

Report of:	Head of Governance and Corporate Services
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Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 12/11/20

Cabinet
12 November 2020
Recovery Strategy Action Plans – Progress Report

1 Purpose of Report

- 1.1 To advise Members of progress on delivery of the Council's Recovery Strategy Action Plans. The initial process for recovery was agreed at Cabinet on 21 May 2020 followed by the more comprehensive recovery strategy approved on 15 October 2020.

2 Recommendation(s)

- 2.1 To note the current position on Recovery Action Plans and dashboard of performance measures as set out in the appendices to this report.

3 Key Issues and Reasons for Recommendations

Reasons for Recommendations





- 3.1 The Recovery Action Plans set out the Council's response and recovery to the pandemic. Delivery of these plans is essential for maintaining the delivery of critical services, restoring services and supporting the District with recovery from the impacts of lockdown and the pandemic. The overall position for each of the work streams is detailed in Section 5 below, indicating that 94% of the actions have been achieved or are in progress.

4 Relationship to Corporate Priorities





- 4.1 The Action Plans enable the progress on the recovery work streams to be managed and monitored. The work streams are broadly aligned to the Council's priorities but reflect the impact that the pandemic has had on them and the Strategic Objectives as set out in the Corporate Plan 2018-23.

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 the next five years.
- 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. 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. A report on the progress of these PDPs is included elsewhere on the agenda of this Cabinet.
- 5.3 In addition to the review of the PDPs for 2020/21, a Recovery Strategy was approved by Cabinet on 15 October 2020. The Recovery Strategy sets out four work streams and there is a high level action plan for each of these setting out the actions to support response to and recovery from the pandemic.
- 5.4 The Lead Officers for each of the work stream action plans have provided a progress update. A commentary is included in the Recovery Action Plans appended to this report and there is an indication of the progress position. At the end of September 2020 good progress has been made in the delivery of actions with 39% delivered and a further 55% are in progress. A summary of progress is set out in the table below:

Recovery Action Plan	Delivery of actions as at 30 September 2020				
					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	
Finance	9 (25%)	25 (69%)	2 (6%)	0	36
Economy	8 (28%)	21 (72%)	0	0	29
Community	11 (48%)	12 (52%)	0	0	23
Organisational	30 (49%)	24 (40%)	7 (11%)	0	61
TOTAL	58 (39%)	82 (55%)	9 (6%)	0	149

5.5 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:

Recovery Action Plan	Delivery of actions as at 30 September 2020				
					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 (91%)	3 (9%)	0	0	32
Phase 2 – Restoration	23 (43%)	29 (55%)	1 (2%)	0	53
Phase 3 – Reshaping	6 (9%)	50 (78%)	8 (13%)	0	64
TOTAL	58 (39%)	82 (55%)	9 (6%)	0	149

5.6 As indicated in the tables above, whilst we are still in the early stages of recovery much progress has been made in the initial response stage and in restoring services. However, progress over the next six months may be affected by the need to respond to the second wave of the pandemic. A balance will need to be maintained between response and recovery.

5.7 The recovery dashboard of performance measures (Appendix 5) has been updated with data to show the position in March 2020 (pre-pandemic) and at the end of June and September to show the impact that the pandemic is having on the District’s businesses and residents and key Council services.

6 Implications

6.1 Financial

While there are no direct financial implications arising from the report, the financial implications of the pandemic and the impact on projects and services has been 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 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The strategic risks relating to the delivery of projects and services have been considered as part of the Recovery Planning process and are set out in the Council's Strategic Risk Register.

6.8 Equality & Diversity

None.

6.9 Best Value

The Council's Corporate Plan 2018-2023 and the Recovery Action Planning will contribute to Best Value within the District.

7 Appendices to the Report

- Appendix 1: Financial Recovery Action Plan
- Appendix 2: Economic Recovery Action Plan
- Appendix 3: Community Recovery Action Plan
- Appendix 4: Organisational Recovery Action Plan
- Appendix 5: Recovery Dashboard of Performance Measures

Previous Consideration

None





Background Papers

Approach to Recovery Planning from the impact of Covid 19 Report to Cabinet 21 May 2020





Priority Delivery Plans outturn for 2019/20 and revisions for 2020/21 Report to Cabinet 16 July 2020







Covid-19 Recovery Strategy Report to Cabinet 15 October 2020








FINANCIAL RECOVERY ACTION PLAN








Delivery of actions - Cumulative					
					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	4	8	0	0	12
Reshape	4	17	2	0	23
TOTAL	9	25	2	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	
Finance	Liaise with VOA re Rateable Value of site	Head of Finance Sep 20	Discussions ongoing	
Operational	Determine Financial Impact arising from IHL Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance 31 July 2020	Varios scenarios determined reflecting ongoing impact of COVID19 through the remainder of the year.	


Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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 to be revisited re second wave	
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		
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	Progress indicator
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		
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	





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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	Work is ongoing reflecting nature of pandemic	
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	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	To seek clarification on the form if any of Housing Incentive Scheme to apply in 2021-22	Head of Finance/MD/ Leader	To be determined as part of Governments Comprehensive spending Review	
Finance	<p>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</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> <hr/> <p>Ongoing</p> <p>30 October</p>	Invitation to pool received and report to go to Staffordshire Chief executives in October – Revised deadline 23 October for submission	
Economic	Determine the impact of the redevelopment of Rugeley power station on Council tax /Business Rates etc.	<p>Head of Economic Prosperity</p> <p>Ongoing</p>	Ongoing	
Finance	To evaluate and respond to consultations on changes to Local Government Finance Regime	<p>Head of Finance</p> <p>Ongoing</p>	New regime postponed to 2022-23	
Finance	Determine impact of Government proposals for key funding regime changes for 2022/23	<p>Head of Finance</p> <p>Ongoing</p>	New regime postponed to 2022-23	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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	
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		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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		

THE ECONOMY - RECOVERY ACTION PLAN

Delivery of actions - Cumulative					
					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	2	0	0	0	2
Restore	5	6	0	0	11
Reshape	1	15	0	0	16
TOTAL	8	21	0	0	29

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	£20 million of funding now allocated to over 1,750 eligible businesses.	✓
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.	✓



Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 2 – Restore				
Town Centre and High Streets				
Economic	<p>Support the town centres to re-open and adapt to the Governments COVID-19 Secure guidance.</p> <ul style="list-style-type: none"> • Street market • Non essential • Hospitality 	Economic Development Manager	<p>Re-opened on 19th June</p> <p>Re-opened on 15th June</p> <p>Hospitality industry has mainly re-opened in line with Government guidance.</p>	
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	<p>Social distancing measures (posters / floor markings) in place in all town centres</p> <p>Measures kept under regular review.</p>	
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.	
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
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. Findings now being investigated further – decision on how to proceed by December 2020.</p>	<p>Improvements to street furniture being progressed. 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>	
Business Support				
Economic	<p>Identify opportunities for managed workspace / business hubs across the District</p> <p>(from Prosperity PDP)</p>	Economic Development Manager	Cannock Chase Enterprise Centre extension underway; Officers assessing other opportunities to develop new workspace.	
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.	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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>	
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.	<p>Economic Development Manager / Research & Information Officer</p> <p>Dashboard updated monthly</p>	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.	<p>Planning Policy Manager</p> <p>Completed by October 2020</p>	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	Progress indicator
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 March 2021	EDNA and data from Economic Dashboard will inform the refresh of the Strategy.	
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>By Qtr 4 2020/21.</p>	<p>Technical work is being procured to advise on design and engineering solution for full demolition of MSCP.</p>	
		<p>On-going</p> <p>Exchange/ completion during 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.</p>	
Economic	<p>Commission work to produce a Cannock Town Centre Masterplan (as part of Local Plan review)</p>	<p>Planning Policy Manager</p> <p>Likely to be commissioned during 2021.</p>	<p>Brief being drafted for consultants.</p>	

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	Progress indicator
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.	
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 Economic Development Manager Funding application expected to be approved and grant agreement issued by end of 2020.	Funding of £0.5m has been provisionally allocated by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project	

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>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>	
	<p>Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.</p>	<p>By December 2020</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					
					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	7	3	0	0	10
Restore	4	3	0	0	7
Reshape	0	6	0	0	6
TOTAL	11	12	0	0	23

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	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	✓
	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		●




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		
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 and Partnerships		


**COMMUNITY RECOVERY ACTION PLAN
ROUGH SLEEPERS AND THE HOMELESS**

Outcomes Required:
To secure sustained accommodation and specialist support for Rough Sleepers

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Rough Sleepers and the Homeless				
Phase 1 – Response				
	Provision of accomodation, food and support for homeless and rough sleepers	Strategic HousingManager	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)	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
	Engage with rough sleepers/homeless to secure alternative settled and sustainable accommodation	Strategic Housing Manager	<p>5 Rough Sleepers/homeless persons rehoused in to 4 units of settled furnished accommodation – Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing)</p> <p>3 rough sleepers/homeless 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	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.	
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	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
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	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		
	Campaign and activities to support people in maintaining, returning to or adopting active and healthy lifestyles	Inspiring Healthy Lifestyles	Dialogue is ongoing with IHL regarding the restoration of such activities.	
	Re-open play areas and toilets	Parks & Open Spaces Manager		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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.	
	To identify opportunities to support the Council’s aim to become net carbon neutral by 2030	ALL		

ORGANISATIONAL RECOVERY – ACTION PLAN




Delivery of actions – Cumulative					
					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	19	0	0	0	19
Restore	10	13	1	0	24
Reshape	1	12	6	0	19
TOTAL	30	25	7	0	62







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	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		✓
Economic	Payment of Discretionary Grants	Head of Finance and Head of Economic Prosperity	Discretionary Grant scheme launched and applications being received.	✓
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	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	Plans are in place and backlogs are starting to be cleared	
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 and continues to be monitored. Tackling barriers (lack of suitable equipment) and plans being prepared for face to face interviews by appointment	

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	Issued 22 June 2020 – results being analysed	
		Head of Technology	Permission to spend report being prepared.	
		Corporate Assets Manager	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	
	Development of an Interim Asset and Energy Management Strategy (from the Corporate PDP)	Corporate Asset Manager	Not commenced work yet due to capacity issues - Officers to determine timetable and scope for Strategy during Q3.	
Organisational and Financial	Service Reviews and Environmental Services Business Case (from the Corporate PDP)	Head of Governance & Corporate Services and Head of Finance	Service reviews have been rescheduled and work will now commence in 2021/22 as part of the Financial Plan process	





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 LA’s, 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	✓

Phase 2 – Restore				
Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
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 • Theatre • 5's Bradbury Lane • Rugeley Swimming Pool -Tiling 	Head of Environment & Health Lifestyles	<p>Re-opened 23 May 2020</p> <p>Recovery plan to be considered by ROB</p> <p>CLC re-opened 25 July and swimming pool 1 August, RLC - 1 August</p> <p>Re-opened 27 August</p> <p>Work is in progress to re-open the Theatre in November subject to Government Guidance and no further lockdowns or restrictions</p> <p>Re-opens July</p> <p>Tests have been completed by the end of June 2020 and tenders issued for remedial works</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>●</p> <p>✓</p> <p>●</p>




Phase 3 – Reshape				
Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
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 Interim Strategy to Cabinet – 15 th October	
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	Monitor Outcomes from Waste Strategy consultations Impact on operation of services and financial Interim Strategy to Cabinet – 15 th October	
Leadership Team	To commence procurement process for waste collection	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Develop Plans and options: re Waste contracts – Plans developed with options and soft market testing exercise undertaken in respect of recycling contract with other Staffordshire LA's Report to Cabinet Waste Contract Options – Cabinet report on track for submission in Q3. Impact on operation of services and financial	





Leadership Team	Reshape Housing contracts in line with impact COVID-19	Head of Housing & Partnerships	<p>A timetable has been developed to complete procurement of an array. of contracts during period Q3-2020/21 to Q4 2021-22. Key contracts to complete by Q4 20/21 include:</p> <ul style="list-style-type: none">• External Envelope (Contract start January 2021)• Communal Block Fire Risk Assessments (Contract Start – December 2020);• Refurbishing/Replacement of Sheltered Scheme Lifts (Contract Start – March 2021)	
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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	Work in progress – sub group set up Screens in place in interview rooms and the Main Reception desk. Remote door opening buttons are now in place. Risk assessment being finalised.	
	Review of operation of telephony system and processes	Customer & Support Services Manager and ICT	Work has not yet started on this	








Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Review of Customer Engagement Strategy (from the Corporate PDP)	Customer & Support Services Manager	Work has not yet started on this	
	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	Working group set up to look at this	



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		✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
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		
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		
Organisational	Assess any DSE/H&S issues arising from move to homeworking	Chief Internal Auditor & Risk Manager	Managers have been contacted and general issues addressed. Issues re staff with specialist equipment in the office being addressed.	
	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	Work in progress following survey of employees and more recently of managers. This information will be used to inform the support tools offered to 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	Content will need to reflect potential longer terms changes in the working environment	
	Work force Development (from the Corporate PDP)	HR Manager	Content will need to reflect potential longer term change in the working environment	

ORGANISATIONAL RECOVERY ACTION PLAN

MEMBERS & DEMOCRACY

Members and Democracy
<p>Outcomes Required: Transparency and accountability for actions and decisions</p>
<p>COVID-19 Impacts: Council meetings now have to be held virtually – this has:</p> <ul style="list-style-type: none"> • 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		✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
	Council Meetings - plan for return to normal meeting cycle	Democratic & Resilience 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	
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	Joint working group set up with SBC	

ORGANISATIONAL RECOVERY ACTION PLAN

ORGANISATIONAL

Organisational
Outcomes Required: <ul style="list-style-type: none"> • Co-ordinated response to the pandemic • Resilience of critical services
COVID-19 Impacts: <ul style="list-style-type: none"> • 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 +		✓
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	Work in progress. Review of PDPs completed and reported to July Cabinet. Undertaken PESTLE and SWOT analysis Review of Corporate Priorities undertaken by ROB	●
LEADERSHIP TEAM	Incident debrief, Lessons Learnt and Review of Incident Management Plans and BCP	CCU Liaison Officer	Completed 28 September	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
LEADERSHIP TEAM	Develop plan to support local or national lockdowns, taking on board lessons learnt from the initial lockdown	Leadership Team	Meeting held 30 September. Further session to be arranged	●
Phase 3 – Reshape				
	Management Restructure	Managing Director	Consultation has commenced with Leadership Team	●

Recovery Dashboard of Performance Measures

Finance	March 2020	June 2020	September 2020
Additional expenditure incurred on Covid-19		£0.420m	£0.121m
In Month income shortfall arising from Covid-19		£0.285m	£0.350m
Business Rates Collection Rate	98.2%	20.4%	49.6%
Council Tax Collection Rate	97.6%	27.1%	54.5%

Economy	March 2020	June 2020	September 2020
Number of People 16-64 claiming out-of-work benefits	2.6%	5.7%	5.8%
Number of People 18-24 claiming out-of-work benefits	5.0%	10.7%	10.8%
Number of employments furloughed on the Coronavirus Job Retention Scheme	Scheme announced 20 th March 2020	16,700	17,600 July 2020 latest figures
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)
Number of Job Vacancies (Unique postings)	2,184 (Feb 2020)	1,491	1,978
Town Centre Vacancy Rates	Jan 2020		Sept 2020
• Cannock	16.4%		20.3%
• Hednesford	6.5%		8.6%
• Rugeley	2.4%		6.3%
% 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
Businesses subject to industrial exemption from business rates (value)	£987,000	£324,000	£555,000
Businesses subject to exemption due to administration/insolvency	£97,000	£165,000	£221,000
Business Rate Arrears		£649,685	£1,151,639

Community	March 2020	June 2020	September 2020
Number of Council Tax Payers in Arrears			4,970
Value of Working Age LCTRS	£2.63 mil	£2.9m	£3.3m (£3.9inc. TopUps)
Number of people receiving LCTRS			3,863
Number of Housing Tenants in Arrears (current tenants)	1066	996	980
Number of Homelessness Applications	84	44	47
Number of Rough sleepers in temporary accommodation	4	15	7
Number of Households where Homelessness was Prevented due to casework by CCDC	81	69	90
Lifestyle Card Membership (DD) of Chase Leisure Centre and Rugeley Leisure Centre	6,546		5,420

Organisational	March 2020	June 2020	September 2020
Staff absences related to Covid-19	14	22	5
Number of Incoming Calls Received	23,067	20,563	25,342
Number of Payments made by the Automated Telephone Service	23,011 (19-20) Q1 6,346	6,383	6,331
Number of E-Payments Transactions	27,435 (19-20) Q1 7,233	7,122	7,278
Number of Self-Service Transactions (E-Forms)	389	587	710
% of staff homeworking	75%	75%	75%