

Report of:	Head of Governance & Corporate Services
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Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 15/10/20

**CABINET
15 OCTOBER 2020
COVID-19 RECOVERY STRATEGY**

1 Purpose of Report

- 1.1 The purpose of this report is to update Members on the Council's strategy for recovery from the pandemic and the progress made to date.

2 Recommendation(s)

- 2.1 That Cabinet approve the proposed COVID-19 Recovery Strategy.
- 2.2 That Cabinet note the progress made to date in delivering the actions set out in the Strategy.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 In May 2020, Cabinet approved the Council's initial proposals for recovery from the pandemic. The outline proposals have now been developed into a comprehensive Recovery Strategy supported by four high level action plans for each of the key work streams.
- 3.2 The Strategy will sit alongside the Council's Corporate Plan and Priority Delivery Plans for the remainder of 2020/21. Work has commenced on a review of the Corporate Plan with the intention of producing a new plan and a revised set of priorities for the Council which will take account of the recovery strategy and actions needed beyond 2020/21.
- 3.3 There is still ongoing uncertainty about the pandemic and the affect on the district. The Recovery Strategy provides for ongoing data collection and monitoring to inform future work and the action plans will be reviewed and updated accordingly.

- 3.4 The Recovery Strategy also provides for a return to the response phase should this be necessary.

Reasons for Recommendations

- 3.5 Effective planning will be essential to aiding the recovery of the District and the Council over the coming months.
- 3.6 The lockdown has changed the way the Council, residents and businesses are operating and this needs to be considered in planning for the future. The Council's priorities and plans made before the pandemic will need to be reviewed in light of these changes and the impact that COVID-19 has had on the District.

4 Relationship to Corporate Priorities

- 4.1 "Supporting Recovery" was adopted as the overarching priority for the Council in May 2020 and this Strategy sets out the approach to delivering this priority. The Council's current priorities are also to be reviewed as part of the work on recovery.

5 Report Detail

- 5.1 COVID-19 has had a devastating impact on our community, the local economy and the Council. Planning for recovery, both short and longer term, is key as we move forward.
- 5.2 The Council's initial proposals for recovery were approved by Cabinet in May 2020. These have now been developed further to form a strategy for recovery – see Annex 1.
- 5.3 The Council's approach to Recovery is split into 2 phases:
- (i) Restoration; and
 - (ii) Reshaping

In recognition of the fact that the Council continues to provide some services in response to the pandemic and called be called upon to do more if a local or national lockdown were to come into effect, a response phase has also been accounted for in the strategy. The phases are illustrated in the diagram at Appendix 1.

- 5.4 The initial recovery objectives, which were based on those produced by the Staffordshire Resilience Forum, have been updated and tailored to reflect the needs of the District,
- 5.5 The recovery strategy focuses on four key work streams:
- (i) Economic;
 - (ii) Financial;
 - (iii) Community; and

(iv) Organisational

- 5.6 High level action plans have been produced for each of these work streams setting out what is to be delivered (see Appendices 2-5) and a dashboard of performance measures (see Appendix 6).
- 5.7 The Council will work closely with key partners and the voluntary sector in delivering the actions set out in the strategy.
- 5.8 Ongoing development and delivery of the Recovery Strategy is being monitored by:
- a. Leadership Team;
 - b. The Recovery Overview Board; and
 - c. Cabinet
- 5.9 Any key decisions will be referred to Cabinet in line with normal working protocols.
- 5.10 The Recovery Strategy will sit alongside the Council's current Corporate Plan and Priority Delivery Plans for the remainder of 2020/21. Work has commenced on a review of the Corporate Plan with the intention of producing a new plan and a revised set of priorities for the Council for 2021-24. This will allow the Council to take a strategic look at how the pandemic situation may change life on an ongoing basis for our residents, businesses and the Council as an organisation.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report. The Financial Recovery work stream is working to assess the financial impact on the Council and this will be the subject of a further report to Cabinet.

6.2 Legal

None

6.3 Human Resources

Human Resources implications will present in more detail from the Organisational work stream as well as the Financial work stream groups as they progress. No specific implications in respect of this report at this time.

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

COVID-19 presents a number of risks for the Council and the District. The Strategic Risk Register will be reviewed and used to inform the recovery planning process.

6.8 Equality & Diversity

Equality Impact Assessments will be completed where necessary as part of the recovery planning process.

6.9 Best Value

None

7 Appendices to the Report

Annex 1	COVID-19 Recovery Strategy – this includes:
Appendix 1	Response and Recovery Roadmap Diagram
Appendix 2	Financial Recovery Action Plan
Appendix 3	Economic Recovery Action Plan
Appendix 4	Community Recovery Action Plan
Appendix 5	Organisational Recovery Action Plan
Appendix 6	Dashboard of performance measures

Previous Consideration

None.

Background Papers

Cabinet Report - 21 May 2020 - Approach To Recovery Planning From The Impact of COVID-19

Cannock Chase District Council

**COVID-19 Recovery Road Map and
Strategy**

COVID-19 Recovery Road Map and Strategy

- 1. Introduction**
- 2. Objectives (and / or Aims)**
- 3. Approach To Recovery**
- 4. Planning for Response and Recovery**
- 5. The Council's 4 Work Streams for Recovery**
- 6. Action Plans**
- 7. Dashboard of Indicators**
- 8. Key Projects**
- 9. Governance Arrangements**

Appendix 1 – Response and Recovery Roadmap Diagram

Appendix 2 – Financial Recovery Action Plan

Appendix 3 – Economic Recovery Action Plan

Appendix 4 – Community Recovery Action Plan

Appendix 5 – Organisational Recovery Action Plan

Appendix 6 – Dashboard of Indicators

1. Introduction

COVID-19 has had a devastating impact on our community, the local economy and the Council. In May, having dealt with the immediate response to COVID-19 and the Government led lockdown, the Council outlined its approach to recovery from the pandemic.

Since May, work has been ongoing to plan in more detail our approach to recovery and the actions that the Council intends to take to support the District in the months and years ahead. Work streams have been put in place and action plans implemented to ensure the Council was able to respond to COVID-19 and to commence the restoration of services. The actual ongoing impact on our community and economy continue to be assessed on a month by month basis and will become more evident as the government's short term interventions such as furlough terminate. This strategy builds on the initial proposal and will form the basis of the Council's work on recovery and reshaping the Council going forward (and responding as necessary to a further outbreak)

One of the key actions set out in this strategy is to review the Council's current priorities and priority delivery plans to ensure that they take account of the impact that the pandemic has had on the District. Rather than simply refreshing the current Corporate Plan which is due to run to 2023, a full review is now underway with a new Corporate Plan to be produced for 2021-24. This will allow the Council to take a strategic look at how the pandemic situation may change life on an ongoing basis for our residents, businesses and the Council as an organisation.

This strategy will cover the Council's approach to recovery and actions until March 2021 and will sit alongside the existing Corporate Plan until that time. Thereafter, the Council's new Corporate Plan will come into effect and reflect all of the Council's priorities and actions, having assessed the ongoing impact of the pandemic.

2. Objectives

The Council's Strategy for Recovery aims to:

- (i) Support the District's residents, especially those who are vulnerable.
- (ii) Support the District's economy and support businesses in line with Government guidance/funding, reflecting local circumstances and working with key partners i.e. LEPs, WMCA
- (iii) Protect the safety of our employees in delivering critical services
- (iv) Maintain the Council's corporate infrastructure which underpins the delivery of critical services.
- (v) Support the Council's key contractors
- (vi) Ensure the Council is financially sustainable
- (vii) Consider the environment, climate change and opportunities for supporting a greener recovery in all our plans

3. Approach To Recovery

In supporting recovery across the District the Council has adopted the following principles:

- (i) Working in partnership across Staffordshire and West Midlands via the Local Resilience Forum (LRF), and the Local Enterprise Partnerships (LEPs) and WMCA.
- (ii) Working with voluntary sector to support the community
- (iii) Following Government Guidance as it evolves, and in particular the Social Distancing policy, as well as national plans for Recovery
- (iv) Keeping essential Council services operational and resilient over the coming months
- (v) To review our approach/strategy at intervals/key stages, learn lessons from our own approach and that of others and adapt accordingly.
- (vi) To gather information and determine the impact of COVID-19 to inform restoration and reshaping work
- (vii) To embrace change and adapt and embed the benefits of initiatives that work well
- (viii) To build and maintain confidence and trust in the Council with residents, businesses and our employees
- (ix) To communicate and engage with our communities, businesses and employees in response and recovery
- (x) To be realistic and proportionate in responding to the impact of the Pandemic reflecting the medium term objectives/ priorities of the Council

In addition the Council works with the District Council Network and the Local Government Association on recovery issues that are common across the Local Government sector.

4. Planning for Response and Recovery

The Recovery Roadmap involves 3 stages with Recovery being split into 2 elements i.e. restore and reshape:

- (iii) Response
- (iv) Restore
- (v) Reshape

The movement through each Phase will be dependant upon gathering and evaluating information to determine the impact of Covid 19 and interventions required. This will be particularly important for the Reshaping phase. The Council is now effectively in the Restoration Stage nevertheless the Council must be in a position to move back into Response as the need arises.

A diagram illustrating the Response and Recovery stages can be found at Appendix 1.

(i) Response

This stage covers the immediate response to the pandemic and any subsequent waves either nationally or locally. The driver being to maintain the delivery of essential services, whilst protecting the community and our employees.

Timeline – short term - ongoing.

(ii) Restore

This focusses on restoration of the Council's services that had to be suspended or reduced at the outset of the lockdown. It also includes supporting the local economy / businesses to re-open. This phase is particularly time sensitive and often necessitates a prompt response to Government announcements.

Timeline – short to medium term – this will largely be determined by the Government's Roadmap / announcements to lift restrictions.

(iii) Reshape

The pandemic provides an opportunity to look differently at our local community, to build on the volunteering and community spirit that has been evident over the last few months. The impact of lockdown on the local economy will present a challenge and the need to re-think the Economic Prosperity Strategy and the plans for our town centres.

There will also be a need to re-think the services that the Council provide and the way that they are provided; this will be driven by both the Council's finances and the increasing use of technology and the move to homeworking that has been adopted over the last few months. This will take some time to plan and develop and will require a greater understanding of the impact that the pandemic has had.

Timeline – medium to longer term. Much of this work will be included in the new Corporate Plan but planning for this will take place over the next few months.

These three stages will overlap. The ability to "Respond" will continue for some time yet, alongside the restoration of services. Planning for the future and the reshaping of the community, the local economy and our services is in its infancy. It is important to note that we may need to move backwards between the stages if the Country enters a national lockdown again or if a lockdown comes into effect due to a local outbreak.

The gathering of data, engaging with our community and local businesses to understand the impact that the pandemic has had will be essential. It will inform both the restoration and reshaping phases of recovery. We will need to reflect on our plans at regular intervals, to check our direction of travel and adapt where necessary. This will be particularly important in the event of a second wave of the pandemic. An important element of this work, will be the development of a dashboard of indicators to monitor changes over the coming months in key areas. The Dashboard will attempt to provide local and national evidence of the impact of COVID-19 on the vulnerable, Businesses, Town Centres , Services and the wider economy and to unemployment levels.

Funding and the Council's finances will be central throughout the Council's response and recovery. Whilst the Council has received some funding from the Government to offset the loss of income during lockdown, it is still anticipated that there will be significant shortfall in the current year and uncertainty lies ahead. There will be opportunities to bid for funding to support specific projects but there will also be a need to look at the Council's costs and ongoing revenue commitments.

5. The Council's 4 Work Streams for Recovery

The Council has identified 4 work streams that will form the basis of our recovery strategy for the District:

1. Financial
2. The Economy;
3. The Community; and
4. The Council (Organisational)

As with the three stages of response and recovery, these four work streams will interlink and overlap.

(i) Financial Recovery

The Council's Medium Term Financial Strategy will need to be reviewed. Aside from additional funding received to support the local response to the pandemic, it is unknown at this time what the Government's plans are regarding local government funding in the short to medium term. Funding for 2020/21 effectively only deals with the loss of income however the Council is expected to meet the first 5% of income loss and 25% of the loss thereafter. In relation to 2021/22 and future years greater uncertainty exists. Whereas the review of Fair Funding and implementation of 75% Business Rates will not now take place in 2021/22, other details of the 2021/22 settlement are not known. In particular the Government are considering the treatment of Business Rates growth to date and no news is available about the replacement of the New Homes Bonus (Housing Growth) incentive scheme.

The financial impact of COVID-19 is likely to be ongoing and 2021/22 is likely to bear the brunt of this with the loss of income, including our leisure partner, from sales fees and charges expected to be material. An interim financial strategy is likely to be required for 2020-21 to 2021-22 pending a medium term strategy that reflects the ongoing impact of COVID 19 and the new funding regime being developed for local Government.

(ii) Economic Recovery

It is anticipated that the economic impact of the COVID-19 pandemic will be significant. Figures released by the Office for National Statistics (ONS) showed that the UK Gross Domestic Product (GDP) was estimated to have fallen by a record 20.4% in Quarter 2 (April to June) 2020, marking the second consecutive quarterly decline after it fell by 2.2% in Quarter 1 (January to March) 2020. This means the UK economy is now in recession and there is considerable uncertainty as to how quickly the economy will recover following the easing of lockdown restrictions over the summer. The District's economy has been adversely impacted by the recession, with unemployment increasing significantly. Unemployment is expected to increase further once the Government's Coronavirus Job Retention scheme (furlough) closes at the end of October.

It is highly likely that the pandemic will have a significant impact on key sectors within Cannock Chase, but at present it is not fully known if these impacts will be short term or lead to longer term structural change. These sectors include retail/wholesale, tourism/hospitality, transportation and storage, construction and manufacturing. Furthermore, the District has a large percentage (98%) of small businesses (with less than 50 employees) and these businesses are particularly vulnerable at this time.

One of the key actions will be to review and refresh the Council's Economic Prosperity Strategy, which was only approved by in January 2020, to ensure that 'economic recovery' is included as a key objective/priority. Resources that have been allocated to the Strategy may need to be reviewed/re-allocated to ensure that they are directed to recovery.

The Council will work closely with the LEPs, West Midlands Combined Authority and other key partners to ensure that its recovery framework is strategically aligned and to lobby for Government investment to support the region to rebuild its economy.

(iii) Community Recovery

Building and restoring confidence of the community as a result of the impact of the pandemic on their day to day lives will be essential over the coming months. This work stream will include the practicalities of dealing with the impact that COVID-19 has had on the community e.g. loss of life, increases in Anti-Social Behaviour (ASB), domestic violence. There is also an opportunity to build on the positive elements that have emerged in terms of volunteering and community spirit.

(iv) Organisational Recovery

The pandemic has also had a significant impact on the Council as an organisation, both in terms of its delivery of services to the community and with regards to employees and Members.

The Council has and continues to face a number of changes and challenges in the return to “normal” operations. The main focus has been on planning for the restoration of services and dealing with backlogs of work that have accumulated for those services that had to be partially or fully suspended. This is still ongoing as lockdown has been gradually released and this is particularly relevant to the recovery arrangements of our key contractors such as IHL who deliver services to the wider community.

The move to homeworking as lockdown came into effect is being reviewed and arrangements are being put into place to allow employees to be able to work from Council sites, as necessary and in accordance with social distancing requirements. Suitable arrangements are also being put in place to allow customers to have face to face access to services in a safe environment.

Consideration will need to be given to what a return to “normal” will be moving forward; it is likely that a “new normal” will emerge. We will need to identify the changes we have made over recent months that have worked well for the Council and our Customers and we would like to keep. Further work will need to be done to embed and improve these. There is also an opportunity alongside this to consider what other changes we might want to make. .

6. Action Plans

A high level action plan has been prepared for each of the four work streams split over the 3 stages of response and recovery.

The action plans contain a “Priority RAG Rating” for each action; this gives an indication as to the strategic importance of the actions and their contribution to the delivery of the roadmap and the future of the Council/District. The criteria is:

- Red – High priority, very time sensitive (needs to be completed for a specific deadline or affects deadline for other activities)
- Amber – Medium priority, timetable in place to meet deadline but no immediate urgency
- Green – Low priority.

Financial Recovery Plan – Appendix 2

Economic Recovery Plan – Appendix 3

Community Recovery Plan – Appendix 4

Organisation Recovery Plan – Appendix 5

Each work stream will develop its own detailed action plans as recovery work develops but the high level action plans will be the ones that will be used to report on progress.

7. Dashboard of Indicators

Each work stream has a suite of indicators that will aim to measure our performance and the impact that COVID-19 is having on the District. The indicators have been consolidated to form a dashboard that will be monitored, reported on and monitored regularly. The dashboard is given at Appendix 6.

8. Key Projects

In addition to the specific work on response and recovery, the Council has a number of key projects which were planned for before the pandemic and these are set out in the Priority Delivery Plans (PDPs) for 2020/21. The key ones which are critical to the future recovery of the Council and the District are:

- Opening of McArthurGlen Designer Outlet West Midlands
- Rugeley Power Station
- Cannock Town Centre regeneration
- Waste Management Strategy/Contracts
- IHL Contract
- Hawks Green Rationalisation Works
- Hawks Green Housing Development
- Aelfgar Housing Development - Rugeley
- Chadsmoor Housing Development
- Development of a new cemetery

Performance in delivering these projects will continue to be monitored via the performance management arrangements for the PDPs but will also be factored in to aspects of the Recovery Strategy where appropriate, in particular the Financial Recovery work planning.

9. Governance Arrangements

A Recovery Overview Board has been established to oversee Recovery and comprises:

- The Leader of the Council;
- The Deputy Leader;
- The Group Leaders; and
- The Cabinet Members for Economic Development & Planning, Health & Wellbeing and Environment & Climate Change
- The Managing Director
- Heads of Service/Work Stream Leads

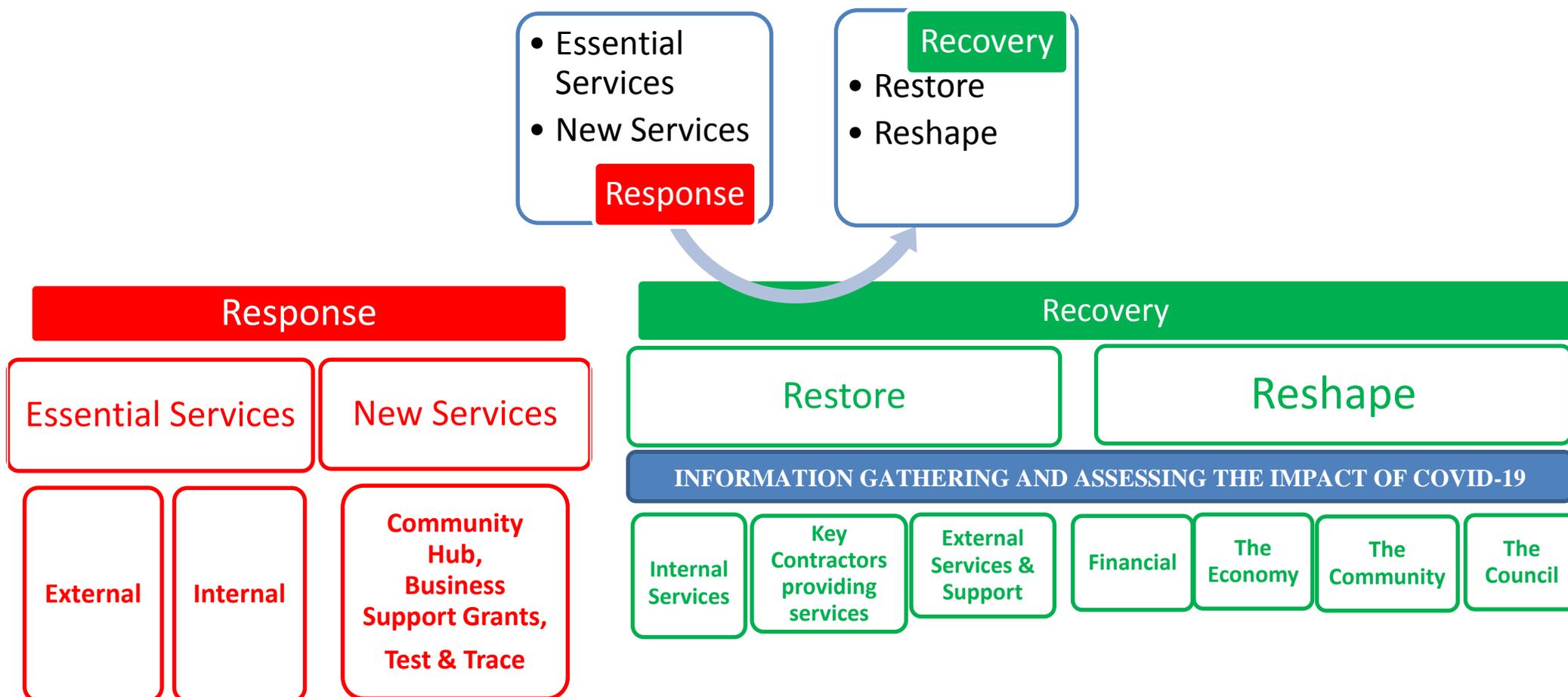
Key decisions are referred to Cabinet and/or Council for approval in accordance with the requirements of the Constitution.

The Corporate Scrutiny Committee will take the lead on scrutiny of the Council's response and recovery plans.

The 4 work streams will each be led by a Head of Service:

- Financial Recovery – Head of Finance
- Economic Recovery – Head of Economic Prosperity
- Community Recovery – Head of Housing and Partnerships
- Organisational Recovery – Head of Governance and Corporate Services

COVID-19 Response and Recovery Roadmap



ITEM NO. 5.

FINANCIAL RECOVERY ACTION PLAN

Phase 1 – Response

- To maintain the financial resilience of the Council in the short term a balanced budget

Phase 2 – Restoration

- To identify the impact of COVID 19 for 2020-21
- To identify available resources/measures
- To provide an interim Budget Strategy

Phase 3 – Reshaping

- To identify the cost of recovery and reshaping the District
- Review the cost of current and future service provision of the Council
- To identify the Funding of the Council in the medium and long term
- Determine options to realign resources with priorities and provide a sustainable medium term budget

FINANCIAL RECOVERY ACTION PLAN

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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		
Finance	Liaise with VOA re Rateable Value of site	Head of Finance Sep 20		
Operatioal	Determine Financial Impact arising from IHL Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance 31 July 2020	Assumptions/Options/Viability/Redundancies	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Operational	Monitor Income take up of IHL as part of monitoring of Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance 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	Need to create a mechanism for collating and report this	
Finance	To review the implications of the outturn for 2019-20	Head of Finance 4 Aug. 2020		Complete
Finance	Review Earmarked Reserves to free resources to meet Deficit/Fund cost pressures	Head of Finance Leadership Team 11 Aug. 2020		
Finance	Review 1st Quarters outturn to identify budgets not required on a one off basis to meet potential deficit	Head of Finance Leadership Team 11 Aug. 2020	To be updated re 2 nd quarters outturn	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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 Briefing	
Leadership	Determine Interim Financial strategy for consideration by Cabinet	Work stream LT 21 Aug CB 17 Sept ROB 22 Sept	September report – current strategy is to use earmarked reserves and working balances. No emergency budget	
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		
All	Identify additional ongoing Financial Implications arising from Response and Recovery initiatives of other Work streams	Work Stream Leads 30 Sept	Need to factor in costs of recovery Links in to comments above	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Finance	To update the financial plan re demographic changes	Head of Finance 30 Sept		
Working Group	To determine the implications arising from the Climate Change Action Plan	Managing Director	Not likely to be identified to 31 March 2021 Impact on Budget strategy	
	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		
Organisational	To determine the planned and response maintenance requirements for Council Assets	Head of Economic Prosperity	Interim maintenance compliance requirements for 2021/22	
All	Review of income work streams to assess whether likely to return to pre-Covid levels	All Monthly		
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		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
	To monitor changes in the business Rate Yield of the authority	Head of Finance Ongoing		
	To seek clarification on the form if any of Housing Incentive Scheme to apply in 2021-22	Head of Finance/MD/ Leader		
Finance	<p>Determine feasibility of extending Business Rates Pool into 2021/22</p> <p>Monitor impact of COVID 2019 on pool by authority on a month by month basis</p> <p>Liaise with S& Sot Business Rate Pool Members re options to maintain viable pool for 2021/2022</p> <p>Prepare options report to Leaders and Chief executives</p>	<p>Head of Finance</p> <p>Ongoing</p> <p>Ongoing</p> <p>30 October</p>	<p>Issues</p> <p>Decision re Retention of Business Rates Growth to date</p> <p>Impact on certain authorities</p> <p>MHCLG Deadline</p>	
Economic	Determine the impact of the redevelopment of Rugeley power station on Council tax /Business Rates etc.	Head of Economic Prosperity Ongoing		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Finance	To evaluate and respond to consultations on changes to Local Government Finance Regime	Head of Finance Ongoing	Not likely to be available until 2021 Impact on Budget strategy	High
Finance	Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance Ongoing	Not likely to be finalised until 2021 Impact on Budget strategy	High
All	To proactively seek external funding from LEPS/CA/other bodies and Government in support of the Councils Priorities and Recovery Strategy	All Ongoing		High
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		High
	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	Propose to treat 2021-22 as a one off year to allow more time to understand financial situation and work on service reviews.	High

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
To determine options to realign resources with priorities and provide a sustainable medium term budget				
Leadership Team	To determine the timetable for service reviews	Leadership Team		
Leadership Team	To determine a timeline for the consideration of business cases arising from the Environmental Services review	Leadership Team		
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	Propose to treat 2021-22 as a one off year to allow more time to understand financial situation and work on service reviews.	

THE ECONOMY - RECOVERY ACTION PLAN

Phase 1 - Response

- Administration and payment of Business Grants
- Administration and payment of Discretionary Grants
- Administration of Business Rates Holiday relief
- Suspending recovery of Business Rates Arrears
- Signposting businesses to other funding support initiatives

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restoration

- Supporting local business in resuming their business activities– advice from Food Safety & Licensing Officers and Economic Development teams
- Working with businesses to ensure that they are COVID-19 secure – management of outbreaks in business premises through Local Outbreak Control response
- Work in town centres – social distancing signage, management of queueing, operation of markets, street cleansing and cleaning of bus stations
- Determine Impact of COVID-19 – now and into the future – depending on future spikes in COVID-19 cases
- Monitor key business indicators for the District

Phase 3 – Reshaping

- Long term reshaping of the District's economy
- Working in partnership to get unemployed residents back into work or training opportunities
- Review of Economic Prosperity Strategy in light of changing economic conditions
- Review of regeneration plans for Cannock Town Centre
- Identifying opportunities to reshape and transform the District's economy
- Accelerating the 'clean growth' agenda and creating new green jobs

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	Priority RAG Rating High / Medium / Low
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	£20 million of funding now allocated to over 1,750 eligible businesses.	Completed
Finance	To determine and implement Discretionary Grant policy to target resources at key sectors and in accordance with Government Criteria	Head of Finance and Head of Economic Prosperity Phase 1 and Phase 2 applications to be processed by end of August 2020 with final payments made by end of September 2020.	Economic Development Team and Business Rates working through application assessments. Scheme closed end of August 2020 and unused monies returned to MHCLG.	Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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. <ul style="list-style-type: none"> • Street market • Non essential • Hospitality 	Economic Development Manager	Re-opened on 19 th June Re-opened on 15 th June Hospitality industry has mainly re-opened in line with Government guidance.	Completed Completed
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.	
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.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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.	
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>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Complete by December 2020</p> <p>Survey complete. Findings now being investigated further – decision on how to proceed by December 2020.</p>	<p>Improvements to street furniture being progressed and 'graffiti' art project is now complete.</p> <p>Survey currently being undertaken to test fixings on frontage of theatre – this will inform whether improvements to signage / lighting can proceed and at what cost.</p>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Business Support				
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	Local Discretionary Grant scheme and GBSLEP Pivot & Prosper fund now closed with a potential 2 nd phase in the future – subject to funding.	
Economic	Potential for targeted campaigns i.e. re-opening of town centres, tourism/hospitality, McArthurGlen opening	Economic Development Manager / Policy & Communications Manager	<p>Publicity to coincide with the re-opening of town centres has been done.</p> <p>Further promotion will be done as and when necessary.</p> <p>McArthurGlen Opening now delayed until early 2021.</p>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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.	
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	Consultants have been appointed to undertake this work – will revise economic forecasts and inform employment land policy in Local Plan.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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 September 2020 to January 2021	EDNA and data from Economic Dashboard will inform the refresh of the Strategy.	High
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.	Medium
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	High

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Economic	<p>Progress regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence.</p> <ul style="list-style-type: none"> • Undertake technical analysis regarding full demolition of MSCP and Indoor Market and present business case to Cabinet. • Assess development proposals arising from Prospectus. • Disposal of land at Avon Road. 	<p>Head of Economic Prosperity / Economic Development Manager</p> <p>By Qtr 4 2020/21.</p> <p>On-going</p> <p>Exchange / completion during 2021</p>	<p>Technical work is being procured to advise on design and engineering solution for full demolition of MSCP.</p> <p>Ongoing as and when approaches are received</p> <p>Report to Cabinet for approval to dispose of the land. Disposal sale contract and planning consent will need to be obtained.</p>	<p>High</p>
Economic	Commission work to produce a Cannock Town Centre Masterplan (as part of Local Plan review)	<p>Planning Policy Manager</p> <p>Likely to be commissioned during 2021.</p>	Brief being drafted for consultants.	<p>Medium</p>

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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 Opening delayed until early 2021.	Ongoing relationship with McArthurGlen.	
Economic	Cannock Railway Station – progression of business case and design work necessary to facilitate transformation of Station (from Prosperity PDP) 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 	Head of Economic Prosperity / West Midlands Rail Exec / Staffs CC Stage 1 – Strategic Outline Business Case work has been completed. Report to Cabinet on outcome of Stage 1 – November 2020 Work complete by early 2021.	Report to Cabinet will be required to present business case and decide on next steps. Works being carried out in partnership with West Midlands Rail, West Midlands Trains and Staffordshire County Council.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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 – July / August 2022	Report to Cabinet in September 2020 – full funding package now in place to allow project to proceed.	
Economic	Rugeley Power Station – completion of demolition/ progression of planning applications / commence build programme. (from Prosperity PDP)	Planning Services Manager / Development Control Manager (planning related actions) Demolition complete early 2021 Construction work expected to start on-site during 2021	Amended Planning application incorporating 'all through school' proposal was approved by CCDC Planning Control Committee on 22 nd July 2020. Decision from Department for Education on 'All through school' application expected by end of 2020.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Employment and skills				
Economic	<p>Work with FE colleges to support local residents re-skill/up-skill</p> <p>Work with South Staffordshire College to progress Digital Skills Academy project</p>	<p>Economic Development Manager</p> <p>Economic Development Manager</p> <p>Funding application expected to be approved and grant agreement issued by end of 2020.</p>	<p>Funding of £0.5m has been provisionally allocated by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project</p>	
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>Proposals to be worked up by October 2020.</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>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
	Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.	By December 2020		
Economic / Community	Progress Connecting Communities project focused on Cannock North ward (from Prosperity PDP).	Economic Development Manager	Project has been extended by WMCA to December 2021.	
Environment				
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.	

THE COMMUNITY RECOVERY ACTION PLAN

Phase 1 - Response

- Maintenance of essential services
- Supporting the vulnerable:
 - Placing homeless and rough sleepers into temporary accommodation
 - Block booking temporary accommodation – 10 rooms
 - Appointing 24/7 security services at the temporary accommodation
 - Establishing community hub to make contact with vulnerable people and organise delivery of food parcels
 - Working with partners to support increase in domestic violence cases
- Providing support and advice re Benefits, rents and council tax- suspending recovery
- Implementing hardship fund re local council tax support

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore

- Continue to work with voluntary sector to support vulnerable people and build on community spirit

Phase 3 – Reshape

- External Reshaping of the District and the local community
- Identification of vulnerable people and mechanism to mainstream support infrastructure

The action plan has been split into the following elements:

- Community Vulnerability Hub
- Rough Sleepers and the Homeless
- Health & Wellbeing

NB - For details relating to supporting those who are unemployed, please refer to the Economic Recovery Action Plan

COMMUNITY RECOVERY ACTION PLAN

SUPPORTING VULNERABLE PEOPLE AND THE COMMUNITY

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

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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		Completed
	Identify the Vulnerable cohort within the District	Head of Technology / Head of Housing & Partnerships	7,500 residents identified – 4,700 letters mailed out	Completed
	Undertake Safe and Well being calls	Head of Housing & Partnerships	3,000 calls completed – 52% contact made	Completed
	Undertake home visits to vulnerable residents (living alone) who have not responded	Tenancy Services Manager	Council Tenants to be visited – project being set up	
	Advice and support regarding payment of Council Tax, Housing Benefit applications	Local Taxation & Benefits Manager		Ongoing

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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		Completed
	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		Completed
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	
	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 / Consultation & Engagement Officer		
	Engage with partners regarding their recovery plans for their services and our communities	Head of Housing & Partnerships		

COMMUNITY RECOVERY ACTION PLAN
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	Priority RAG Rating High / Medium / Low
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)	Completed
	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	Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
			<p>persons to private rent or other supported accommodation</p> <p>5 were evicted for ASB 2 enabled to return home 1 passed away (not COVID related)</p>	
	Identify and maintain temporary accommodation for homeless and rough sleepers	Strategic Housing Manager	<p>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.</p>	
Phase 2 – Restore				
	Identify ongoing needs	Strategic Housing Manager	<p>On-going funding submission made “next steps programme” Accommodation Programme” for short-term funding and winter provision</p>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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)	

COMMUNITY RECOVERY ACTION PLAN

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	Priority RAG Rating High / Medium / Low
Health & Wellbeing				
Phase 1 – Response				
	Development of online video activities to encourage exercise during lockdown	Inspiring Healthy Lifestyles		Completed
	To keep parks and open spaces open to support residents in taking exercise and maintaining wellbeing during lockdown	Parks & Open Spaces Manager		Completed
Phase 2 – Restore				
	Re-opening of Chase and Rugeley Leisure Centres in accordance with Covid-secure guidelines	Inspiring Healthy Lifestyles		Completed
	Campaign and activities to support people in maintaining, returning to or adopting active and healthy lifestyles	Inspiring Healthy Lifestyles		
	Re-open play areas and toilets	Parks & Open Spaces Manager		Completed
Phase 3 – Reshape				
	Remodelling of Leisure Service to take account of the effect of the pandemic	Inspiring Healthy Lifestyles		
	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	ALL		

ITEM NO. 5.

ORGANISATIONAL RECOVERY – ACTION PLAN

This has been split down into the following elements:

- Services – Internal
- Services – External / Key Contracts
- Customers
- Employees
- Members and Democracy
- Governance

Consideration will be given to the environment, climate change and opportunities for a greener recovery across all of these elements.

OVERARCHING STRATEGY

SERVICES - INTERNAL

Phase 1 Response (Short Term)

- Initial Response – maintenance of existing essential / critical services
- Introduction of new services to support response across the District
- Some services suspended ie non essential services involving face to face contact eg Reception, non essential housing repairs, Food & Safety inspections

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore (Medium Term)

- Maintenance and consolidation of Essential and New Services
- Restoration of internal services suspended by lockdown subject to risk assessments
- Supporting the restoration of external services eg local businesses
- Resolution of any barriers/problems where this can be done easily (quick fixes)

Phase 3 – Reshape (Long Term)

- Transformation of services – greater use of technology, greater flexibility and innovation in service delivery
- Resolution of any barriers/problems which are more complex
- Realignment of service provision in accordance with Corporate Priorities and Medium Term Financial Strategy

ORGANISATIONAL RECOVERY ACTION PLAN
SERVICES – INTERNAL

Services - Internal
<p>Outcomes Required:</p> <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
<p>COVID-19 Impacts:</p> <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	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
Organisational	Identification of critical services and Business Continuity Plans put in place			Completed
Community	Setting up and support for the operation of the Community Hub	Head of Housing & Partnerships		Completed
Economic	Payment of Discretionary Grants	Head of Finance and Head of Economic Prosperity	Discretionary Grant scheme launched and applications being received.	High
Community	Setting up mechanism for Track and Trace / Local Outbreak Infection Control	Food Safety & Licensing Manager	New responsibility – working in partnership with Public Health Partners. Scheme now set up	Low

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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	Work in progress – schedule completed and services being restored	
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		
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	This links to work on Customers, Homeworking, Shaping Future Service Delivery and Employees	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 3 – Reshape				
LEADERSHIP TEAM	Put plans in place for delivery of key projects set out in the PDPs			
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	Issued 22 June 2020 – results being analysed Permission to spend report being prepared. 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	Work not yet started on this	
	Development of an Interim Asset and Energy Management Strategy <i>(from the Corporate PDP)</i>	Corporate Asset Manager		
Organisational and Financial	Service Reviews	Head of Governance & Corporate Services and Head of Finance		

OVERARCHING STRATEGY
SERVICES - EXTERNAL

Phase 1 Response (Short Term)

- Provision of support to services provided by contractors ie IHL/Leisure & Cultural Services and Biffa/Waste collection.
- Suspension of Leisure & Cultural Services

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore (Medium Term)

- Maintenance and consolidation of Essential Services
- Restoration of services provided by contractors ie IHL/Leisure & Cultural Services

Phase 3 – Reshape (Long Term)

- Review of impact of COVID-19 on longer term service provision

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	Priority RAG Rating High / Medium / Low
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		Completed
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 LA's, rejected tonnage restrictions and together following the re-opening of the HWRC's, the restriction proposals were withdrawn.	Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
	<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	Completed
Phase 2 - Restore				
LEADERSHIP TEAM	Ensure IHL has a Recovery Plan in place for re-opening of services: <ul style="list-style-type: none"> Golf Leisure Centres (CLC&RLC) Museum Theatre 5's Bradbury Lane Rugeley Swimming Pool -Tiling 	Head of Environment & Health Lifestyles	Re-opened 23 May 2020 Recovery plan to be considered by ROB Tests to be completed by the end of June 2020	Completed Completed
Phase 3 – Reshape				
Leadership Team	Extension and reshaping of Leisure Management contract	Head of Environment and Healthy Lifestyles	Impact on operation of services and financial New operating model to be determined	
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	
Leadership Team	To determine a Waste Management Strategy following outcome of Government consultation and Waste Strategy	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	Priority RAG Rating High / Medium / Low
Leadership Team	To commence procurement process for waste collection	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial	
Leadership Team	Reshape Housing contracts in line with impact COVID-19	Head of Housing & Partnerships		

OVERARCHING STRATEGY

CUSTOMERS

Phase 1 Response (Short Term)

- Initial Response – closure of reception and move to accessing services via phone and online
- Provision of information about service changes and how to access them made available on website

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore (Medium Term)

- Reintroduction of access to services in person – limited to appointments only initially

Phase 3 – Reshape (Long Term)

- Improve access to services on line
- Improve information about services on website

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?
Indicators: <ul style="list-style-type: none"> Stats for use of online forms, appointments and calls

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
	Closure of Reception and move to on-line and telephone service	Customer & Support Services Manager		Completed
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	Work in progress – sub group set up Screens in place in interview rooms. Awaiting screen for Main Reception desk. Looking at options for remote door opening	
	Review of operation of telephony system and processes	Customer & Support Services Manager and ICT		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 3 – Reshape				
	Review of Customer Engagement Strategy (from the Corporate PDP)	Customer & Support Services Manager		
	Procurement of Replacement CRM system (from the Corporate PDP)	Head of Governance & Corporate Services and Head of Technology	To be procured 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 – first meeting held 7 Sept.	
	Review and enhancement of website information	Policy & Communications Manager		

OVERARCHING STRATEGY

EMPLOYEES

Phase 1 Response (Short Term)

- Move to homeworking where possible
- Clinically vulnerable moved to homeworking or not working*
- NHS shielded moved to homeworking or not working*
- Regular communications and support from Managers, HR, Mental Health Champions

*supporting the work of the Community Hub wherever possible

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore (Medium Term)

- Maintenance of homeworking where possible
- Restoration of buildings – making buildings COVID secure to allow for:
 - return of employees not able to work fully productively from home;
 - return of clinically vulnerable employees to work subject to risk assessment.
- NHS shielded continue to work from home or not work/support community hub.

Phase 3 – Reshape (Long Term)

- Business case re: move to more permanent homeworking / remote working and review of Council work sites

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
Indicators: <ul style="list-style-type: none"> • Service productivity assessments • Staff absences

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
	The majority of employees were moved to homeworking	Leadership Team	At the outset of lockdown	Completed
	All employees who are shielding or clinically vulnerable were advised to stay at home and to work remotely if possible	Leadership Team		Completed
	Revised opening hours put in place for Civic Centre and Depot	Customer & Support Services Manager		Completed
	Additional day time cleaning put in place at the Civic Centre	Customer & Support Services Manager		Completed pre-lockdown
	Suspension of some T&Cs and HR processes eg flexi-time	Leadership Team		Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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.	
Organisational	Issue guidance to employees re new COVID secure arrangements	Chief Internal Auditor & Risk Manager		Completed 19 June 2020
Organisational	Phased return to normal building opening hours for the Civic Centre – for employees only (Caretaking & Cleaning Service)	Customer & Support Services Manager	Hours to be increased slightly wef 29 June Review planned for September	
Organisational	Issue guidance to managers on planning for and supporting the return of essential employees to the workplace	Chief Internal Auditor & Risk Manager		Completed 19 June 2020
Organisational	Assess any DSE/H&S issues arising from move to homeworking	Chief Internal Auditor & Risk Manager	Questionnaire Issued 22 June 2020. Results being analysed	
	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	Completed
	Review of support provided to and communication with employees	HR Manager		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 3 – Reshape				
	Employee Health & Wellbeing Strategy <i>(from the Corporate PDP)</i>	HR Manager		
	Work force Development <i>(from the Corporate PDP)</i>	HR Manager		

OVERARCHING STRATEGY
MEMBERS & DEMOCRACY

Phase 1 Response (Short Term)

- Initial Response – suspension of Council meetings
- Move to online Council meetings
- Process put in place for urgent decisions
- Regular updates for Members
- Regular communications with the Public via press releases, social media and website

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore (Medium Term)

- Restoration of Scrutiny Committee meetings to ensure accountability
- Restoration of other Committee meetings

Phase 3 – Reshape (Long Term)

- Establishment of Recovery Overview Board to oversee Recovery Process

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

Indicators:

- Numbers of Committee meetings held/cancelled
- Record of ICT incidents disrupting meetings

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
	Suspension of normal Council meetings	Managing Director		Completed
	Urgent decision making protocol put in place	Deputy Managing Director		Completed
	Weekly telephone calls with MD and all Group Leaders	Managing Director		Completed
	Use of Zoom for virtual meetings established to allow key Council meetings to take place (eg Planning Committee, Cabinet Meetings)	Democratic & Resilience Services Manager		Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 2 - Restore				
	Council Meetings - plan for return to normal meeting cycle	Democratic & Resilience Services Manager		Completed
	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	
Phase 3 – Reshape				
	To review role of virtual meetings in the longer term and implications re equipment, staffing of meetings etc	Democratic & Resilience Services Manager and Head of Technology		

OVERARCHING STRATEGY

GOVERNANCE

Phase 1 Response (Short Term)

- Team established to lead the response
- Involvement in National, Regional, County and multi-agency Covid-19 response groups

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restore (Medium Term)

- Monitor key service indicators
- Assess and manage impact of Covid -19
- Develop plan to support future lockdowns

Phase 3 – Reshape (Long Term)

- Internal Re-shaping of the Council as an organisation and the services it provides
- Transformation of services – greater use of technology, greater flexibility and innovation in service delivery
- Reduction/cessation of services to generate savings as part of financial recovery

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

Indicators:

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
LEADERSHIP TEAM	Team created to lead the response to the pandemic – initially meeting 3 times a week	Leadership Team +		Completed
LEADERSHIP TEAM	Participation in County wide, Regional and National meetings	Managing Director		Completed
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	Work in progress. Review of PDPs completed and reported to July Cabinet. Undertaken PESTLE and SWOT analysis Review of Corporate Priorities being undertaken by ROB	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
LEADERSHIP TEAM	Incident debrief, Lessons Learnt and Review of Incident Management Plans and BCP	CCU Liaison Officer	Planned for September	
LEADERSHIP TEAM	Develop plan to support local or national lockdowns, taking on board lessons learnt from the initial lockdown			
Phase 3 – Reshape				
	Management Restructure	Managing Director		

Dashboard of Performance Measures

Economy
Number of People 16-64 claiming out-of-work benefits
Number of People 18-24 claiming out-of-work benefits
Number of employments furloughed on the Coronavirus Job Retention Scheme
Number of claims made for the Self Employment Income Support Scheme
Number of Job Vacancies
Town Centre Vacancy Rates
% of Businesses subject to void rates
Businesses subject to commercial exemption from business rates (value)
Businesses subject to industrial exemption from business rates (value)
Businesses subject to exemption due to administration/insolvency
Business Rate Arrears
Community
Number of Council Tax Payers in Arrears
Value of Working Age LCTRS
Number of people receiving LCTRS
Number of Housing Tenants in Arrears
Number of Homelessness Applications
Number of Roughsleepers
Number of Households where Homelessness was Prevented due to Casework by CCC
Lifestyle Card Membership of Chase Leisure Centre and Rugeley Leisure Centre
Organisational
Staff absences related to COVID-19
Number of Incoming Calls Received
Number of Payments made by the Automated Telephone Service
Number of E-Payments Transactions
Number of Self-Service Transactions (E-Forms)
Number of services/activities not fully operational
Volume of backlogs per service and estimate recovery time
% of staff homeworking
Finance
Additional expenditure incurred on COVID-19
In Month Income shortfall arising from COVID-19
Business Rates Collection Rate
Council Tax Collection Rate