour are below the regional and national averages. However, more young people are experiencing issues with drugs, alcohol, mental health and exploitation, and the over 65 age categories are considered to be vulnerable to issues of fraud. We will be continuing our work with the Community Wellbeing Partnership to tackle these issues over the next three years.

The Covid-19 pandemic has had a huge and lasting impact on our residents and the communities in which they live. On-going restrictions on movement, particularly for vulnerable people has placed additional stress on households and individuals which has resulted in increased loneliness, mental health

problems and breakdowns in relationships. In addition to this it has also been widely reported that Covid-19 has had a big impact on different groups such as BAME communities, deprived areas and disabled people so our recovery and reform work has taken into account different groups' position in society, accelerating issues of poverty, increased demand on health, children and adult social care systems and also the economy.

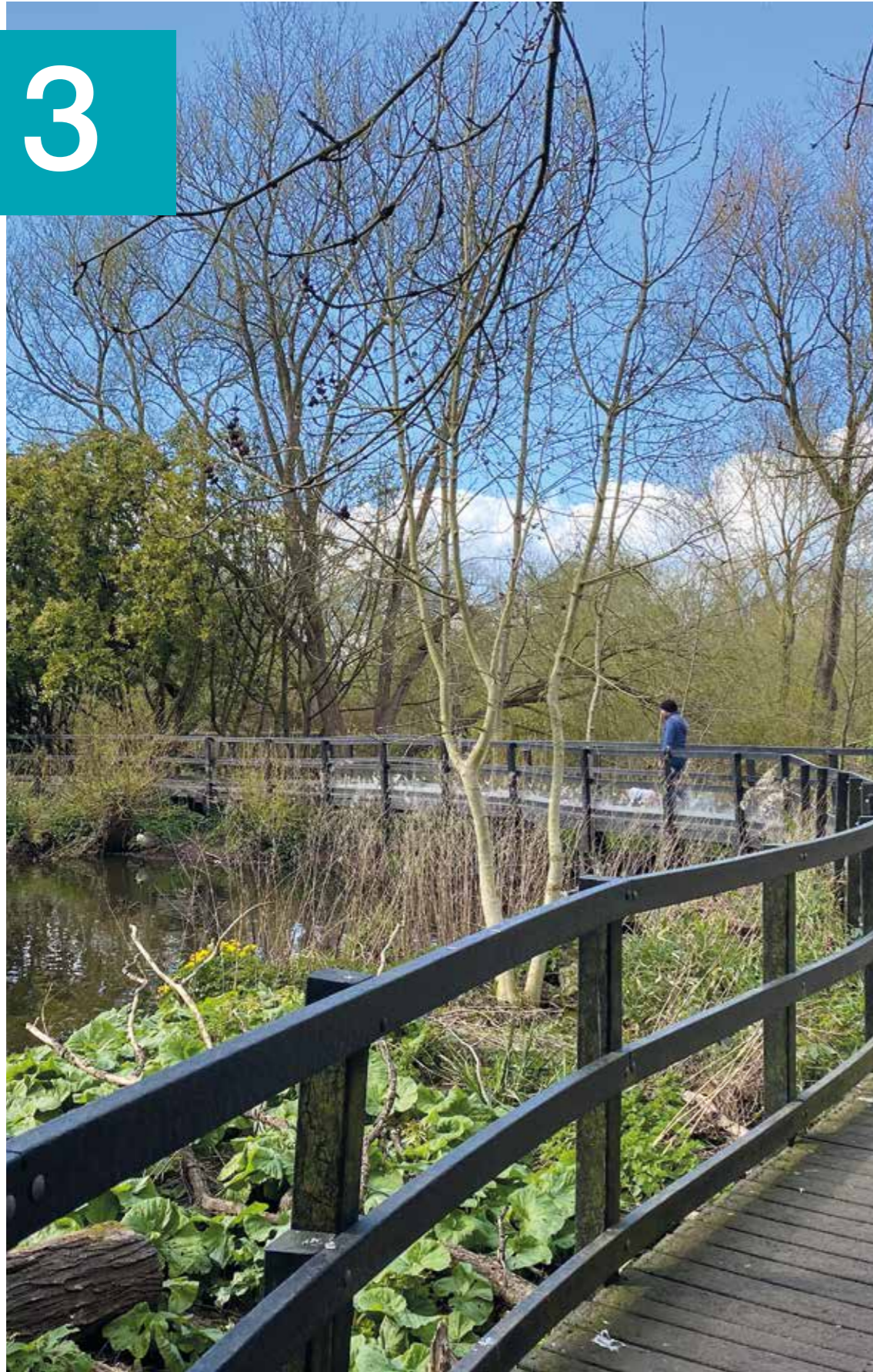
We have worked very closely with our partners and developed a community hub model of provision that provided help, support and signposting to our most vulnerable residents.

Part of our recovery work will be to look at how we can work in partnership to sustain this in the future and to work with the voluntary and community sector, our communities, partners and parish councils to support the delivery of social, cultural, environmental and economic outcomes.

OVER THE NEXT THREE YEARS WE WILL

- › Work with our communities to continually assess the impact of Covid-19
- › Keep the streets and parks clean and attractive for everyone to enjoy
- › Support and promote community health and wellbeing to all our residents, businesses, staff and members
- › Work with our partners to ensure the borough is a safe place to be at all times
- › Work towards everyone having access to safe and suitable accommodation

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Wolsley Wildlife Centre, headquarters of Staffordshire Wildlife Trust.

Corporate Business Objective 3

To tackle Climate Change by implementing our Climate Change and Green Recovery objectives.

We have a leadership role in achieving a sustainable climate, but we recognise that we cannot achieve this on our own. We will need to work with, and have the support of, the whole community, as we believe that climate change is everybody's responsibility. The council has a good reputation for being proactive in respect of climate change and sustainable development.

The council has been at the forefront of implementing a number of initiatives that support this agenda. Results from the 2019 Friends of the Earth Survey on how climate-friendly local authorities are, places Stafford Borough Council as first in the county. In July 2019, we joined with other councils in declaring a climate emergency and made the commitment that we would become a carbon neutral authority by 2040. We will look at all the activities that we do or influence that contribute to global warming to see how we can reduce our impact and see whether we can commit to being carbon neutral by an earlier date. This will require the council, local residents and businesses to change what we do. In that commitment we also indicated that we would work with the Government and other elected bodies to determine best practice methods to limit Global Warming to less than 1.5°C and consider how this could be addressed through the Local Plan process.

We also stated that we will explore the expansion of community energy with a view to keeping the benefits of our local energy generation in our local economy. The main driver for taking this work forward is through our Climate Change and Green Recovery Strategy that was published in October 2020. When we talk about green recovery we mean aligning economic recovery measures with the achievement of long-term climate change goals in order to work towards a new socio-economic model that is climate-neutral, resilient, sustainable and inclusive; which safeguards the natural assets of geology, soil, air, water and all living things that make up our life support system; capturing the value of nature in our economic planning.

Through our recovery work we will focus on economic growth through the promotion of green jobs and technology and support the creation of cohesive communities that promote vibrancy, protect the environment, encourage healthy living and support community engagement and social capital. The borough is mainly rural area with a wide range of habitats that include many sites of local, national and some of international importance and our green open space is essential to individual wellbeing. We want to conserve and enhance these areas and their characteristic biodiversity for present and future generations as this constitutes the borough's natural capital, and these services are essential for people and wildlife. We will therefore carry out measures to increase accessible green space and enhance our Nature Recovery Network in order to protect and increase our biodiversity, benefit health and wellbeing and provide climate change adaptation. We want developers to contribute to biodiversity net gain by including habitats in their plans (including wildlife corridors) that are beneficial for wildlife and communities, as well as ensuring the protection and enhancement of internationally, nationally and local designated nature conservation sites. This work will be managed and co-ordinated by the Climate Change and Green Recovery Group who will develop action plans and set targets on how we can achieve what we have set out to deliver.

OVER THE NEXT THREE YEARS WE WILL

- › Reduce emissions from our own activities
- › Work in partnership with Government, Elected Bodies, Elected Members, Public and Voluntary Sector Partners, Residents and Businesses across the Borough to take action that contributes to carbon neutrality and sustainable development within communities across the natural environment
- › Mitigate and adapt to Climate Change
- › Implement our green recovery objectives

4



Our Streetscene team keep the borough clean and attractive.

Corporate Business Objective 4

To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

The Council approved its medium-term financial plan in 2021 which considered arrangements for organisational and financial recovery and reform.

The budget plan for the next three years focusses upon delivering the four main business objectives: Economic Growth, Community Wellbeing, Climate Change and Financial Resilience and Sustainability.

We also want to acknowledge the council's role as a place shaper to facilitate opportunities to utilise land acquisition as a strategic intervention to catalyse sustainable growth. The Council has delivered a substantial amount of work in relation to this business objective.

The Corporate Peer Challenge conducted by the Local Government Association recognised the council as being 'well run and financially managed, a supportive and proactive partner with valued front-line services'. Over the past three years we said:

WE SAID WE WOULD	WE DELIVERED
Use our resources in the most effective and efficient way to maximise income and reduce cost	<p>Consistently delivered a balanced budget</p> <p>Spent £2.894 million on capital projects in 2019/20 that supported the delivery of improvements to Charnley Road Destination Park, Victoria Park and Stone Leisure Centre</p> <p>Facilitated 70% of the workforce to work from home</p> <p>Implemented a comprehensive induction programme for members to support them in their roles as community champions</p>
Introduce additional ways for our customers to access our services	<p>Implemented a new telephony system</p> <p>Implemented a comprehensive communications strategy</p> <p>Maintained consistently good levels of customer satisfaction with our contact centre</p>
Ensure those services provided on behalf of the Council by other organisations have effective contract management and procurement process in place	<p>Appointed a Contract and Procurement Manager</p> <p>Reviewed all existing Council Contracts</p> <p>Implemented a contract framework</p>

The next three years are going to be the most challenging for us as a local authority as we work towards recovery from Covid 19 and the impact of Brexit.

The major funding uncertainties in relation to changes to the Local Government Finance Regime and in particular Business Rates and New Homes Bonus remain unresolved.

Our financial recovery will focus on providing a financial recovery plan, growth and savings options, evaluations of the financial impact of the on-going response to Covid-19 and the financial resources required to support economic, community and organisational recovery and reform.

The Council continues to adopt its proactive financial management to respond to these

challenges. We will continue to explore other avenues for income generation and savings such as maximising our assets and opportunities for further sharing of services in order to try and achieve financial sustainability.

Stafford Borough Council has a responsibility to provide excellent services to the public and value for money to the taxpayer.

OVER THE NEXT THREE YEARS WE WILL

- › Use our resources in the most effective, efficient way by focusing on financial recovery and sustainability
- › Continue to work towards organisational and transformational recovery and reform



Ironman 70.3 triathlon in Staffordshire attracts nearly 8,000 competitors and finishes in Market Square, Stafford.

Communications and Engagement

We implemented a new Corporate communications strategy in 2020.

That strategy was led by the ambitions within the Corporate Business Plan. It ensures that every major project or key initiative, for example, must have an agreed Communications Plan.

The strategy places an emphasis on two-way communications - using relevant channels to share information that residents, businesses, partners and other organisations within our communities need to know. And listening to residents, customers, businesses and others through both formal and informal consultations.

Monitoring and Review

This Corporate Business Plan will run for a period of three years 2021 - 2024.

There will be a detailed delivery plan that will be formulated and will sit beneath this plan that will be proactively performance managed through our senior leadership team and elected members by the Council's Cabinet and the Scrutiny Committees.

This delivery plan will be subject to an annual review to determine what progress is being made against each of the business objectives.

As part of this process we will ensure that progress is reported to our residents via:

- › Publishing progress on the website, social media and the local press
- › Sharing our progress with our partners

We will be open and transparent in how we work and conduct consultation and engagement activities for all of our major projects so that we can ensure our residents are able to have their say and be part of the process. This will be evidenced through the completion of Community Impact Assessments which we will publish on our website.



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