





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

**PROJECTS – Summary of Performance**

**Delivery of Projects for Q3**

				N/A	<b>Total Number of Projects</b>
Action completed	Project on Target	Work in progress but project slightly behind schedule <3 months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
<b>4</b> <b>(10%)</b>	<b>19</b> <b>(49%)</b>	<b>12</b> <b>(31%)</b>	<b>3</b> <b>(8%)</b>	<b>1</b> <b>(2%)</b>	<b>39</b>

**Summary of Successes as at Quarter 3**

- The Council was successful with its £20m bid for Cannock town centre to the Levelling Up Fund.
- Delivery of Apprenticeship initiative (in partnership with Staffordshire County Council) - full delivery of targets and spend.
- Federation of Small Businesses membership initiative - all free memberships allocated to local small businesses.
- Engineering Academy - good growth in engineering and apprenticeship enrolments.

**Summary of Slippage as at Quarter 3**



- Cannock Masterplan - not progressed as no budget secured for this work and officer resources have been diverted to support the delivery of the Levelling Up Fund project for Cannock town centre.
- Local Plan Review - slippage of timetable and delay to next stage of the Local Plan process i.e. Pre-submission / Regulation 19 consultation.
- Continued delay with disposal of Avon Road car park site
- Slower than anticipated take up for courses offered at the new Digital Skills Academy.
- Housing Stock Condition Survey - Access agreement with Stoke City Council Framework in place; Call off contract T&C amendments 99% complete; Finalisation of specification nearing completion due end of w/c 7/2/22. 3 out of 6 suppliers have expressed interest.

## 1.1 Supporting jobs, enterprise, and skills


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands</b>							
Review and refresh of Economic Prosperity Strategy.	Production and consultation.			✓		Workshops held with officers and Members during November 2021 to review the vision, themes and priorities. Feedback report has been produced and will be presented to Cabinet for consideration during Q4.	✓
	Present to Cabinet for approval.				✓		
Promotional leaflet production to coincide with opening of Designer Outlet.	Production and launch of leaflet.	✓				Leaflet now in circulation and PR launch carried out.	★
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	Develop and implement marketing plan and identify resources.				✓	Meeting planned for Jan/Feb 2022 to progress this piece of work. Discussions also taking place with county wide Destination Management Partnership to maximise opportunities for linked trips.	✓
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> <li>• Business case development / design</li> <li>• Submit bids for funding</li> </ul>	Work with partners to commission next stage of design and engineering work.	✓				Network Rail have been commissioned to undertake further design and feasibility work for preferred option.	▲
	Report to Cabinet presenting outcome of design work, including updated cost plan and funding strategy.				✓	Inception meeting has taken place and programme has been agreed between CCDC/partners and Network Rail.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.1.2. Supporting local businesses</b>							
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	Support to businesses to enable them to comply with Covid regulations and guidance in line with timescales set out in Government roadmap.		✓			Covid support team has been disbanded following ending of Covid restrictions on 19 <sup>th</sup> July 2021. On-going support for local businesses is being provided by Economic Development, Food Safety and Licensing teams as part of 'business as usual' activity.	★
Full allocation of Government funded Covid business support programmes i.e. Local Restrictions Support Grant, Additional Restrictions Grant (ARG) focusing on businesses affected by the pandemic and lockdown restrictions	Aim for full allocation of ARG by 30 <sup>th</sup> July as per MHCLG guidance.		✓			Full spend achieved. Additional top up monies awarded to Council. New ARG Policy went live in October 2021 and further top up to be made to support businesses affected by Omicron variant. Top up ARG monies will be targeted on hospitality and leisure businesses. ARG monies need to be fully spent by 31 <sup>st</sup> March 2022.	✓
	Payment of Re-start grants.	✓					
	Delivery of Apprenticeship and Training initiatives in partnership with Staffordshire County Council.					✓	Apprenticeship targets and spend achieved already – nil cost training grant funding still available. Council has until March 2022 to spend full amount. Defrayal spend targets projected to be met by 31/3/2022 - project will be successfully delivered on time and within budget

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up.	Promote available support to eligible local residents.				✓	Marketing of initiatives on-going. ERDF Project extension request made by Solihull MBC has been approved - project will continue to operate across District up to 31 <sup>st</sup> March 2023	✓
Expand Federation of Small Business Membership in District to help survival rates of businesses.	Promote initiative and secure new Members take up.		✓			All 27 Memberships now allocated - project completed on time & in budget	★
<b>1.1.3. Support for newly unemployed residents</b>							
Working in partnership with LEAs, DWP, Staffordshire County Council to proactively respond to redundancy announcements	Monitor through Countywide redundancy task group numbers of reported redundancies and HR1 forms from Cannock Chase employers.	✓	✓	✓	✓	Unemployment figures are regularly monitored. Maintaining a watching brief given Covid/Omicron evolving situation - no major impact to date.	✓
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	Post furlough ending consider whether additional provision is needed to help address growing unemployment levels.			✓		Additional short-term DWP facility established in Cannock town centre to support Universal Credit claimants. Not seeing any major detrimental impact to date on unemployment rates.	✓
<b>1.1.4. Increasing skills levels and access to employment opportunities</b>							
Work with Cannock College to deliver skills and apprenticeships opportunities to local residents	Assist with delivery of apprenticeships linked to engineering academy and recruitment of local employers.	✓	✓	✓	✓	Year on Year comparison of enrolment figures carried out - demonstrates good growth in engineering apprenticeship figures and very positive upwards trajectory.	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Aide the roll out of a new digital skills hub in Cannock and promote the local offer to local employers.	✓	✓	✓	✓	Take up is slower than predicted - College have employed new digital academy lead - broadening out the range of courses provided - may take time to embed and for numbers to grow.	
<b>1.1.5. Ensure sufficient supply of employment land and workspace for small businesses</b>							
Explore feasibility of encouraging more managed workspace in the District	Work with key partners to identify potential locations for future sites.				✓	Levelling Up Fund £20m award will enable development of provision of managed workspace in Cannock Town Centre to be taken forward. Looking at other potential sites and this is being factored into piece of work to develop future pipeline of projects.	

## 1.2 Reshaping our town centres

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.2.1. Identify external funding / investment opportunities</b>							
Identify external funding opportunities	Submit a business case for the Levelling Up Fund for Cannock Town Centre	✓				Funding award announced and full £20m ask has been allocated to the project. Inception meeting scheduled for Jan 2022	
	Fully commit and spend the Council's Welcome Back Fund to support re-opening of town centres				✓	All areas advised of cut-off date for approving spend items as 31/12/2021 Any underspend will be re-allocated to ensure full spend target by 31/3/2022 is met.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	Develop an investment plan to include pipeline of projects			✓	✓	Project proformas issued to all officers for submission back by 19 <sup>th</sup> November - workshops scheduled in Jan 2022 to collate and prioritise projects into the District Investment Plan.	✓
<b>1.2.2. Regeneration / reshaping of Cannock Town Centre</b>							
Cannock Town Centre Prospectus	Engagement with private sector with the aim of securing investment for identified Cannock Prospectus sites	✓	✓	✓	✓	Ongoing discussions with local developers. Current focus is on Church Street / MSCP site and Avon Road disposal.	✓
Land disposal at Avon Road	Agree Heads of Terms for disposal	✓				Issue with establishing a secondary access – may affect delivery of overall scheme. Discussions ongoing with purchaser as looking to remodel within development proposed on site (with slight increase in proposed site area) - would protect current access arrangements - awaiting proposal from purchaser, likely to be received Jan 2022. This issue is outside of the Council's control and a solution needs to be found by the prospective purchaser.	✗
	Planning application to be submitted by purchaser		✓			See above comment.	
Business case for demolition of MSCP and Indoor Market site to Cabinet	Report to Cabinet setting out business case for demolition including options appraisal		✓			Given the announcement of the Levelling Up Funding (LUF) award £20m a detailed Cabinet Report is anticipated to be brought forward in February 2022.	▲

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						<p>Report from demolition consultant outlining the feasibility of demolition was received and completed on time and in budget. This will be included as part of the LUF Cabinet report.</p> <p>Further scenario work has now been commissioned to understand in greater detail what cost, programme and delivery issues there would be taking into account third party land ownership issues.</p>	
Develop a Cannock Masterplan	Procure consultants to undertake masterplan production					<p>There is no funding available at present time to support production of masterplan – alternative sources of funding need to be identified. Given Levelling Up Fund allocation for Cannock town centre it has been necessary to divert officer resources and capacity to support delivery of this project and as such work on Cannock Masterplan will not be progressed as an immediate priority but will likely be featured in the District Investment Plan as a potential future priority project and a budget allocation will be needed to take forward this work if agreed with members.</p>	
	Prepare specification / undertake procurement			✓			
	Award contract				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.2.3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station</b>							
Identify options for the Rugeley Market Hall and adjoining land	Undertake an options assessment				✓	There are very limited options at this stage aside from continuing to promote vacant stalls to prospective traders.	✓
Identify options for addressing vacant units in Rugeley Town Centres	Undertake a Baseline assessment of vacant units including engagement with private landlords and partners				✓	Vacant units in town centres continue to be monitored, however there is insufficient officer capacity to pro-actively engage with landlords and partners as resources have been diverted to concentrate on delivery of Levelling Up Fund project for Cannock town centre.	▲
<b>1.2.4. Review the Council's car parking strategy</b>							
Undertake parking review across the District	Undertake pilot car parking initiative in Cannock & Rugeley Town Centres	✓	✓	✓		Pilot was completed on time and in budget	▲
	Report to Cabinet setting out outcome of Pilot and options for future			✓		Cabinet approved an extension to the Pilot to cover Christmas period and this will end 31 <sup>st</sup> January 2022.	
	Review of car parking across District - Procure consultants - Undertake review			✓	✓	Scope for consultants has been developed and cost estimate obtained from potential supplier. However, there is no budgetary provision for this work to be commissioned. Paper to be considered by Leadership Team in early 2022	







### 1.3 Increasing affordable housing

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.3.1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent</b>							
Hawks Green – complete development	Completion of handover of Council Houses			✓		Handover of Council homes commenced in Q1.  Final tranche of handovers slipped to Q4 (February) due to slight delay in completion of groundworks and finishing works.	✓
	Completion of Hawks Green Development by 31 March 2022				✓	Scheme in progress and slight slippage in final Council handover is not expected to impact on target deadline to complete whole development by 31 March 2022.	
Aelfgar Development Scheme	Completion of land sale		✓			Land sale completed in Q2.	▲
	Seek outline planning permission		✓			Outline planning permission issued Q2.	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Revised procurement timetable and start on site date to be agreed.	
	Start on site				✓		
Chadsmoor development	Submission of Cabinet report for scheme approval		✓			Pre-planning consultation completed Q2 and report prepared and considered at August Cabinet briefing. Scheme approval report to be submitted following planning approval.	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Planning application submission			✓		Planning application submission work is in progress. Delay to submission due to complexity of site constraints.	
<b>1.3.2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions</b>							
Emerging Local Plan will update affordable housing contributions with new viability evidence	Viability Study to be available Summer 2021 that will inform affordable housing requirements in Reg 19 Local Plan.			✓		Viability Study has taken longer to complete. In final stages of preparation and expected February 2022.	
Undertake revision of affordable housing policies in line with Local Plan timetable	To be undertaken on receipt of viability study and incorporated into policies in Reg 19 version of Local Plan.			✓		See above.	
<b>1.3.3. Work with partners / Affordable Housing Registered Providers</b>							
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	Arrange first meeting since pandemic, to be held virtually.	✓				An operational meeting has taken place to discuss on-going issues.	



## 1.4 Well designed communities


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.4.1 Adoption of a new Local Plan for the District by the end of 2023</b>							
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	New LDS adopted April 2021 which sets out timetable for Local Plan Review and adoption before end 2023.	✓				<ul style="list-style-type: none"> <li>▪ LDS adopted April 2021.</li> <li>▪ Preferred Option consultation completed April 30<sup>th</sup> 2021</li> </ul>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Regulation 19 Local Plan – Winter 2021/22 Consultation			✓	✓	Local Plan timetable under review. Viability and Open Space evidence has been delayed with impact on timetable going forward.  LDS will need to be revised.	
<b>1.4.2 Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments</b>							
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	Preferred Option introduces Greener Futures Policy. Consultation responses and Viability Study will be considered in potential revisions to the policy.	✓				Further policy refinement to take place once Viability Assessment has been provided and consultations responses have been compiled and considered	
<b>1.4.3 Support our towns and parishes to plan their neighbourhoods</b>							
Progress current and future Neighbourhood Plans within the district.	Continue to work with Parish Councils and Neighbourhood Planning Groups to progress Neighbourhood Plans.				✓	Limited engagement to date - Norton Canes and Cannock Wood NP's progressing. Further liaison will take place at next stage of the Local Plan.	
<b>1.4.4 Ensure our local communities secure benefits from new developments and investment in local infrastructure</b>							
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	Regulation 19 Draft Local Plan scheduled Winter 2021, however timetable is under review.			✓		Local Plan Review prioritises sustainable development and provision of required infrastructure. Delays to evidence and further work required - timetable under review.	

## 1.5 Clean and green recovery




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.5.1 Support our clean growth ambition by encouraging green jobs and investment</b>							
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	Investigate potential opportunities to attract new businesses or grow existing businesses to create new jobs				✓	Discussions have taken place with Make it in Stoke and Staffordshire to promote available sites to 'green businesses'. Officers are promoting existing initiatives to support businesses to be improve their carbon efficiency.	✓
<b>1.5.2 Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions</b>							
Work with Engie to progress plans for the site.	Completion of demolition of site	✓	✓			As of December 2021; 85% of the site is cleared. Remediation work is progressing.	✓
	Planning application for Riverside Park and spine road				✓	Planning application for Riverside Park received in July 2021 and currently being processed.	
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings.	Disseminate findings of project and work with Engie to identify implementation options				✓	Senior officers represent the Council on the Zero Carbon Rugeley Advisory Board. The project has received a further 12 months of funding to extend it to March 2023.	✓



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>1.5.3 Work towards developing zero carbon homes (Passivhaus standard) on Council housing developments</b>							
Aelfgar Development Scheme – undertake a design and build procurement based on Passivhaus principles	Outline planning permission granted		✓			Land sale completed in Q2. Outline planning permission granted Q2.	
	Completion of land sale		✓			Completed	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Revised procurement timetable and start on site date to be agreed.	
	Start on site				✓		
<b>1.5.4 Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation</b>							
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5 year cyclical programme to establish and monitor 100% of stock	Develop Asset Management system to record and report on asset data	✓				Asset Management system built, go live occurred in August.	
	Completion of procurement exercise and selection of service provider		✓			Procurement team workload and internal resource delaying work. Internal Capacity still an issue. Challenge to recruit to vacant technical posts impacting managers workload, operational work falling on Managers.	
	Completion of Surveys			✓		Delayed due to knock on effect of procurement delay.	
	Annual update of 30yr business plan					Action for next financial year	





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Development of strategy to deliver carbon neutral housing stock and development of retro fit work programme	Procurement of Housing Climate Change Action Plan		✓			This work has been added to the wider piece of work to develop a costed action plan for delivering the Council's targets re carbon neutrality. A provider has been appointed	
	Production of the Housing Climate Change Action Plan			✓		Costed Action plan now due in quarter 4 due to delays with the consultants	
	Produce Housing Asset Management Plan				✓	Above delay will likely delay the production of the Asset management Plan to 2022-23	
	Develop work programme to incorporate Climate Change Actions	2022-23					
	Participate in a joint bid to pilot retrofit of properties to gain an understanding of new technologies and measures required for CCDC stock						
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	Completion of procurement exercise and selection of service provider			✓		This element of work is incorporated within the procurement of the stock condition surveys	N/A
	Record EPC's in Asset Management system annually for reporting purposes				✓		

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

**DIRECTION OF TRAVEL INDICATORS**

<b>Improved situation</b>	<b>Situation worsened</b>	<b>No change</b>
		
2	3	1





Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 1.1 - Supporting jobs, enterprise and skills</b>								
Unemployment rate	Q		Aim to keep below WM rate					
• Cannock Chase		5.4%		5%	4.2%	3.6%		
• West Midlands		7.4%		7%	6.1%	5.5%		
Youth unemployment	Q		Aim to reduce gap to reach WM average					
• Cannock Chase		11.2%		10.7%	7.2%	6.0%		
• West Midlands		10.3%		9.6%	7.8%	6.5%		
NVQ 3 attainment rates	A	46.9% Jan 2020- Dec 2020	To increase levels year on year					
NVQ 4 attainment rates	A	28.3% Jan 2020- Dec 2020	To increase levels year on year					


Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
<b>Objective 1.2 - Reshaping our town centres</b>								
Town Centre vacancy rates: (measured as % of total units)	Q		Keep vacancy rate under 10%					
Cannock		25.8%		26.6%	21.1%	21.1%		
Hednesford		4.3%		4.3%	3.2%	5.4%		
Rugeley		5.6%		5.6%	4.8%	6.3%		
Combined		n/a		13%	10.4%	11.5%		
<b>Objective 1.3 - Increasing affordable housing</b>								
Number of Affordable Housing units delivered per annum	A	60	231					
<b>Objective 1.4 Well-designed communities</b>								
Housing completions	A	New indicator	*					
Employment land developed	A	New indicator	*					
Neighbourhood Plans adopted	A	New indicator	*					





## PERFORMANCE MEASURES

## Summary of Performance as at Q3

			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 1.1 - Supporting jobs, enterprise and skills</b>								
Number of businesses supported	<b>A</b>	60 for each LEP	n/a					
Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College	<b>A</b>	New indicator for 21-22	*					
<b>Objective 1.2 - Reshaping our town centres</b>								
Number of residential units consented / completed in Town Centre	<b>A</b>	New indicator for 21-22	*					
Commercial and non-retail floorspace consented / completed	<b>A</b>	New indicator for 21-22	*					
<b>Objective 1.3 - Increasing affordable housing</b>								
Number of Council homes delivered	<b>Q</b>	0	22	4	8	4		

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 1.4 - Well-designed communities</b>								
Amount of CIL funds secured	Q	£461k	N/a	£37k	£90k	£67.8k		n/a
Amount of S106 funds secured	Q	£191k	N/a	£621k	£0	£386,480		n/a
Major Planning Applications determined within time	Q	100%	> 60% within 13 weeks	50%	100% within 13 weeks	100%		
Number of Major Planning Applications	Q	n/a	n/a	2	3	2		n/a
Non-major Planning Applications determined within time	Q	75%	> 70% within 8 weeks	62%	75%	72%		
Number of Non-Major Planning applications	Q	n/a	n/a	98	88	89		n/a
Number of Planning Applications	Q	n/a	n/a	107	114	77		n/a
Number of Enforcement Cases	Q	n/a	n/a	56	52 (new cases)	33		n/a