





Community Wellbeing Priority Delivery Plan 2020/21 – Health, Culture and Sport – As at 31 March 2021

Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
10	0	8	0	18

Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
Total number of people using all of our facilities	Q	850,456	n/a	0	56,585 (159,334)	69,585 (185,009)	310 (a) (243,017)

(a) footfall low due to 3rd national lockdown over 4th quarter of 2020-21

Projects

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Opportunities for healthy and active lifestyles</i>							
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Develop the ATP at Rugeley Leisure Centre to full size	Submit Funding Application to Football Foundation (Subject to successful planning application)	Cabinet approval to spend was agreed on the 18 th March, subject a successful planning application and FF Funding bid. Planning approval for the scheme was granted on 20 th March 2020 and the bid was submitted to the Football Foundation on 17 April 2020	✓			
		Commence procurement for ATP Contractor	Procurement for the ATP contractor commenced during the 1 st quarter as planned with appointment being subject to a successful funding	✓			
		Football Foundation Funding Panel Decision	The panel met in June 2020 with confidential notification being issued in July.		✓		
		Appoint ATP Contractor and start on site (Subject to successful funding bid)	Works have been delayed due to the impact of the pandemic and the discharge of pre-commencement planning conditions. Start on site re-scheduled for Q1 2021-22				▲
		Complete Works	Completion of works re-scheduled to be completed in Q2 2021-22				▲
		ATP Facility Opening	As a consequence, the facility will be opened in Q2 2021-22				▲





Item No. 6.3

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
	Park Development – Green Lane	Issue License to alter and monitor works undertaken by Rugeley Town Council	A license to occupy and alter the Green Lane play area was issued to Rugeley Town Council and their contractor in April and works commenced in May 2020.	✓			
		Handover of completed project	Works were completed towards the end of June and formally handed back to the Council in July 2020		✓		
	Stadium Phase 2	Milestone for this project will be determined once Cabinet have determined what is to be included in Phase 2 of the scheme	The development of key milestones for this project have been delayed, although some minor improvement proposals have been developed with IHL and the Friends of the Stadium. These include implementation of a new allotment footpath and production of new Notice boards on the Stadium site. Key actions will be carried over to 2021-22.				▲
Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Commonwealth Games – particular consideration of legacy options and issues	Attend meetings of (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group	Officers are attending regular meetings chaired by the Organising Committee as appropriate. The dedicated walking route from Rugeley Train station is awaiting final determination by the OC and submission has been prepared in respect of an EOI for the	✓	✓	✓	✓

Item No. 6.4

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
			Queens Baton Relay – To be considered by OC. Mountain Bike Facility should be complete in Q2 2021-22				
	Physical Activity Review/Wellbeing Strategy	Work with Sport England to collate insight information and develop strategy	Work on this initiative has been delayed due to SE involvement in other priorities during the pandemic. This will now be included as an action as part of the new Corporate Plan 2021-24				▲
		Produce Strategy and Action Plan	As above				▲
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Cannock Chase Can	Recruit into a Health Improvement Officer role	Recruitment of an additional officer to deliver the project has not been possible during this financial year and will be carried over to 2021-22.				▲
	Health in All Policies	Develop an agreed corporate Action Plan to introduce a HiAP approach, from which future actions and milestones will be determined.	No further progress has been made on HiAP at this time. A draft action plan has been developed and this is planned to be finalised during 2021-22.				▲

**Community Wellbeing Priority Delivery Plan 2020/21 - Environment, Partnerships and Community Safety –
As at 31 March 2021**

Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
22	2	3	0	27

Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories / case studies (including social media platforms)	A	65	4	33	24	31	29
Number of Community Protection Notice Warnings (CPNWs) issued	Q	58	New Indicator Last Year	4	1	9	2
Number of Community Protection Notices (CPNs) issued	Q	11	New Indicator Last Year	1	0	0	0
Number of Fixed Penalty Notices (FPNs) issued	Q	4	New Indicator Last Year	0	0	0	0
Number of ASB complaints dealt with via the Community Safety Hub	Q	90	Measure (not target)	46	42	27	35
Number of CCTV case reviews provided to Staffordshire Police	Q	505	Measure (not target)	73	101	61	85
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	262	Measure (not target)	87	77	76	81
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	2	New Indicator Last Year	0	0	0	0
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	51	New Indicator Last Year	13	17	18	17

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	107	New Indicator Last Year	31	36	47	41
Number of tenancies sustained	Q	77	Measure (not target)	2	12	13	7
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	93.3%	95%	94.7%	96%	99%	100%
Number of Discretionary Housing Payments awards	Q	£96,264 184 cases	£141,262	£18,286 79 cases	£31,518 84 cases		
Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	406	131 (average for a quarter)	186	166	87	122






Projects

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4	
<i>Sustaining safe and secure communities</i>								
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Review responses to consultation on taxi policy	Consultation complete, Policy revised				✓	
		With Stafford BC, update, and consult on, Statement of Licensing Policy under Licensing Act 2003	Revised Policy prepared and consultation exercise complete		✓			
		Produce revised Policy for adoption by Council	Revised Policy adopted by Council 21.04.21				✓	
<i>Support vulnerable people</i>								
We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children (See Something Say Something)	Prevent project	Funding for delivery of phase 2 (Primary Schools)	Funding has been secured and project rolled out virtually to schools.			✓		
		Identify schools to deliver phase 2	Secondary school Prevent initiative is due to be rolled out across the County	✓				
		Deliver Phase 2	Continued delays awaiting update and steer from SCC				▲	
	County Lines Initiative	Research good practice across Staffordshire and West Midlands			✓			
		Secure funding to raise awareness regarding early intervention and prevention	1 st project meeting has taken place with really good attendance from key stakeholders			✓		
		Develop initiative plan	A multi agency project group has been set up to lead this initiative.				✓	

Item No. 6.9

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
		Deliver County Lines initiative	Despite the implications of the pandemic this initiative has successfully been delivered virtually and the evaluation completed.				✓
	SPACE 2020	Secure funding for targeted and universal offer	Space 2020 has predominantly been organised via the Commissioner's Office and was essentially agreed to go ahead.	✓			
		Commission providers for diversionary activities	Funding secured and Achieving Goals & Dreams commissioned via the Commissioner's Office to deliver during the 6 weeks holiday		✓		
		Deliver project	Complete		✓		
<i>Promoting attractive and healthy environments</i>							
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	New Cemetery for the District.	Finalise Contractor appointment for civil works and Reception Building		✓			
		Permission to Spend Report to Cabinet		✓			
		Start on site – Civils		✓			
		Start on site – Reception Building			✓		





Item No. 6.10

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
		Completion of Works (Civils and Reception Building)	Significant progress continues to be made on the new cemetery despite the pandemic, shortage of materials and the unfortunate circumstances resulting in the original contractor going into administration. This has resulted in some slippage with the civil, landscaping and building works are on track to be completed by the end of April.				
		Opening	The opening is planned for week commencing 21 st June, when the final Stage of the Government's roadmap to recovery will be confirmed and restrictions are due to ease/end. The time between completion of the works and opening will allow all safe processes and procedures to be put in place and tested.				
Car Park improvement	New and improved ticket machines	Prepare Specifications and Tender Documents	Specifications and relevant documents completed				
		Procure, evaluate and contract award	Procurement process agreed with the County Council and following evaluation direct award confirmed to preferred provider (Ticket Machines and Pay by Phone option)				
		Install machines					

Item No. 6.11

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>To aim to become net carbon neutral by 2030</i>							
Undertake analysis and public engagement to prepare a costed 10 year climate change emergency action plan	Carbon Literacy Training	Complete Carbon Literacy training for all Elected Member and Senior Managers	Training has been put on hold following discussions with the training provider and to re-scheduled for Q3 and Q4			✓	
	Commission baseline study and technical assessment		Baseline study was commissioned during Q1	✓			
	Complete baseline study and technical assessment of options		Baseline study completed. Report and findings circulated to all Members on 9 th November 2020			✓	
	Commission Citizens Assembly and other engagement work to consider options and feed into action plan.		The specification inviting quotes was issued in April – aiming to complete the Assembly etc by Q2 2021-22				▲
	10 year costed action plan for the District	Climate Change Emergency action plan - Report to Cabinet	Completion of costed action has been rescheduled to feed into Assembly discussion in 2021/22				▲







THE COMMUNITY RECOVERY ACTION PLAN

Delivery of actions – Cumulative at Q4					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	9	1	0	0	10
Restore	7	0	0	0	7
Reshape	3	3	0	0	6
TOTAL	19	4	0	0	23

SUPPORTING VULNERABLE PEOPLE AND THE COMMUNITY

<p>Outcomes Required: To support the Districts community & individual recovery in the short-medium term To maximise the benefit of any legacy from the increase in the voluntary activity</p>
<p>COVID-19 Impacts: Pop up of multi aid groups (900+ volunteers) which have helped and supported huge numbers of individuals across the District with shopping, prescription collections, befriending etc. The full impact on the community and individuals will not be known for some-time – situation will need to be monitored</p>




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Supporting Vulnerability People and the Community				
Phase 1 – Response				
	Set up and operation of the Community Hub to support vulnerable residents	Head of Housing & Partnerships		✓
	Identify the Vunerable cohort within the District	Head of ICT & Housing & Partnerships	7,500 residents identified – 4,700 letters mailed out	✓
	Undertake Safe and Well being calls	Head of Housing & Partnerships	3,000 calls completed – 52% contact made Calls recommenced during the lockdown in Q4 of 2021. By the end of March 146 Clinically Extremely Vulnerable people were being contacted every two weeks	✓
	Undertake home visits to vulnerable residents (living alone) who have not responded	Head of Housing & Partnerships	CEV residents home visits undertaken by PCSOs	✓
	Advice and support regarding payment of Council Tax, Housing Benefit applications	Local Taxation & Benefits Manager	On-going	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 2 – Restore				
	Develop a delivery plan to support the continuation of support to those on the NHS Shielding scheme for the duration of the programme	Policy & Performance Officer		
	Continue to work with Support Staffordshire and Voluntary Sector to support and signpost the most vulnerable residents within the District	Policy & Performance Officer	On-going	
	Review ongoing support to food banks and local emergency food distribution	Head of Housing & Partnerships	January 21 - £12.5k funding allocation made	
Phase 3 – Reshape				
	Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers	Head of Housing & Partnerships / Head of Technology	Determine Vulnerability Definition – for the purposes of responding to the 2 nd Wave the CEV category has been adopted.	
	Develop a strategy, working alongside the third sector, to build on community spirit and volunteering to establish ongoing support in local communities	Head of Housing & Partnerships	Regular meetings in place with voluntary sector – building links through Support Staffordshire. Webpage updated – meeting with Methodist Homes to explore options to transition 80+ residents to be supported through their well established befriending scheme	
	Engage with partners regarding their recovery plans for their services and our communities	Head of Housing and Partnerships	SCC attend regular meeting with the voluntary sector & Support Staffordshire 6 Weekly meetings scheduled – moving to QTRLY meetings	

ROUGH SLEEPERS AND THE HOMELESS

<p>Outcomes Required: To secure sustained accommodation and specialist support for Rough Sleepers</p>
<p>COVID-19 Impacts: Rough Sleepers rehoused in temporary accommodation – secured 10 rooms for a fixed period – up to 19 individuals supported. Government priority to not return Rough Sleepers to the streets. Courts suspended Eviction Action – September 2020 onwards expected increase in homelessness</p>

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Rough Sleepers and the Homeless				
Phase 1 – Response				
	Provision of accommodation, food and support for homeless and rough sleepers	Strategic Housing Manager	Complete 10 rooms block booked (reduced to 8) – August/September 2020 Outreach support provided by Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing)	✓
	Engage with rough sleepers/homeless to secure alternative settled and sustainable accommodation	Strategic Housing Manager	5 Rough Sleepers/homeless persons rehoused in to 4 units of settled furnished accommodation – Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) 3 rough sleepers/homeless persons to private rent or other supported accommodation 5 were evicted for ASB 2 enabled to return home 1 passed away (not COVID related)	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
	Identify and maintain temporary accommodation for homeless and rough sleepers	Strategic Housing Manager	On-going – 3 persons accommodated under “Everyone In” require rehousing. Of which 2 Rough Sleepers to be rehoused through Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) and 1 into social housing. A further 4 rough sleepers/homeless persons were in accommodation at the end of March under protect programme bringing the total number of rough sleepers in emergency accommodation to 5 at the end of Q4	
Phase 2 – Restore				
	Identify ongoing needs	Strategic Housing Manager	On-going funding submission made “next steps programme” Accommodation Programme” for short-term funding and winter provision Funding provision of £42k received.	
Phase 3 – Reshape				
	Identify options for providing longer term solutions	Strategic Housing Manager	Application submitted to MHCLG Next Steps Accommodation Programme for capital funding to extend the no. of units provided under Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) Submission for purchase of 2 additional properties successful.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
			<p>Application for Next Steps Accommodation Programme Funding Bid for £115k (match funded) for purchase and letting of 2 additional flats.</p> <p>In progress with one sale completed and refurbishment work commenced. Purchase of 2nd flat in progress. NSAP deadline for practical completion is 30 June 2021.</p> <p>Consideration currently being given to a grant application under 21/22 RSAP (Rough Sleeping Accommodation Programme).</p>	

HEALTH & WELLBEING

Outcomes Required:


- Increase in number of people undertaking regular physical activities to support their health and wellbeing

COVID-19 Impacts:

- People unable to access leisure facilities to support physical activities but increase in use of parks and open spaces

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Health & Wellbeing				
Phase 1 – Response				
	Development of online video activities to encourage exercise during lockdown	Inspiring Healthy Lifestyles		✓
	To keep parks and open spaces open to support residents in taking exercise and maintaining wellbeing during lockdown	Parks & Open Spaces Manager		✓
Phase 2 – Restore				
	Re-opening of Chase and Rugeley Leisure Centres in accordance with Covid-secure guidelines	Inspiring Healthy Lifestyles	The Leisure Centres are currently closed due to the 3 rd national lockdown – reopen 12 th April	✓
	Campaign and activities to support people in maintaining, returning to or adopting active and healthy lifestyles	Inspiring Healthy Lifestyles	IHL are continuing to support people to be active during lockdown	✓
	Re-open play areas and toilets	Parks & Open Spaces Manager		✓
Phase 3 – Reshape				
	Remodelling of Leisure Service to take account of the effect of the pandemic	Inspiring Healthy Lifestyles	Dialogue is ongoing with IHL regarding the future shape of Leisure Services following the pandemic.	○




Item No. 6.19

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	ALL	Passivhaus Consultant Appointed Carbon Literacy Training – Rolled Out Waste at the Depot is segregated – increasing recycling and reducing costs paid for landfill disposal	



ORGANISATIONAL RECOVERY ACTION PLAN
SERVICES – EXTERNAL / KEY CONTRACTS

Services – External
Outcomes Required: <ul style="list-style-type: none"> To ensure continuity of critical services at all times; To restore services suspended or reduced during the lockdown and identify those that will not be delivered in future.
COVID-19 Impacts: <ul style="list-style-type: none"> Waste Collection Service has experienced an increase in waste and contaminated loads Contact Centre and Waste Staff experienced an increase in calls and abuse Loss of IHL Memberships and Income

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
LEADERSHIP TEAM	Suspension of all Leisure & Cultural Services – some of IHL’s staff supporting the work on the Community Hub	Head of Environment and Healthy Lifestyles		✓
LEADERSHIP TEAM	Management of issues arising from impact of COVID-19 on the Waste Contract <ul style="list-style-type: none"> Tonnage restrictions at MRF Site 	Waste & Engineering Services Manager	The Council, in partnership with other affected Staffordshire LAs, rejected tonnage restrictions and together following the re-opening of the HWRC’s, the restriction proposals were withdrawn.	✓
	<ul style="list-style-type: none"> increase in contaminated and rejected loads 		Awareness sticker campaign on all recycled bins to be undertaken Mid-August 2020	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
LEADERSHIP TEAM	<p>Ensure IHL has a Recovery Plan in place for re-opening of services:</p> <ul style="list-style-type: none"> • Golf • Leisure Centres (CLC&RLC) • Museum • 5's Bradbury Lane • Theatre <p>Rugeley Swimming Pool -Tiling</p>	Head of Environment & Health Lifestyles	<p>Leisure facilities continue to be affected by successive tiering restrictions and lockdowns. All facilities have been closed as part of the 3rd National Lockdown from 4th January 2021</p> <p>Plans to re-open all culture and leisure facilities aligned to the Government's Roadmap to Recovery are underway. The Golf Course re-opened safely on 29th March plans to re-open all other facilities in Q1 of 2021-22 are being prepared.</p> <p>Part of support to IHLhas involved the Council entering into contracts for the installation of a new boiler and repairs to pool at RLC. Transferring these contracts has been a complicated legal process. Works will now start in Q1 2021-22.</p>	
Phase 3 – Reshape				
Leadership Team	Extension and reshaping of Leisure Management contract	Head of Environment and Healthy Lifestyles	Work continuing with IHL on reshaping services. Consultation with regard to the Transformation proposals has been undertaken.	
Leadership Team	Determine interim strategy to realign waste contracts	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial	

Item No. 6.22

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Leadership Team	To determine a Waste Management Strategy following outcome of Government consultation and Waste Strategy. (from the Community Wellbeing – Environment, Partnerships and Community Safety PDP)	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Outcomes from Waste Strategy consultation still unknown. Impact on operation of services and financial	
Leadership Team	To commence procurement process for waste collection	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Tenders have been evaluated for the Dry recycling contract and will be reported to Cabinet in Q1 2021-22.	
Leadership Team	Reshape Housing contracts in line with impact COVID-19	Head of Housing & Partnerships	A timetable was developed to complete procurement of an array of contracts during period Q3-2020/21 to Q4 2021-22. The timetable for Key contracts: <ul style="list-style-type: none"> • External Envelope • Communal Block Fire Risk Assessments • Refurbishing/Replacement of Sheltered Scheme Lifts have been delayed due to resource in HPS. A revised timetable alongside a recruitment timetable to be implemented during Q1-2021-22 	