

**Cannock Chase District Council**

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

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

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## 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:

- (i) Response
- (ii) Restore
- (iii) 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

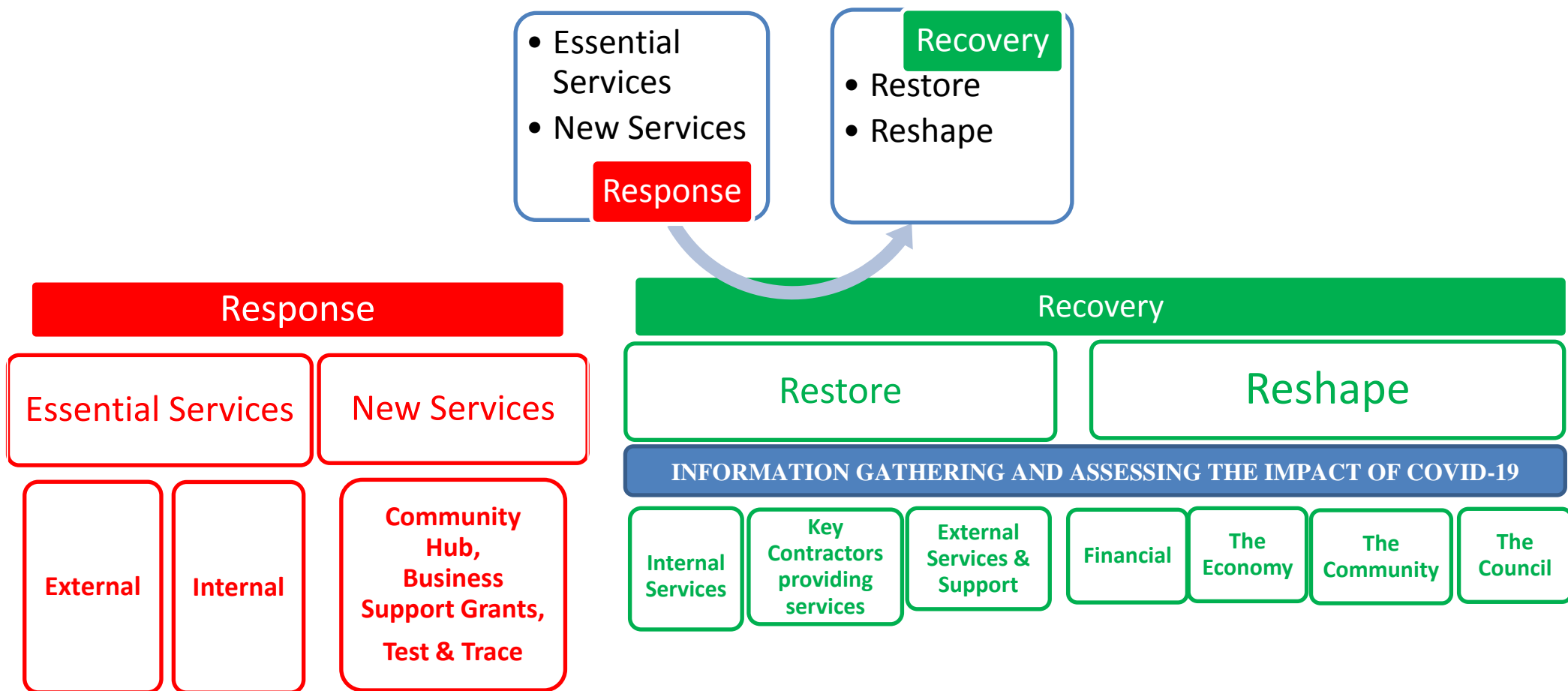
Key decisions are referred to Cabinet and/or Council for approval in accordance with the requirements of the Constitution.

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. 7.

## 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
<b>Phase 1 – Response</b>				
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.	<b>Completed</b>
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.	<b>Completed</b>

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
<b>Phase 2 – Restore</b>				
<b>Town Centre and High Streets</b>				
Economic	Support the town centres to re-open and adapt to the Governments COVID-19 Secure guidance. <ul style="list-style-type: none"> <li>• Street market</li> <li>• Non essential</li> <li>• Hospitality</li> </ul>	Economic Development Manager	Re-opened on 19 <sup>th</sup> June Re-opened on 15 <sup>th</sup> 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
<b>Business Support</b>				
Economic	Promote and signpost local businesses to appropriate support based on their needs.	Economic Development Manager	Economic Development Team signposting as necessary	
<b>Media and Communications</b>				
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 <sup>nd</sup> 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
<b>Phase 3 – Reshape</b>				
<b>Economic Prosperity Strategy</b>				
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
<b>Town Centre and High Streets</b>				
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"> <li>• Undertake technical analysis regarding full demolition of MSCP and Indoor Market and present business case to Cabinet.</li> <li>• Assess development proposals arising from Prospectus.</li> <li>• Disposal of land at Avon Road.</li> </ul>	<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
<b>Major projects / investments</b>				
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"> <li>• Totem signage</li> <li>• Re-surfacing car park</li> <li>• Cycle storage</li> <li>• Murals on platforms and walkways</li> </ul>	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. <i>(from Prosperity PDP)</i>	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 <sup>nd</sup> 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
<b>Employment and skills</b>				
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 &amp; 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.	
<b>Environment</b>				
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.	



**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	Priority RAG Rating High / Medium / Low
<b>Rough Sleepers and the Homeless</b>				
<b>Phase 1 – Response</b>				
	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)	Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
			<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	<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>	
<b>Phase 2 – Restore</b>				
	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
<b>Phase 3 – Reshape</b>				
	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)	