





**Priority Delivery Plan for 2021-22**  
**Priority 1 – Supporting Economic Recovery**

**PROJECTS – Summary of Performance**

Delivery of Projects for Q1					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
<b>2</b> (5%)	<b>33</b> (87%)	<b>2</b> (5%)	<b>0</b>	<b>1</b> (3%)	<b>38</b>

**Summary of Successes as at Quarter 1**

A number of projects/actions have already been achieved in quarter 1 including:

- the production and launch of the tourism leaflet to coincide with the opening of the Designer Outlet,
- payment of re-start grants to eligible businesses,
- submission of the Levelling Up Fund bid for Cannock Town Centre; and
- organisation of the stakeholder event with registered providers.

**Summary of Slippage as at Quarter 1**

No significant slippage

## 1.1 Supporting jobs, enterprise and skills

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands</b>							
Review and refresh of Economic Prosperity Strategy.	Production and consultation.			✓		Monitoring of economic indicators taking place. Initial preparatory work underway.	✓
	Present to Cabinet for approval.				✓		
Promotional leaflet production to coincide with opening of Designer Outlet.	Production and launch of leaflet.	✓				Leaflet now in circulation and PR launch carried out.	★
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	Develop and implement marketing plan and identify resources.				✓	Meeting between officers and McArthurGlen held – marketing is still in launch phase at present. Progress all positive and ahead of programme on lettings.	✓
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> <li>• Business case development / design</li> <li>• Submit bids for funding</li> </ul>	Work with partners to commission next stage of design and engineering work.	✓				Network Rail have been commissioned to undertake further design and feasibility work for preferred option.	✓
	Report to Cabinet presenting outcome of design work, including updated cost plan and funding strategy.				✓		
<b>1.1.2. Supporting local businesses</b>							
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	Support to businesses to enable them to comply with Covid regulations and guidance in line with timescales set out in Government roadmap.		✓			Covid support team in place and continuing to operate/visit/ advise businesses.	✓

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Full allocation of Government funded Covid business support programmes i.e., Local Restrictions Support Grant, Additional Restrictions Grant focusing on businesses affected by the pandemic and lockdown restrictions	Aim for full allocation of ARG by 30 <sup>th</sup> July as per MHCLG guidance.		✓			On target to spend full allocation via top up grants to those still affected by Covid.	✓
	Payment of Re-start grants.	✓				Re-start grants have been paid to eligible businesses.	
	Delivery of Apprenticeship and Training initiatives in partnership with Staffordshire County Council.				✓	Good initial spend and output delivery since launch -have until March 2022 to spend full amount.	
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up.	Promote available support to eligible local residents.				✓	Marketing of initiatives on-going.	✓
Expand Federation of Small Business Membership in District to help survival rates of businesses.	Promote initiative and secure new Members take up.		✓			Promotion carried out over half of memberships allocated to date – will require further PR to secure full take up.	✓
<b>1.1.3. Support for newly unemployed residents</b>							
Working in partnership with LEPs, DWP, Staffordshire County Council to proactively respond to redundancy announcements	Monitor through Countywide redundancy task group numbers of reported redundancies and HR1 forms from Cannock Chase employers.	✓	✓	✓	✓	Group continues to meet – no major impact being seen at present in District – may change when furlough scheme ends in September.	✓
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	Post furlough ending consider whether additional provision is needed to help address growing unemployment levels.			✓		Too early to give an indication as to whether additional provision will be required.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.4. Increasing skills levels and access to employment opportunities</b>							
Work with Cannock College to deliver skills and apprenticeships opportunities to local residents	Assist with delivery of apprenticeships linked to engineering academy and recruitment of local employers.	✓	✓	✓	✓	PR continues, take up is steady	✓
	Aide the roll out of a new digital skills hub in Cannock and promote the local offer to local employers.	✓	✓	✓	✓	Secured funding from SSLEP to enable delivery	
<b>1.1.5. Ensure sufficient supply of employment land and workspace for small businesses</b>							
Explore feasibility of encouraging more managed workspace in the District	Work with key partners to identify potential locations for future sites.				✓	Managed workspace/ incubation proposal included as part of Cannock Town Centre Levelling Up Fund bid.	✓

## 1.2 Reshaping our town centres

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.2.1. Identify external funding / investment opportunities</b>							
Identify external funding opportunities	Submit a business case for the Levelling Up Fund for Cannock Town Centre	✓				Bid for Cannock Town Centre submitted on 18 <sup>th</sup> June – decision expected in autumn 2021	✓
	Fully commit and spend the Council's Welcome Back Fund to support re-opening of town centres				✓	Discussions with Town/Parish Councils and Cannock Town Centre Partnership on-going	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	Develop an investment plan to include pipeline of projects			✓	✓	Work underway to start identifying potential list of projects	✓
<b>1.2.2. Regeneration / reshaping of Cannock Town Centre</b>							
Cannock Town Centre Prospectus	Engagement with private sector with the aim of securing investment for identified Cannock Prospectus sites	✓	✓	✓	✓	Ongoing discussions with local developers	✓
Land disposal at Avon Road	Agree Heads of Terms for disposal	✓				Issue with establishing a secondary access – may affect delivery of overall scheme	▲
	Planning application to be submitted by purchaser		✓			See above comment	
Business case for demolition of MSCP and Indoor Market site to Cabinet	Report to Cabinet setting out business case for demolition including options appraisal		✓			Demolition contractors appointed to advise on project – Levelling Up fund bid outcome not due until Autumn 2021	✓
Develop a Cannock Masterplan	Procure consultants to undertake masterplan production					GBSLEP bid for funding submitted – pending review/feedback	✓
	Prepare specification / undertake procurement			✓			
	Award contract				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.2.3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station</b>							
Identify options for the Rugeley Market Hall and adjoining land	Undertake an options assessment				✓		✓
Identify options for addressing vacant units in Rugeley Town Centres	Undertake a Baseline assessment of vacant units including engagement with private landlords and partners				✓	Vacant units in town centres continue to be monitored.	✓
<b>1.2.4. Review the Council's car parking strategy</b>							
Undertake parking review across the District	Undertake pilot car parking initiative in Cannock & Rugeley Town Centres	✓	✓	✓		Pilot commenced 21 <sup>st</sup> June to 21 <sup>st</sup> September – circa 50 businesses participating	✓
	Report to Cabinet setting out outcome of Pilot and options for future			✓			
	Review of car parking across District - Procure consultants - Undertake review			✓	✓		

### 1.3 Increasing affordable housing

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.3.1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent</b>							
Hawks Green – complete development	Completion of handover of Council Houses			✓		Handover of Council homes commenced in Q1.	✓

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Completion of Hawks Green Development by 31 March 2022				✓	Scheme in progress and on target to complete by 31 March 2022	
Aelfgar Development Scheme	Completion of land sale		✓			Land sale on target to complete in Q2.	✓
	Seek outline planning permission		✓			Outline planning permission issued Q2.	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework in progress.	
	Start on site				✓		
Chadsmoor development	Submission of Cabinet report for scheme approval		✓			Pre-planning consultation completed Q2, and report prepared for August Cabinet.	✓
	Planning application submission			✓			
<b>1.3.2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions</b>							
Emerging Local Plan will update affordable housing contributions with new viability evidence	Viability Study to be available Summer 2021 that will inform affordable housing requirements in Reg 19 Local Plan.			✓			✓
Undertake revision of affordable housing policies in line with Local Plan timetable	To be undertaken on receipt of viability study and incorporated into policies in Reg 19 version of Local Plan.			✓			✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.3.3. Work with partners / Affordable Housing Registered Providers</b>							
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	Arrange first meeting since pandemic, to be held virtually.	✓				An operational meeting has taken place to discuss on-going issues	✓

## 1.4 Well designed communities

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.4.1 Adoption of a new Local Plan for the District by the end of 2023</b>							
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	New LDS adopted April 2021 which sets out timetable for Local Plan Review and adoption before end 2023.	✓				<ul style="list-style-type: none"> <li>LDS adopted April 2021.</li> <li>Preferred Option consultation completed April 30<sup>th</sup> 2021</li> </ul> (NB Proposed Planning Bill – reforms to planning system may affect overall timetable)	✓
	Regulation 19 Local Plan – Winter 2021/22 Consultation			✓	✓		
<b>1.4.2 Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments</b>							
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	Preferred Option introduces Greener Futures Policy. Consultation responses and Viability Study will be considered in potential revisions to the policy.	✓					★




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.4.3 Support our towns and parishes to plan their neighbourhoods</b>							
Progress current and future Neighbourhood Plans within the district.	Continue to work with Parish Councils and Neighbourhood Planning Groups to progress Neighbourhood Plans.				✓		✓
<b>1.4.4 Ensure our local communities secure benefits from new developments and investment in local infrastructure</b>							
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	Regulation 19 Draft Local Plan scheduled Winter 2021.			✓			✓

## 1.5 Clean and green recovery

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.5.1 Support our clean growth ambition by encouraging green jobs and investment</b>							
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	Investigate potential opportunities to attract new businesses or grow existing businesses to create new jobs				✓		✓
<b>1.5.2 Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions</b>							
Work with Engie to progress plans for the site.	Completion of demolition of site	✓	✓			Demolition of cooling towers took place on 6 <sup>th</sup> June 2021	✓
	Planning application for Riverside Park and spine road				✓		




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings.	Disseminate findings of project and work with Engie to identify implementation options				✓		✓
<b>1.5.3 Work towards developing zero carbon homes (Passivhaus standard) on Council housing developments</b>							
Aelfgar Development Scheme – undertake a design and build procurement based on Passivhaus principles	Outline planning permission granted		✓			Land sale on target to complete in Q2. Outline planning permission granted Q2.	✓
	Completion of land sale		✓				
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework in progress.	
	Start on site				✓		
<b>1.5.4 Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation</b>							
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5-year cyclical programme to establish and monitor 100% of stock	Develop Asset Management system to record and report on asset data	✓				Asset Management system built, go live delayed to early August due to Project team availability. No impact on procurement exercise action	▲
	Completion of procurement exercise and selection of service provider		✓				
	Completion of Surveys			✓			
	Annual update of 30yr business plan						



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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Development of strategy to deliver carbon neutral housing stock and development of retrofit work programme	Procurement of Housing Climate Change Action Plan		✓			This work has been added to the wider piece of work to develop a costed action plan for delivering the Council's targets re carbon neutrality. A provider has been appointed	
	Production of the Housing Climate Change Action Plan			✓			
	Produce Housing Asset Management Plan				✓		
	Develop work programme to incorporate Climate Change Actions	2022-23					
	Participate in a joint bid to pilot retrofit of properties to gain an understanding of new technologies and measures required for CCDC stock						
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	Completion of procurement exercise and selection of service provider			✓			N/A
	Record EPC's in Asset Management system annually for reporting purposes				✓		

**Priority Delivery Plan for 2021-22**  
**Priority 1 – Supporting Economic Recovery**

**DIRECTION OF TRAVEL INDICATORS**





Improved situation	Situation worsened	No change	
			
1	3	1	

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 1.1 - Supporting jobs, enterprise and skills</b>								
Unemployment rate	Q		Aim to keep below WM rate					
• Cannock Chase		5.4%		5%				
• West Midlands		7.4%		7%				
Youth unemployment	Q		Aim to reduce gap to reach WM average					
• Cannock Chase		11.2%		10.7%				
• West Midlands		10.3%		9.6%				
NVQ 3 attainment rates	A	46.9% Jan 2020- Dec 2020	To increase levels year on year					
NVQ 4 attainment rates	A	28.3% Jan 2020- Dec 2020	To increase levels year on year					




Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 1.2 - Reshaping our town centres</b>								
Town Centre vacancy rates (measured as % of total units)	Q		Keep vacancy rate under 10%					
Cannock		25.8%		26.6%				
Hednesford		5.6%		4.3%				
Rugeley		4.3%		5.6%				
Combined		n/a		13%				
<b>Objective 1.3 - Increasing affordable housing</b>								
Number of Affordable Housing units delivered per annum	A	60	231					
<b>Objective 1.4 - Well-designed communities</b>								
Housing completions	A	New indicator	*					
Employment land developed	A	New indicator	*					
Neighbourhood Plans adopted	A	New indicator	*					

\* New indicator – baseline to be established to set target for next year

## PERFORMANCE MEASURES

Summary of Performance as at Q1			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
		<b>3</b>	

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 1.1 - Supporting jobs, enterprise and skills</b>								
Number of businesses supported	<b>A</b>	60 for each LEP	n/a					
Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College	<b>A</b>	New indicator for 21-22	*					
<b>Objective 1.2 - Reshaping our town centres</b>								
Number of residential units consented / completed in Town Centre	<b>A</b>	New indicator for 21-22	*					
Commercial and non-retail floorspace consented / completed	<b>A</b>	New indicator for 21-22	*					

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 1.3 - Increasing affordable housing</b>								
Number of Council homes delivered	Q	0	22	4				
<b>Objective 1.4 Well-designed communities</b>								
Amount of CIL funds secured	Q	£461k	n/a	£37k				N/A
Amount of S106 funds secured	Q	£191k	n/a	£621k				N/A
Major Planning Applications determined within time	Q	100%	> 60% within 13 weeks	50%				
Number of Major Planning Applications	Q	n/a	n/a	2				N/A
Non-major Planning Applications determined within time	Q	75%	> 70% within 8 weeks	62%				
Number of Non-Major Planning applications	Q	n/a	n/a	98				N/A
Number of Planning Applications	Q	n/a	n/a	107				N/A
Number of Enforcement Cases	Q	n/a	n/a	56				N/A

\*New indicator – baseline to be established this year on which to base target for future years