

Report of:	Head of Governance and Corporate Services
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Portfolio Leader:	Innovation and High Streets
Key Decision:	No
Report Track:	Cabinet: 10/06/21

Cabinet
10 June 2021
End of Year Performance Report 2020/21 -
Priority Delivery Plans and Recovery Plans

1 Purpose of Report

- 1.1 To advise Members on the position at the end of 2020/21, in respect of the progress of the Priority Delivery Plans (PDPs) and the Recovery Plans.

2 Recommendation(s)

- 2.1 To note the year end performance information relating to PDPs as detailed at Appendices 1a-1d.
- 2.2 To note the year end position relating to the Recovery Plans as detailed at Appendices 2a-2d.
- 2.3 To note the actions which have been flagged with a yellow circle or an amber triangle at year end which will roll forward into the Priority Delivery Plans for 2021-22.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2020/21. These were revised in July 2020 to reflect the impact of the pandemic on delivery.

Overall, 80% of the actions have been achieved or are in progress with minor slippage. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1d.

- 3.2 Alongside the revision to the PDPs, a Recovery Strategy and supporting action plans were produced setting out the key projects and actions of the Council in responding to and recovering from the pandemic. Overall, 70% of the actions have been achieved. Progress in delivering the Recovery Plans is summarised in section 5.9 of the report and set out in detail in Appendices 2a to 2d.

Reasons for Recommendations

- 3.3 The performance information allows Cabinet to monitor progress in delivery of:
- the Council's Corporate Priorities and the delivery of the Recovery Strategy; and
 - the Recovery Actions essential for maintaining the delivery of critical services, restoring services and supporting the District with recovery from the impacts of lockdown and the pandemic.

4 Relationship to Corporate Priorities

- 4.1 The indicators and actions contribute individually to the Council's priorities Objectives as set out in the Corporate Plan 2018-23 and the objectives set out in the Recovery Strategy.

5 Report Detail





- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for a five-year period.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 5.3 The PDPs for 2020/21 were approved by Cabinet on 18 March 2020. However, it was necessary to review the PDPs due to the impact that the pandemic has had on the Council and the delivery of services/projects. Cabinet approved a revised set of PDPs on 16 July which set out those projects which would:
- Continue as planned or with some slippage;
 - Need to be deferred; and
 - Need to be re-framed in the context of the recovery plans.
- 5.4 Alongside the revision of the PDPs, work commenced on developing a recovery framework which was approved in May 2020. A more detailed recovery strategy was approved by Cabinet on 15 October 2020. The Recovery Strategy set out four work streams and there was a high-level action plan for each of these setting out the actions to support response to and recovery from the pandemic.

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- 5.5 This report brings together progress relating to the PDPs and the Recovery Plans to give a comprehensive picture of achievements and the progress made during 2020/21.
- 5.6 Whilst the pandemic has had a considerable impact on the District and its residents, the Council has worked well in continuing to deliver on key projects at the same time as responding to the pandemic and supporting recovery from it. Overall:
- (i) 65% of the PDPs actions have been delivered and a further 15% are in progress and will be completed with only minor slippage. The remaining 20% of actions will be progressed in 2021/22; and
 - (ii) 70% of the recovery actions have been delivered and a further 25% are in progress.

Priority Delivery Plans

- 5.7 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is set in Appendices 1a-1d. A summary of progress, by rating, is given in the table below.

	Delivery of actions as at 31 March 2021				Total number of actions
					
Priority Delivery Plan	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	7	5	1	0	13
Improving Community Wellbeing – Health and Culture and Sport	7	0	8	0	15
Improving Community Wellbeing – Environment, Partnerships and Community Safety	22	2	3	0	27
Corporate	7	3	1	0	11
TOTAL	43 65%	10 15%	13 20%	0 0%	66





- 5.8 Data for performance indicators relating to each priority and the underpinning objectives is also set out in Appendix 1a-1d.

5.9 The key projects progressed during 2020/21 were:

- The Council helped South Staffordshire College secure government funding for new Digital Skills Academy from Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP).
- Approval of the outline planning application for Rugeley Power Station which includes the provision of new housing, employment land and a new Through School.
- Practical completion of the McArthurGlen Designer Outlet.
- Shutters of empty shop units in Cannock town centre given a makeover.
- The Council approved funding towards the new mountain bike trail at Birches Valley as legacy project for Commonwealth Games.
- Work is underway to build 44 new homes on the former Council depot land in Hawks Green.
- Progression of a new Local Plan for the District and commencement of a consultation on the Council’s Preferred Option.
- Pay by phone service and contactless ticketing machines introduced in car parks.
- Football Foundation grant announced to help cover costs of providing new artificial grass pitch in Rugeley in time for next football season.
- Retention of the 6 Green Flag awards.
- Work commenced on the development of the new cemetery.





Recovery Action Plans

5.10 A commentary on the progress made during response and recovery, together with a rating for each of the key actions set out in the work stream action plans is set in Appendices 2a-2d. A summary of progress, by rating, is given in the table below.

Delivery of actions as at 31 March 2021					
					Total number of actions
Recovery Action Plan	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Finance	30	0	6	0	36
Economy	18	14	0	0	32
Community	19	4	0	0	23
Organisational	32	18	1	0	51*
TOTAL	99 70%	36 25%	7 5%	0 0%	142

* 2 actions have been deferred to 2021/22 and 2 to 2022/23

5.11 Progress in delivering the actions across the four work streams has also been analysed by the three phases of our approach to response and recovery and this is set out in the table below:

Delivery of actions as at 31 March 2021					
Recovery Action Plan					Total number of actions
	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Phase 1 – Response	29	4	0	0	33
Phase 2 – Restoration	38	10	0	0	48
Phase 3 – Reshaping	32	22	7	0	61
TOTAL	99 70%	36 25%	7 5%	0	142

5.12 The key achievements in responding to and recovering from the pandemic were:

- Processing of business support grants - by the end of March 2021 over £30m of grants had been paid out.
- Vulnerable people across the District have been supported via the setting up of the Cannock Chase Community Vulnerability Hub and through co-operation with Staffordshire County Council and local voluntary organisations.
- Covid Support Team set up to help retail and hospitality businesses with their Covid security measures in partnership with Staffordshire Police. The Team has also supported enforcement activities during the national lockdowns.
- Support for 19 rough sleepers.
- All essential services continued to be delivered whilst the majority of employees moved to homeworking.
- Covid secure arrangements put in place to protect staff and residents when delivering services.
- Committee meetings moved online and broadcast to the public.

5.13 Progress in delivering the recovery action plans was affected by the move from recovery back into response as a result of further government restrictions and national lockdowns. Whilst work continued in some areas in delivering the recovery actions, in others progress regressed with services reverting back to the response mode and revisiting actions from the 1st and 2nd national lockdowns.

- 5.14 The recovery dashboard of performance measures (Appendix 3) shows the position in March 2020 (pre-pandemic), at the end of June, September, December and March 2021 to show the impact that the pandemic has had on the District's businesses and residents and key Council services.
- 5.15 2020/21 was a challenging year, largely due to the pandemic, and a number of planned projects were affected; progress has been slower than anticipated. Officer resources needed to be re-deployed to support the local response to the pandemic and this has required new services and initiatives to be set up i.e. Community Vulnerability Hub, Covid Support team. Furthermore, a number of other issues arose during the year which needed to be addressed. These are summarised below:
- IHL – service delivery badly affected by successive lockdowns and the decision by Wigan MBC to end their contract with IHL which affected their ongoing viability.
 - Waste/Recycling – ensuring the Council's waste collection service was uninterrupted. Increases in contamination levels, rejected loads and contractual charges.
 - Reception – the Council's reception desks have been closed since the start of the first lockdown. Despite this, customers have still been able to access Council services. Plans are however now in hand to re-open reception for appointments and to trial a limited drop-in service.
 - Cannock Town Centre regeneration – plans to competitively procure a development partner for the former Multi-Storey Car Park were put on hold due to adverse market conditions.
 - Economic Prosperity Strategy – progress in delivering the action plan within the Council's Economic Prosperity Strategy (approved by Cabinet in January 2020) has been hampered by the pandemic and officer resources have been pivoted towards supporting local businesses with payment of Covid support grants.
 - Housing Services has been affected by the national lockdowns. This has had a particular impact on the re-letting of empty council properties and undertaking the work necessary to bring them to a lettable standard, non-urgent repairs, the processing of housing applications/mutual exchanges and the delivery of disabled facilities works. This is now being addressed as restrictions ease and new working practices are being put in place.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a

PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

The financial implications of the pandemic and the impact on projects and services was considered as part of the Action Planning process.

6.2 Legal

None.

6.3 Human Resources

While there are no direct human resources implications arising from the report, the human resources implications of the pandemic have been considered as part of the Recovery Action Planning process.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities. This has been updated to reflect the impact of the pandemic and many of the actions set out in the Recovery Strategy are designed to manage and mitigate the risks

6.5 Equality & Diversity

None.

6.6 Climate Change

None

7 Appendices to the Report

- Appendix 1a: Performance information for the Promoting Prosperity Delivery Plan
- Appendix 1b: Performance information for the Improving Community Wellbeing – Health and Culture & Sport Delivery Plan
- Appendix 1c: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan
- Appendix 1d: Performance information for the Corporate Delivery Plan
- Appendix 2a: Financial Recovery Action Plan
- Appendix 2b: Economic Recovery Action Plan
- Appendix 2c: Community Recovery Action Plan
- Appendix 2d: Organisational Recovery Action Plan
- Appendix 3 Recovery Dashboard of Performance Measures

Previous Consideration

None

Background Papers





PDPs:

- Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018
- Priority Delivery Plans Report to Cabinet 18 March 2020 and revisions for 2020/21 report to Cabinet 16 July 2020

Recovery Strategy:

- Approach to Recovery Planning from the impact of Covid 19 Report to Cabinet 21 May 2020
- Covid-19 Recovery Strategy Report to Cabinet 15 October 2020
- Recovery Strategy and Action Plans – progress report – 14 November 2020 and 4 March 2021

Promoting Prosperity Priority Delivery Plan 2020/21 – 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	
7	5	1	0	13

Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District							
a) Local people working on construction site (those inducted)	Q	N/A	a) 150-200	Covid affected data collection - unable to report			
b) Retail jobs for local people			b) 700-800	Outlet opened 12/04/21			
Passenger numbers using the station due to the development of McArthurGlen	A	N/A		Measurement to commence 2021-22			
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Increase in qualifications at NVQ Level 3/4 (NOMIS)	A	NVQ3 – 55.6% average Jan – Dec 2019	Aim to increase levels year on year				No further data available
	A	NVQ4 – 34.3% average for quarter Jan – Dec 2019	Aim to increase levels year on year				No further data available
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates * July 20 data collected late due to COVID # Unable to collect data due to Covid-19 and lockdown	Q Average for Quarter	Cannock 10.9%	Aim to keep below national rate of 12%	14.8%*	20.3%	#	25.8%
		Rugeley 4.8%		3.2%*	6.3%	#	5.6%
		Hednesford 4.6%		7.5%*	8.6%	#	4.3%

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase access to employment opportunities							
Employment Levels	A	Employment rate 90.6% Economically active in employment Apr 19 – Mar 20	Aim to keep above West Midlands rate 73.9%				Employment Rate 88% Economically active in employment Jan 20 – Dec 20
Unemployment Levels (out of work benefits / universal credits now included) (NOMIS)	Q		Aim to keep below West Midlands rate				
	Cannock	2.6%		5.7%	5.8%	5.5%	Mar 2021 5.4%
	West Mids.	3.9%		7.1%	7.4%	7.3%	Mar 2021 7.4%
Create a positive environment in which businesses in the District can thrive							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) – 68	60				78
	A	SSLEP (hub & landline) – 64	60				173
Commencement of the regeneration of Rugeley Power Station							
Increase in supply of employment land				Measurement to commence 2022			
Increase housing choice							
Total number of net new dwellings completed	A	930	Average of 241 dwellings pa				Figures available Summer 2021
Number of additional units delivered (Council Housing)	A	9	0				
Number of additional units (Affordable Housing) – total for Council and Registered Providers	Q	108	55	3	25	31	1

Projects being progressed during 2020/21

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>A more productive economy</i>							
Ensure that there is adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents	Preferred options consultation	<p>Local Plan Review has been delayed due to impact of COVID-19.</p> <p>Preferred Option approved by Cabinet on 4th March – consultation commenced on Friday 19th March and will run to Friday 30th April.</p>				
		Proposed submission consultation	<p>Local Plan is proceeding on a new timeline that will be incorporated within a new Local Development Scheme which was presented to Cabinet on 4th March 2021.</p> <p>Covid19 has delayed progression of evidence base and will impact on consultation arrangements.</p> <p>Statement of Community Involvement has been temporarily revised to allow for greater virtual/digital consultation.</p> <p>Planning White Paper proposes wide ranging reforms and new government guidance that could potentially impact on the Local Plan timetable.</p>				

Item No. 5.13

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Boosting Resident skills</i>							
Engage with LEPS, the business community, West Midlands Combined Authority and national bodies to improve the skills base of our residents	Access to local jobs for local people	Hold a jobs fair for the designer outlet (not possible due to Covid 19)	Two virtual jobs fairs (3 rd February & 18 th March) have been held in partnership with DWP, McArthurGlen and Walsall College promoting available employment opportunities.				✓
<i>Town Centres driving change</i>							
Regeneration of Rugeley Power Station	Work with the land owner and Lichfield District Council to progress the regeneration of the site	Site owner to complete demolition programme	Demolition work slightly delayed due to Covid-19. Expected that demolition will now complete in Q1 21-22.				●
		Receive 'reserved matters' planning applications for phase 1 of development	Amended planning application incorporating 'all through school' approved by Planning Control Committee on 22 nd July 2020. Application for through school from John Taylor Multi Academy Trust has now been approved by Department for Education.		✓		





Item No. 5.14

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Increase housing choice</i>							
The Council will invest £12.9m to provide additional affordable homes across the district	Hawks Green Depot	Start on Site	Completed	✓			
	Aelfgar	Exchange of Contracts with Staffordshire County Council for purchase of site	Complete drafting of sale and overage documents and exchange contracts Timescale revised as a result of impact of COVID-19 and will now be completed in Q3. Contracts exchanged December 2020.			✓	
		Planning Application Submission (new)	Assessment, drafting and submission for outline planning approval (Submitted outline planning application January 2021) Outline Planning application approved 14 April 2021				✓
		Assessment of available zero carbon housing standards and appointment of a consultant	Completed Decision taken to pursue Passivhaus.		✓		
		Development Partner to be procured under a recognised framework, where possible	Following a delay with completion and a review of changes to the new Dudley MBC Framework a review of alternative frameworks in progress. As a result timescales are revised to 2021-22.				●
		Scheme developed and a further report received for scheme approval and permission to spend	Timescales to be revised due to previous action and will now be completed in 2021-22				●

Item No. 5.15

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
	Chadsmoor	Site investigations and development activities to support a planning application	Initial ecological surveys completed		✓		
		Assessment, drafting and submission for planning approval	Appointment of planning consultant completed in Q2. Timescale revised as a result of impact of COVID-19. Amendments to scheme design to meet passivhaus criteria in progress and timescales revised to 2021-22				●

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. 5.18

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. 5.19

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. 5.24

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. 5.25

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. 5.26

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			

Corporate Priority Delivery Plan 2020/21 – 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.	
7	3	1	0	11





Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	89.5% Average	94%	93%	87%	93.5%	91.1%
Use of Online Forms	Q	1,856 per annum	475 per qtr	587	710	671	860
E–payments transactions – Payments made via the Council's website	Q						
• Number of transactions		27,435	6,000 per qtr	7,122	7,278	7,574	6,245
• Value of transactions		£3,570,705		£1,041,146	£1,076,116	£1,213,257	£1,098,225
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,011	5,750 per qtr	6,383	6,331	8,270	9,174
• Value of transactions		£ 2,674,262		£852,456	£899,062	£995,099	£922,054
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		317,460	320,000	87,482	87,762	87,965	51,672
• Value of transactions		£42m	£45m	£11.94m	£12.07m	£12.18m	£6.90m

Projects being progressed during 2020/21

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
<i>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</i>								
<i>Making the best use of limited resources – managing our people, money and assets</i>								
Maintenance and compliance issues – civic buildings	Passive Fire Protection and Fire Door Repairs	Completion of on site contract works			✓			
	Toilets Refurbishment	Tender process for toilet refurbishment	Tender process completed however Reviewing			✓		
		Contractor appointed	Contractor not appointed as cost exceeds the budget available.			▲		
		Options Reviewed	options reviewed Q4 to reduce costs before re-tendering				✓	
		Re-tender and completion of onsite works	Re-tender to be undertaken for a reduced contract of essential works only - Q1 2021-22				●	
Replacement and upgrade of IT systems	Planning system – interim solution.	Documents moved to new system		✓				
		Staff using the replacement system	Implementation delayed by Covid work.				●	
	Exchange 365	Mailboxes migrated to new system.			✓			
	Office 365	New software installed and hardware rolled out.	Some delay in obtaining the remaining 20 laptops due to a global shortage.				●	
	Finance system	Contract awarded				✓		
		Implementation commences				✓		
		System goes live			Go live 1 st April 2021			

FINANCIAL 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	1	0	0	0	1
Restore	12	0	0	0	12
Reshape	17	6	0	0	
TOTAL	30	6	0	0	36

FINANCIAL RECOVERY ACTION PLAN

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Outcomes Required:				
<ul style="list-style-type: none"> To maintain the financial resilience of the Council in the short term a balanced budget 				
COVID-19 Impacts:				
<ul style="list-style-type: none"> Significant financial impact through loss of income and additional costs 				
Phase 1 – Response				
Preparation of an Interim Financial Strategy for 2020-21				
Finance	Monitor Financial Impact of COVID-19 <ul style="list-style-type: none"> Additional Expenditure Income from Fees and Charges Council tax Collection Rate Business Rates Collection rate 	Head of Finance Monthly – Ongoing	Monthly monitoring – link into the two items below re additional costs Link into restoration of services and review dates (also consider cost implications)	✓
Phase 2 – Restore				
Preparation of an Interim Financial Strategy for 2020-21				
Economic	Monitor opening arrangements for MGDOV re timescale and number of units	Head of Economic Prosperity Monthly – Ongoing	Current projections reflected in Financial Plan. McArthurGlen Opening delayed due to national Covid restrictions – it is anticipated that the Designer Outlet will open w/c 12 th April – subject to confirmation that step 2 of roadmap can proceed.	✓
Finance	Liaise with VOA re Rateable Value of site	Head of Finance Sep 20	Discussions ongoing	✓







Item No. 5.32





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Operational	Determine Financial Impact arising from IHL Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance 31 July 2020	Various scenarios determined reflecting ongoing impact of COVID19 through the remainder of the year.	✓
Operational	Monitor Income take up of IHL as part of monitoring of Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance Ongoing	Ongoing	✓
Finance	Identify additional Financial Implications arising from Response/ Recovery initiatives of other Work streams	Work Stream Leads Monthly ongoing	Monthly updates to be provided to Leadership Team on rolling programme	✓
Finance	Review financial implications arising from Service Business Continuity Plans re COVID 19	Head of Finance/HOS 30 Sept 2020	Business Continuity Plans continue to be reviewed in accordance with restrictions	✓
Finance	To review the implications of the outturn for 2019-20	Head of Finance 4 Aug. 2020		✓
Finance	Review Earmarked Reserves to free resources to meet Deficit/Fund cost pressures	Head of Finance Leadership Team 11 Aug. 2020		✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Finance	Review 1st Quarter's outturn to identify budgets not required on a one-off basis to meet potential deficit	Head of Finance Leadership Team 11 Aug. 2020	Updated re 2 nd quarters outturn	✓
Finance	Review 2020-21 Revenue Budget and Capital Programme and PDP schemes	Head of Finance/HOS Ongoing		✓
Finance	Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on CCDC	HoF/MD Leader Fortnightly	MP Briefings undertaken and letter submitted to MHCLG Finance Directorate	✓
Leadership	Determine Interim Financial strategy for consideration by Cabinet	Work stream LT 21 Aug CB 17 Sept ROB 22 Sept	Financial Update provided to Recovery Overview Board	✓
Phase 3 – Reshape				
Determining a medium term financial strategy to maintain the financial resilience of the Council for 2021-22 to 2023-24				
Review the cost of current and future service provision of the Council				
Finance	To review the implications of the outturn for 2019-20 for future years	Head of Finance 30 Sept		✓
Finance	To undertake corporate monitoring	Head of Finance Monthly	Ongoing	✓





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
All	Identify additional ongoing Financial Implications arising from Response and Recovery initiatives of other Work streams	Work Stream Leads 30 Sept	Work is ongoing reflecting nature of pandemic	✓
Finance	To update the financial plan re demographic changes	Head of Finance 30 Sept	Report to November Cabinet	✓
Working Group	To determine the implications arising from the Climate Change Action Plan	Managing Director	Citizen's Assembly and 10 year costed action plan being commissioned during Q1 2021-22	▲
	To determine the financial implications arising from the Waste Management strategy and associated contracts	Head of Env.& Lifestyles	Interim Strategy to Cabinet – October	✓
Finance	To determine the financial impact arising from the termination of Housing Benefit	Head of Finance 30 Sep	Timetable for changes and consultation procedures still awaited	▲
Organisational	To determine the planned and response maintenance requirements for Council Assets	Head of Economic Prosperity	Maintenance Priorities for next 5 years have been mapped out and will be presented to Cabinet in June 2021.	✓
All	Review of income work streams to assess whether likely to return to pre-Covid levels	All Monthly	Work is ongoing reflecting nature of pandemic	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Maintain / maximise the financial resources (funding) of the Council				
	Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding to 2021/22	Head of Finance 30 Sep		✓
	To monitor changes in the business Rate Yield of the authority	Head of Finance Ongoing	Work is ongoing reflecting nature of pandemic	✓
	To seek clarification on the form if any of Housing Incentive Scheme to apply in 2021-22	Head of Finance/MD/ Leader		✓
Finance	Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID 2019 on pool by authority on a month by month basis	Head of Finance Ongoing	Pool membership designated as part of Local Government Settlement	✓
	Liaise with S&SoT Business Rate Pool Members re options to maintain viable pool for 2021/2022	Ongoing		
	Prepare options report to Leaders and Chief executives	30 October		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Determine the impact of the redevelopment of Rugeley power station on Council tax /Business Rates etc.	Head of Economic Prosperity Ongoing	Ongoing	
Finance	To evaluate and respond to consultations on changes to Local Government Finance Regime	Head of Finance Ongoing	New regime postponed to 2022-23	
Finance	Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance Ongoing	New regime postponed to 2022-23	
All	To proactively seek external funding from LEPS/CA/other bodies and Government in support of the Councils Priorities and Recovery Strategy	All Ongoing	Ongoing	
Finance	Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance 30 Sept	Report to Cabinet in November	
	Determine financial strategy for 2021-22 as part of Financial Plan to November Cabinet	Work stream LT-20 Oct CB- 27 Oct ROB-3 Nov Cab-12 Nov	Report to Cabinet in November	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
To determine options to realign resources with priorities and provide a sustainable medium term budget				
Leadership Team	To determine the timetable for service reviews <i>(from the Corporate PDP)</i>	Leadership Team	Service Reviews to be undertaken in 2021-22 in accordance with Recovery Timeline	
Leadership Team	To determine a timeline for the consideration of business cases arising from the Environmental Services review <i>(from the Corporate PDP)</i>	Leadership Team	Business case to be produced in 2021-22 in accordance with Recovery Timeline	
Finance	Prepare Detailed Budgets for 2021-22 to 2023-24	Head of Finance		
Leadership Team	Approve 2021-22 Budget and determine Council Tax	Work stream LT 5 Jan 2021 CB -12 Jan 2021 ROB-19 Jan2021 Cab 28 Jan 2021	Budget going to Cabinet on 28 January prior to approval by Full Council on 10 February	

THE ECONOMY - 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	1	2	0	0	3
Restore	8	3	0	0	11
Reshape	9	9	0	0	18
TOTAL	18	14	0	0	32


ECONOMIC RECOVERY - ACTION PLAN




Outcomes Required:

- To support the District's economic recovery in the short-medium term
- Reshape the District's economy to create new growth opportunities and jobs for local residents
- Deliver against the vision set out in Economic Prosperity Strategy, particularly focusing on clean growth opportunities
- To help unemployed local residents to get back into work or training opportunities

COVID-19 Impacts:





- Economic recession leading to increase in business closures, mass unemployment (including youth unemployment), decline of town centres and decrease in investor confidence.
- Delay of major investment projects.
- Impact on the Council's financial position in terms of reduced business rates, Council tax.





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 1 – Response				
Finance	Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants	Head of Finance and Head of Economic Prosperity	<p>£21 million of grant funding allocated to over 1,873 eligible businesses during first wave of COVID-19.</p> <p>Further tranches of funding have been allocated to the Council to pay to businesses mandated to close as result of 2nd and 3rd national lockdowns and Tier restrictions. As at 31st March 2021; payments have been made as follows:</p> <ul style="list-style-type: none"> ▪ Local Restrictions Grant payments (businesses mandated to close as result of national lockdowns and Tier restrictions - £4.64m ▪ Wet led Pub Christmas payments - £52,000 ▪ Closed businesses lockdown payments - £3.042m 	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Finance	To determine and implement Discretionary Grant policy to target resources at key sectors and in accordance with Government Criteria	<p>Head of Finance and Head of Economic Prosperity</p> <p>Phase 1 and Phase 2 applications to be processed by end of August 2020 with final payments made by end of September 2020.</p> <p>Additional Restrictions Grant allocation to be fully allocated by 30th June 2021.</p>	<p>Initial scheme closed end of August 2020 and unused monies returned to MHCLG.</p> <p>CCDC allocated further funding of £2.9m (Additional Restrictions Grant) in December 2020 to support businesses affected by COVID-19. Economic Development Team and Business Rates working through application assessments. Approx 55% of funding has been allocated (as at end of March 2021).</p> <p>£302k of ARG allocated to support employment & skills initiatives in partnership with Staffordshire County Council.</p>	<p></p> <p></p>
Phase 2 – Restore				
Town Centre and High Streets				
Economic	Support the town centres to re-open and adapt to the Governments COVID-19 Secure guidance.	Economic Development Manager	<p>Support was given to re-open after 1st lockdown and again after subsequent restrictions and lockdowns.</p> <p>Cannock Chase moved into Tier 4 on 31st December requiring non essential retail and hospitality businesses to close. National lockdown followed on 5th January 2021.</p> <p>Non essential retail and hospitality businesses (outdoor dining) re-opening on 12th April as</p>	<p></p>






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





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
			part of Government roadmap. Officer Working Group has: (i) Reviewed social distancing measures (ii) Supported businesses with risk assessments (iii) Ensured businesses comply with guidance (iv) Visits to all licensed premises	
Economic	To ensure the public realm reflects Social distancing Policy and supports Town centres reopening (using Re-opening High Streets Safely Funding awarded by Government).	Economic Development Manager/ Waste & Engineering Manager	Social distancing measures (posters / floor markings) in place in all town centres. Measures kept under regular review. Non-essential retail and hospitality businesses are currently closed in line with Government restrictions but due to re-open on 12 th April.	✓
Economic	To support traders/shops via individual visits from Environmental Health Officers.	Food Safety & Licensing Manager Visits are on-going	COVID Secure checklists issued to traders/businesses. Many businesses have re-opened and are displaying 'COVID-19 secure' certificates in shop windows. The COVID Support Team are working with businesses to ensure compliance with COVID regulations. Regular visits and patrols being carried out, some of which are being conducted jointly with Staffordshire Police.	✓
Economic	Identify funding and assistance available to support traders/businesses and signpost to appropriate support.	Economic Development Manager / Cannock Town Centre Partnership Officer	Mapping of COVID-19 support measures ongoing and signposting as necessary i.e. GBSLEP 'Click and Drop' initiative, Retail 'webinars', Staffordshire County Council – PPE Starter packs for micro-businesses.	✓




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	Re-start grants.	Payments to be made from April 2021.	Non-essential retailers and hospitality businesses to receive 'Re-start' grants from April 2021.	
Economic	<p>Revisit proposed environmental improvements for Cannock Town Centre to assess if they are still appropriate in current climate</p> <p>(i) Improvements to street furniture and 'graffiti' art project.</p> <p>(ii) Proposed improvements to frontage of Prince of Wales Theatre under review – subject to survey</p> <p>(from Prosperity PDP).</p>	<p>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Complete by December 2020</p> <p>Survey complete. Report to Cabinet by June 2021.</p>	<p>Painting of street furniture and graffiti art project is now complete.</p> <p>Survey has identified a number of essential maintenance repairs that need to be prioritised ahead of cosmetic improvements.</p> <p>Will be reported to Cabinet in June 2021 as part of a wider report on corporate maintenance priorities.</p>	<p></p> <p></p>
Business Support				
Economic	<p>Identify opportunities for managed workspace / business hubs across the District</p> <p>(from Prosperity PDP)</p>	<p>Economic Development Manager</p> <p>Action to be carried forward to 21/22 PDP</p>	Cannock Chase Enterprise Centre extension underway; Officers assessing other opportunities to develop new workspace.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Promote and signpost local businesses to appropriate support based on their needs.	Economic Development Manager	Economic Development Team signposting as necessary	
Media and Communications				
Economic	Communication of appropriate business support initiatives / interventions and signposting to latest guidance and support	Economic Development Manager / Policy & Communications Manager	Current marketing and PR is focusing on the availability of grant funding from the Additional Restrictions Grant scheme and the Re-start grants (to be paid from April 2021). In addition, marketing and PR of initiative to promote free membership to Federation of Small Businesses has been undertaken.	
Economic	Potential for targeted campaigns i.e. re-opening of town centres, tourism/hospitality, McArthurGlen opening	Economic Development Manager / Policy & Communications Manager	Publicity to coincide with the re-opening of town centres on 12 th April is being planned (linked to step 2 of Government roadmap). McArthurGlen Opening delayed due to national Covid restrictions – due to open w/c 12 th April in line with Step 2 of the Government's roadmap.	
Phase 3 – Reshape				
Economic Prosperity Strategy				
Economic	Undertake regular assessment of the economic impact of the pandemic and lockdown on the District economy and identify intelligence and data on the impact on key sectors/industries/businesses within the District.	Economic Development Manager / Research & Information Officer Dashboard updated monthly	Economic dashboard has been developed to report on national, regional and local data.	




Item No. 5.44

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Work with key partners and business organisations i.e. Chamber of Commerce, LEP, WMCA etc and engage with regional economic recovery planning at WMCA and GBSLEP levels.	Head of Economic Prosperity	CCDC engaged with GBSLEP Economic Recovery Taskforce & WMCA Recovery Plan. Staffordshire County Council Redundancy Taskforce.	
Economic	Refresh the Economic Development Needs Assessment (EDNA) which forms part of the evidence base for the Local Plan Review.	Planning Policy Manager Completed by October 2020	The EDNA has been revised to take account of impact of COVID-19 and updated economic forecasts. The EDNA will be published as part of the next stage of the Local Plan i.e. the Preferred Options consultation.	
Economic	Refresh the Council's Economic Prosperity Strategy to ensure it takes account of the changed economic environment and identify evidence-based interventions for the medium to long term to ensure economic reset and recovery.	Head of Economic Prosperity / Economic Development Manager / Research & Information Officer	The refresh of the Strategy will take longer to carry out to enable the Council to focus on supporting businesses impacted by the 2 nd wave of COVID-19 and to fully assess the impact of the pandemic on the local economy. This will be carried forward to the 2021-22 PDP.	
Economic	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	Head of Economic Prosperity	Climate Change Baseline study has been produced by AECOM as part of the Local Plan evidence base. The findings from the study will feed into the refresh of the Economic Prosperity Strategy.	
Town Centre and High Streets				
Economic	Review impact of the pandemic and lockdown on the District's three town centres.	Head of Economic Prosperity/ Economic Development Manager Dashboard updated monthly	Regular monitoring through dashboard of information	





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	<p>Progress regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence. (from Prosperity PDP).</p> <ul style="list-style-type: none"> Undertake technical analysis regarding full demolition of MSCP and Indoor Market and present business case to Cabinet. (from Corporate PDP) Assess development proposals arising from Prospectus. Disposal of land at Avon Road 	<p>Head of Economic Prosperity/ Economic Development Manager</p> <p>On-going</p>	<p>A consultant has been appointed to undertake technical analysis following a competitive procurement process. Action will carry forward to 2021/22 PDP – to be completed by summer 2021.</p> <p>Ongoing as and when approaches are received</p> <p>Cabinet has approved sale of the land. Disposal sale contract and planning consent will need to be obtained. Exchange/ completion during 2021</p>	  
Economic	Commission work to produce a Cannock Town Centre Masterplan (as part of Local Plan review)	Planning Services Manager	Brief being drafted for consultants. Action will carry forward to 2021/22 PDP.	
Major projects / investments				
Economic	McArthurGlen Designer Outlet West Midlands – continue to work with McArthurGlen to plan for opening and develop a marketing plan. (from Prosperity PDP)	Economic Development Manager / Policy & Communications Manager	Marketing & comms plan is being developed in close consultation with McArthurGlen	
Economic	Cannock Railway Station – progression of business case and design work necessary to facilitate transformation of Station (from Prosperity PDP)	Head of Economic Prosperity / West Midlands Rail Exec / Staffs CC	Strategic Outline Business case was presented to Cabinet on 28 th January. Approval given to move to next stage of design process. Action will carry forward to 2021/22 PDP.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	Short term improvement works (utilising Section 106 funds): <ul style="list-style-type: none"> • Totem signage • Re-surfacing car park • Cycle storage • Murals on platforms and walkways 		Package of short term enhancements started on-site w/c 11 th January. Awaiting installation of totem signage and new cycle stores. Work to complete Q1 2021-22.	
Economic	Commonwealth Games 2022 – capitalise upon the mountain biking event on Cannock Chase and work with Forestry England to secure legacy through improved 'blue grade' trail, play area and facilities for local residents /visitors	Head of Economic Prosperity Head of Environment and Healthy Lifestyles Mountain biking event – August 2022	Cabinet has approved £50k funding contribution to the track / mountain bike trail. Officers working to scope out economic development opportunities to maximise benefits of CWG to the District.	
Employment and skills				
Economic	Work with FE colleges to support local residents re-skill/up-skill Work with South Staffordshire College to progress Digital Skills Academy project	Economic Development Manager Funding application expected to be approved and grant agreement issued by end of 2020.	Funding Agreement signed for £0.5m by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project	

Item No. 5.47

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic / Community	<p>Work with key partners to put in place responsive employment support for newly unemployed residents and those facing redundancy including disadvantaged groups and communities and young people.</p> <p>Mapping of employment and skills opportunities.</p>	<p>Economic Development Manager working with Department for Work and Pensions, GBSLEP and SSLEP.</p> <p>Report to Cabinet – November 2020.</p>	<p>Work with employers and partners (JCP etc) to secure local jobs for local residents linked to new economic opportunities.</p> <p>Participate in County wide Redundancy Taskforce.</p>	
Economic / Community	<p>Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.</p>	<p>By December 2020 (revised timescale by March 2021)</p>	<p>Officers continue to explore opportunities to participate in the scheme.</p>	
Economic / Community	<p>Progress Connecting Communities project focused on Cannock North ward. This tackles unemployment and low pay in local communities. (from Prosperity PDP)</p>	<p>Economic Development Manager</p>	<p>Project has been extended by WMCA to December 2021.</p> <p>Project will continue to be delivered during 2020/21 including starts, jobs and progressions throughout 2020.</p>	







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.	●

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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





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	14	1	0	0	15
Restore	11	7	0	0	18
Reshape	3	10	1	0	14
TOTAL	28	18	1	0	47

ORGANISATIONAL RECOVERY ACTION PLAN
SERVICES – INTERNAL

Services – Internal
Outcomes Required: <ul style="list-style-type: none"> • To ensure continuity and resilience 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; • Plans in place to clear backlogs in service delivery arising from lockdown • To build on changes made as a result of the move to homeworking
COVID-19 Impacts: <ul style="list-style-type: none"> • Some services have experienced an increase in demand and others a reduction; • Some new services have had to be set up eg test and trace, business grant payments; • Backlogs have arisen from suspension/reduction of services

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
Organisational	Identification of critical services and Business Continuity Plans put in place			
Community	Setting up and support for the operation of the Community Hub	Head of Housing & Partnerships	The Community Hub is operational and supporting those shielding during the lockdown	
Economic	Payment of Discretionary Grants	Head of Finance and Head of Economic Prosperity	Additional Restrictions Grant scheme launched and applications being received. Aim is to fully allocate funds by end of June 2021.	
Community	Setting up mechanism for Test and Trace / Local Outbreak Infection Control	Food Safety & Licensing Manager	New responsibility – working in partnership with Public Health Partners. Scheme now set up	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
LEADERSHIP TEAM	Establish plans for restoring services suspended in full or in part, to include: <ul style="list-style-type: none"> • Identify services partially or fully suspended • Completion of risk assessments to ensure this is done safely; and • Communications to Contact Centre, staff, the public and Members • Update status and information on the website 	Organisational Recovery Group to set up template for assessment and process Service Managers to complete assessment and plans Leadership Team to monitor return of services	Services were in the main restored after the first lockdown ended. A few services are not yet operating at normal service levels due either to resources being diverted to support the Covid response activities or being impacted by subsequent Government restrictions/lockdown. These services are being reviewed as restrictions are eased.	
LEADERSHIP TEAM	Identify backlogs and establish plans for clearing this work and allocation of resources where necessary to do this	Relevant Service Managers / Leadership Team Plans to be in place by end of August 20	Work was underway on clearing backlogs but this has been hampered by the latest lockdown. This is being reviewed and plans put in place as restrictions ease	
LEADERSHIP TEAM and Organisational Recovery	Assessment of current working arrangements to identify; <ul style="list-style-type: none"> • employee productivity issues; • service barriers to remote working; and • need for face-to-face contact with customers 	Head of Governance & Corporate Services By end August/early September	Employee productivity has been reviewed. Work arounds have been found for most processes to allow them to operate whilst employees are working from home. Further opportunities to improve this and other efficiencies have been identified as part of the Organisational Recovery Group's work and will be pursued as part of Transformation and Reshaping Proposals in 2021/22.	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
LEADERSHIP TEAM	Put plans in place for delivery of key projects set out in the PDPs		PDPs have been revised and key milestones produced	
Organisational / Finance	Homeworking/ Agile working – develop business case: <ul style="list-style-type: none"> Questionnaire to assess appetite for homeworking Review of ICT provision with regard to homeworking Identify implications for Council assets 	HR Manager Head of Technology Corporate Assets Manager	2 surveys have now been undertaken. Laptop replacement almost complete Link to new Asset Management Strategy	
	Digitisation of paper-based processes and greater use of technology to support remote/agile working	Head of Governance & Corporate Services and Head of Technology	Working group has been set up to look at this. Findings of group have been reported in “Reshaping Paper” to Leadership Team and will be taken forward in 2021/22	
	Development of an Interim Asset and Energy Management Strategy <i>(from the Corporate PDP)</i>	Corporate Asset Manager	Officers have determined maintenance priorities for key corporate assets and will be prioritising work to be undertaken for 21/22 and beyond. Asset Strategy to be developed during 21/22.	
Organisational and Financial	Service Reviews and Environmental Services Business Case <i>(from the Corporate PDP)</i>	Head of Governance & Corporate Services and Head of Finance	Service reviews have been rescheduled and work is now due to commence in 2021/22 as part of the Financial Plan process	Deferred to 2021/22

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	

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 	

ORGANISATIONAL RECOVERY ACTION PLAN
CUSTOMERS

Customers
Outcomes Required: <ul style="list-style-type: none"> • Customers can access Council services through a variety of means • Improved accessibility to services via greater use of technology
COVID-19 Impacts: <ul style="list-style-type: none"> • No access to services via Reception/face to face • Increased use of website to access services?

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	Closure of Reception and move to on-line and telephone service	Customer & Support Services Manager		
Phase 2 – Restore				
	Plan for the re-opening of key Receptions for appointments only initially – plan to include tenants usage (including Citizens Advice)	Customer & Support Services Manager Plan to be in place for September/October 20	Risk assessment completed and Covid secure arrangements are in place. Plans for opening for appointments were put hold due to 3rd national lockdown but will be put into effect as restrictions ease	
	Review of operation of telephony system and processes	Customer & Support Services Manager and ICT	Options to improve the problems with the telephony system are being identified	







Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Review of Customer Engagement Strategy <i>(from the Corporate PDP)</i>	Customer & Support Services Manager	This is being developed alongside alongside the work to procure a replacement CRM system and the reshaping proposals for Customers	
	Procurement of Replacement CRM system <i>(from the Corporate PDP)</i>	Head of Governance & Corporate Services and Head of Technology	Work has commenced on establishing the requirements for a replacement system. This project is being done jointly with Stafford Borough Council	
LEADERSHIP TEAM	Review of Contact Centre Operating Model (to include potential withdrawal of support for Housing calls)	Head of Governance & Corporate Services	Sub Group set up and several meetings held. Housing are currently considering potential changes for the Housing Repairs calls	
	Review and enhancement of website information	Policy & Communications Manager	Work ongoing	

ORGANISATIONAL RECOVERY ACTION PLAN
EMPLOYEES

Employees
Outcomes Required: Ensure that employees are safe, feel supported, engaged and productive
COVID-19 Impacts: <ul style="list-style-type: none"> • increase in homeworking • reduction in productivity for some services/employees • challenges of managing employees remotely

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	The majority of employees were moved to homeworking	Leadership Team	At the outset of lockdown	✓
	All employees who are shielding or clinically vulnerable were advised to stay at home and to work remotely if possible	Leadership Team		✓
	Revised opening hours put in place for Civic Centre and Depot	Customer & Support Services Manager		✓
	Additional day time cleaning put in place at the Civic Centre	Customer & Support Services Manager		✓
	Suspension of some T&Cs and HR processes eg flexi-time	Leadership Team		✓
Phase 2 – Restore				
Organisational	Complete risk assessment for all operational sites and implement Covid Safe Working Practices and changes to Council	Corporate Asset Manager	Completed for Civic Centre, Hawks Green Depot (office buildings), Markets.	✓

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Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Organisational	Issue guidance to employees re new COVID secure arrangements	Chief Internal Auditor & Risk Manager		
Organisational	Phased return to normal building opening hours for the Civic Centre – for employees only (Caretaking & Cleaning Service)	Customer & Support Services Manager	The building continues to remain open but for slightly shorter hours due to the low number of employees on site and the need to maintain COVID secure arrangements for cleaning. Planning is underway for returning to normal building opening hours.	
Organisational	Issue guidance to managers on planning for and supporting the return of essential employees to the workplace	Chief Internal Auditor & Risk Manager	This work has been done but implementation plans were put on hold due to ongoing restrictions and lockdowns. This will now be progressed as restrictions ease.	
Organisational	Assess any DSE/H&S issues arising from move to homeworking	Chief Internal Auditor & Risk Manager		
	Review of T&C's suspended with a view to restoring them	HR Manager By end of August 20	Flexi reinstated as of 7 September	
	Review of support provided to and communication with employees	HR Manager	2 surveys have been completed and used to develop tools to support managers and employees in the coming months.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Employee Health & Wellbeing Strategy (from the Corporate PDP)	HR Manager	Work on this has been deferred and included in the new Corporate Plan. Content will need to reflect potential longer terms changes in the working environment	Deferred to 2022/23
	Work force Development (from the Corporate PDP)	HR Manager	Work on this has been deferred and included in the new Corporate Plan. Content will need to reflect potential longer terms changes in the working environment	Deferred to 2022/23

ORGANISATIONAL RECOVERY ACTION PLAN
MEMBERS & DEMOCRACY

Members and Democracy







Outcomes Required:


Transparency and accountability for actions and decisions

COVID-19 Impacts:

Council meetings now have to be held virtually – this has:

- Created challenges for those Members with limited ICT skills;
- Resulted in a small increase in public engagement with the public viewing meetings; and
- Increased the officer time spent in setting up and administer some meetings.
- Cancellation of some meetings

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	Suspension of normal Council meetings	Managing Director		
	Urgent decision making protocol put in place	Deputy Managing Director		
	Weekly telephone calls with MD and all Group Leaders	Managing Director		
	Use of Zoom for virtual meetings established to allow key Council meetings to take place (eg Planning Committee, Cabinet Meetings)	Democratic & Resilience Services Manager		
Phase 2 – Restore				
	Council Meetings - plan for return to normal meeting cycle	Democratic Services Manager		
	Review of operation of virtual meetings, preparation of guidance and protocols. Delivery of training to support virtual meetings in the short term	Democratic & Resilience Services Manager and Head of Technology	Joint working group set up with SBC. Initial pilot of a hybrid meeting delayed due to Covid restrictions.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	To review role of virtual meetings in the longer term and implications re equipment, staffing of meetings etc	Democratic Services Manager and Head of Technology	Joint working group set up with SBC. The role of virtual meetings in the future is unclear at present.	

ORGANISATIONAL RECOVERY ACTION PLAN
ORGANISATIONAL

Organisational

Outcomes Required:

- Co-ordinated response to the pandemic
- Resilience of critical services

COVID-19 Impacts:

- Decision making had to be quick to respond to Government guidance

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 - Response				
LEADERSHIP TEAM	Team created to lead the response to the pandemic – initially meeting 3 times a week	Leadership Team	Team currently meeting weekly	✓
LEADERSHIP TEAM	Participation in County wide, Regional and National meetings	Managing Director		✓
Phase 2 - Restore				
LEADERSHIP TEAM	Review of priorities and re-aligning resources to support work on response and recovery, key projects and operational service delivery	Leadership Team	PDPs for 2020/21 reviewed and a number of projects rescheduled to 2021/22. Reported to July Cabinet. Review of Corporate Priorities completed and new Corporate Plan prepared for 2021-24	✓
LEADERSHIP TEAM	Incident debrief, Lessons Learnt and Review of Incident Management Plans and BCP	CCU Liaison Officer	Completed 28 September	✓
LEADERSHIP TEAM	Develop plan to support local or national lockdowns, taking on board lessons learnt from the initial lockdown	Leadership Team	Lockdown response plan completed. Plan reviewed to reflect changes in Government restrictions as appropriate	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Management Restructure	Managing Director	Superseded by proposal to share a Chief Executive with Stafford Borough Council for a period of 12 months pending development of proposals on further sharing	Deferred to 2021/22

Recovery Dashboard of Performance Measures

Economy	March 2020	June 2020	September 2020	December 2020	March 2021
Number of People 16-64 claiming out-of-work benefits	2.6%	5.7%	5.8%	5.3%	5.4%
Number of People 18-24 claiming out-of-work benefits	5.0%	10.7%	10.8%	10.4%	10.0%
Number of employments furloughed on the Coronavirus Job Retention Scheme	Scheme announced 20 th March 2020	16,700	17,600 July 2020 latest figures	3,300 as at 31 st October 2020 5,400 at 30 th November 2020 5,600 at 31 st December 2020 PROVISIONAL FIGURES	6,700 as at 28th February 2021
Number of claims made for the Self Employment Income Support Scheme	Scheme announced 26 th March 2020	4,100 (first stage scheme)	3,600 (second and final stage scheme)	3,700 (second stage) as at 31 st October 2020 3,100 (third stage) as at 31 st December 2020	3,500 as at 31st January 2021
Number of Job Vacancies (Unique postings)	2,184 (Feb 2020)	1,491	1,978	2,148	2,082 February 2021
Town Centre Vacancy Rates	Jan 2020		Sept 2020	Jan 2021 not available due to lockdown	
• Cannock	16.4%		20.3%		25.8%
• Hednesford	6.5%		8.6%		5.6%
• Rugeley	2.4%		6.3%		4.3%
% of Businesses subject to void rates		5.8%	5.8%		
Businesses subject to commercial exemption from business rates (value)	£337,000	£180,000	£311,000	£259,000	
Businesses subject to industrial exemption from business rates (value)	£987,000	£324,000	£555,000	£441,000	
Businesses subject to exemption due to administration / insolvency	£97,000	£165,000	£221,000	£180,000	
Business Rate Arrears		£649,685	£1,151,639		