

Please ask for: Joanna Hunt
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9 November, 2020

Dear Councillor,

**WELLBEING SCRUTINY COMMITTEE
4:00 PM., TUESDAY 17 NOVEMBER, 2020
TO BE HELD VIA REMOTE ACCESS**

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



**T. McGovern,
Managing Director**

To: Councillors:

Freeman, Miss. M.A. (Chairman)
Jones, Mrs. V. (Vice-Chairman)

Bennett, C.	Smith, C.D.
Buttery, M.S.	Stretton, Mrs. P.Z.
Crabtree, S.K.	Sutton, Mrs. H.M.
Dudson, A.	Todd, Mrs. D.M.
Muckley, A.M.	Witton, P.T.

Independent Co-optee:

- Simmy Akhtar, Healthwatch Staffordshire

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the Health and Social Care Act 2001:

- County Councillor P.M. Hewitt

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AGENDA

PART 1

1. Apologies

2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

(i) To declare any personal, pecuniary or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

(ii) To receive any Party Whip declarations.

3. Minutes

To approve the Minutes of the meeting held on 3 March, 2020 (enclosed).

4. Healthwatch, Staffordshire

To receive an update from Healthwatch, Staffordshire on current activities (no update received).

5. Update – Staffordshire County Council’s Healthy Staffordshire Select Committee

Please refer to Staffordshire County Council’s website for details of all Healthy Staffordshire Select Committee meetings recently held:

<http://moderngov.staffordshire.gov.uk/ieListMeetings.aspx?CId=871&Year=0>

6. Health and Culture Priority Delivery Plan Performance Update – Q1 and Q2 2020/21

To receive the latest performance information (Item 6.1 – 6.4).

7. Covid-19 Recovery Strategy

A copy of the Council’s Covid-19 Recovery Strategy, as approved by Cabinet on 15 October 2020 is attached, along with the relevant recovery action plans for the Committee’s consideration (Item 7.1 – 7.13).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
WELLBEING SCRUTINY COMMITTEE
TUESDAY 3 MARCH, 2020 AT 4.00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Councillors:

Freeman, Miss. M.A. (Chairman)
Jones, Mrs. V. (Chairman)

Buttery, M.S.	Newbury, J.A.A.
Cartwright, Mrs. S.M.	Smith, C.D.
Crabtree, S.K.	Stretton, Mrs. P.Z.
Davis, Mrs. M.A.	Sutton, Mrs. H.M.
Dunnett, Ms. A.J.	Todd, Mrs. D.M.
Layton, Mrs. A.	

19. Apologies

An apology for absence was received from Independent Co-opted Member Simmy Akhtar, Healthwatch.

20. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests in additions to those already confirmed by Members in the Register of Members Interests were made.

21. Minutes

RESOLVED:

That the Minutes of the meeting held on 5 November, 2019 be approved as a correct record.

22. Notes

The Notes of the Wellbeing Scrutiny Committee – Task and Finish Group held on 29 October and 19 November, 2019 were received for information.

23. Update – Healthwatch Staffordshire

It was reported that Healthwatch would be re-visiting their work programme and future priorities, therefore an up to date report would be provided for the next meeting.

24. Update – Staffordshire County Council’s Healthy Staffordshire Select Committee

The Chairman invited her substitute Councillor Mrs. V. Jones to provide an update to Members of the Committee. She provided a written summary from the meeting held on 3 February, 2020:

“Autism Implementation Plan 2020 – 2030 part of the “The Whole Life Disability Strategy” covers adults and children

- Legal requirement to have a Strategy on Autism
- Staffordshire has more children with Autism than comparator authorities. 2000 known to the service, 1377 children – Education and Health Needs Plan. Not all in receipt of social figures – however the figures were slightly confusing
- Aim – increase resilience of individuals and communities prevention, avoid, reduce and delay dependency on health and social services
- Bring together all the organisations – Council, NHS Trusts, Police, DWP and Housing Education that commission and provide care for autism
- Survey and engagement events on how well Council and CCGs are performing against 15 national standards. Two main findings were:
 - assessment and diagnostic services now available
 - understanding and signposting of Autism across the NHS
- Monitored by an Autism Joint Implementation Group including users

“All together for Carers” Strategy endorsed last Autumn - feedback on Future model for Carers Service

- 148000 adult and 1950 carers in Staffordshire – admission to residential care £0.5million per year
- Full stakeholder involvement – findings
 - engagement process main findings on how to obtain advice, support and group support
 - young carers – where to find support and being able to have a break from caring and meeting people in a similar situation
- Increase resilience of individuals and communities prevention – avoid and reduce delay and dependency on health and social services
- Key features of the future model are a contact point – carers well being partnership, further assessment and support planning with referral routes
- Commitment to review current services
- Lengthy and full evaluation of 3 commissioning options
- A contact point provided directly by the Council, with the Carers Well Being Partnership commissioned externally and assessment and support planning directly provided by the Council and MPFT
- This went forward to the Cabinet meeting which was scheduled for 19 February, 2020

CCGs Update report for Staffordshire CCGs AO

- The Chairman of the Select Committee forwarded a letter seeking assurance of the strategic commissioning position after 5 out of 6 CCGs voted against the merger. The GPs felt that they had not been consulted and PCB workshops would continue throughout next year
- Prime Provider model – The North CCGs have indicated that they want to become a strategic commissioner with an integrated care system ICS. This would include the North, South East and South West by April, 2021
- Acknowledged local sensitivities in commissioning decisions where appropriate
- Described the governance structure
- Encouraged providers to form ICPs

The Member also referred to the consultation which showed an alignment between the North and South over a service the CCG would want to decommission, and she had asked the Chairman if the clinical assessment by the CPAG for the services concerned could be provided.

Work Programme

- The issue of delayed discharges from hospital. Staffordshire was worse than other authorities
- Half of the acute provision was outside of the County
- Geriatrician based in Keele University was leading on this work
- Action was being undertaken to examine and ask providers to submit evidence on delayed discharges

Next Meeting – 17 March, 2020

- Virgin Care contract
- Modernising social care

Members thanked the Councillor for the summary report.

25. Cannock Chase Council Housing Assistance Policy – Final Report from the Housing Assistance Policy Task & Finish Working Group

Briefing Note of the Head of Environment and Healthy Lifestyles (Item 4.1 – 4.8 plus appendices of the Official Minutes of the Council).

The Head of Environment and Healthy Lifestyles presented the revised Housing Assistance Policy to Members of the Committee. He explained that there were a number of recommendations the Committee may wish to consider including options set out at paragraph 5.21 of the report.

Members thanked the Task and Finish Group for the work that had been undertaken on the Policy. However, a Member asked what communication/publicity would be undertaken to make the public more aware of what they were entitled to.

The Head of Environment and Healthy Lifestyles advised that there may be some

further slight amendments to the Policy and that there would be consultation through the Citizens Advice Bureau and other organisations. He also indicated that he was liaising with the Revenues and Benefits department to include leaflets where communication was circulated to new occupiers/owners and those on 'passported' benefits.

The Chairman asked that Parish and Town Council's also be included and that the scheme was further publicised in order to encourage people to apply for adaptations.

Members discussed the revised Policy and commented on a number of items including how the voluntary sector could be involved, homes already adapted to enable people to live and how the Council could consider this, and how the Policy could link with assistive technology devices.

The Chairman thanked all those Members involved on the Task and Finish Group.

Councillor M.S. BATTERY moved that the Committee accept the revised Housing Assistance Policy and recommend it to Cabinet as per paragraph 5.21 to be adopted. Councillor C.D. SMITH seconded this.

RESOLVED:

That the revised Housing Assistance Policy be recommended to Cabinet to approve and adopt.

26. Quarter 3 2019-20 Priority Delivery Plan Update – Improving Community Wellbeing – Health, Culture and Sport

Consideration was given to the Quarter 3 2019-20 Delivery Plan Update – Improving Community Wellbeing – Health, Culture and Sport (Item 5.1 – 5.4 of the Official Minutes of the Council).





The Head of Environment and Healthy Lifestyles presented the Quarter 3 2019-20 Delivery Plan Update – Improving Community Wellbeing – Health, Culture and Sport.

Members noted the latest performance information.

CHAIRMAN

The meeting closed at 4.30 pm

Community Wellbeing Priority Delivery Plan 2020/21 – Health, Culture and Sport – As at 30 September 2020

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
6	2	0	0	8


Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Opportunities for healthy and active lifestyles							
Total number of people using all of our facilities	Q	850,456		0	56,585 (159,334)		

Projects being progressed during 2020/21

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Opportunities for healthy and active lifestyles</i>							
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Develop the ATP at Rugeley Leisure Centre to full size	Submit Funding Application to Football Foundation (Subject to successful planning application)	Cabinet approval to spend was agreed on the 18 th March, subject a successful planning application and FF Funding bid. Planning approval for the scheme was granted on 20 th March 2020 and the bid was submitted to the Football Foundation on 17 April 2020	✓			
		Commence procurement for ATP Contractor	Procurement for the ATP contractor commenced during the 1 st quarter as planned with appointment being subject to a successful funding	✓			
		Football Foundation Funding Panel Decision	The panel met in June 2020 with confidential notification being issued in July.		✓		
		Appoint ATP Contractor and start on site (Subject to successful funding bid)	The start on site has been delayed pending final agreement. A letter of intent has been issued to the contractor.		●		
		Complete Works				X	
		ATP Facility Opening					X
	Park Development – Green Lane	Issue License to alter and monitor works undertaken by Rugeley Town Council	A license to occupy and alter the Green Lane play area was issued to Rugeley Town Council and their contractor in April and works commenced in May 2020.	✓			
		Handover of completed project	Works were completed towards the end of June 2020 and formally handed back to the Council in July 2020		✓	X	

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Opportunities for healthy and active lifestyles</i>							
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Stadium Phase 2	Milestone for this project will be determined once Cabinet have determined what is to be included in Phase 2 of the scheme	The development of key milestones for this project have been delayed, although some minor improvement proposals have been developed with IHL and the Friends of the Stadium. These include a new allotment footpath, installation of 2nd polytunnel, provision of a storage container on site and installation of new Notice boards on the Stadium site.				X
Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Commonwealth Games – particular consideration of legacy options and issues	Attend meetings of (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group	Officers are attending the meetings above chaired by the Organising Committee as appropriate. This includes an additional Venue Host Integration Meeting specifically for the Cannock Chase event and venue. A report supporting the new track and providing a legacy for the District was considered and approved by Cabinet in September.	✓	✓		
	Physical Activity Review/Wellbeing Strategy	Work with Sport England to collate insight information and develop strategy	Work on this initiative has been delayed due to SE involvement in other priorities.			X	
		Produce Strategy and Action Plan					

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Opportunities for healthy and active lifestyles</i>							
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Cannock Chase Can	Recruit into a Health Improvement Officer role	Recruitment of an additional officer to deliver the project has been delayed until Quarter 3.			X	
		With partners, develop an agreed action plan, to take forward Cannock Chase Can, from which future actions and milestones will be determined.	Progress is being made in developing a new 'app' aimed at local residents to help them make better food and lifestyle choices.				
	Health in All Policies	Develop an agreed corporate Action Plan to introduce a HiAP approach, from which future actions and milestones will be determined.	Progress on this initiative is aligned to the Cannock Chase Can Project and the recruitment and appointment of an additional resource to undertake the work. This has been delayed until Q3. Initial discussions are in progress with the Policy Team to provide interim support with the aim of reviewing current good practice and action plans in advance of the recruitment.			X	

Projects deferred to 2021/22 onwards

Approach	Key Project
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Park Development - The Cema Norton Canes (Pennycress Green)
	Park Development - Fortescue Lane

Cannock Chase District Council

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

COVID-19 Recovery Road Map and Strategy

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

Appendix 1 – Response and Recovery Roadmap Diagram

Appendix 2 – Financial Recovery Action Plan

Appendix 3 – Economic Recovery Action Plan

Appendix 4 – Community Recovery Action Plan

Appendix 5 – Organisational Recovery Action Plan

Appendix 6 – Dashboard of Indicators

1. Introduction

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

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

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

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

2. Objectives

The Council's Strategy for Recovery aims to:

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

3. Approach To Recovery

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

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

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

4. Planning for Response and Recovery

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

- (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

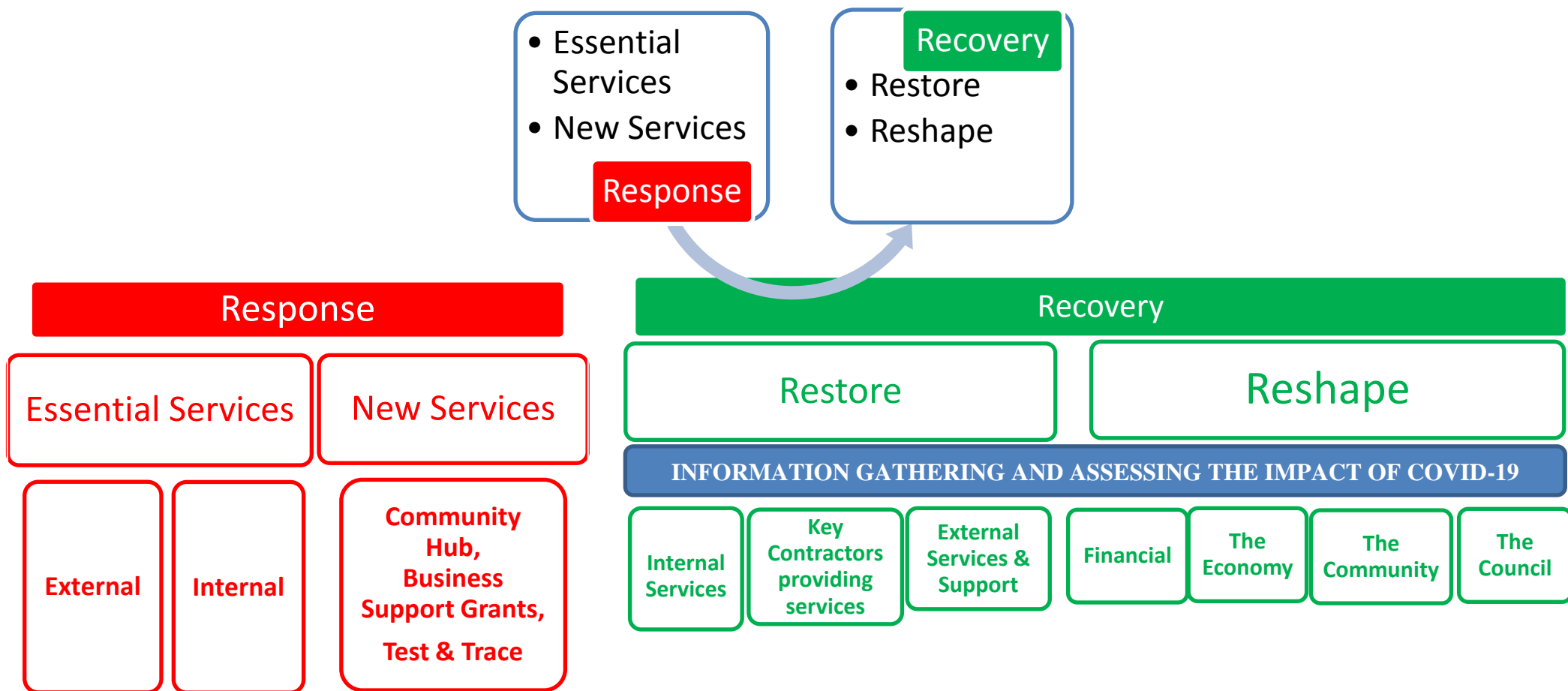
Key decisions are referred to Cabinet and/or Council for approval in accordance with the requirements of the Constitution.

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



COMMUNITY RECOVERY ACTION PLAN

HEALTH & WELLBEING

Outcomes Required:

- Increase in number of people undertaking regular physical activities to support their health and wellbeing

COVID-19 Impacts:

- People unable to access leisure facilities to support physical activities but increase in use of parks and open spaces

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

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"> Loss of IHL Memberships and Income

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
Leadership Team	Suspension of all Leisure & Cultural Services – some of IHL’s staff supporting the work on the Community Hub	Head of Environment & Healthy Lifestyles		Completed
Phase 2 - Restore				
Leadership Team	Ensure IHL has a Recovery Plan in place for re-opening of services: <ul style="list-style-type: none"> Golf Leisure Centres (CLC&RLC) Museum Theatre 5’s Bradbury Lane Rugeley Swimming Pool -Tiling 	Head of Environment & Health Lifestyles	Re-opened 23 May 2020 Recovery plan to be considered by ROB Tests to be completed by the end of June 2020	Completed Completed
Phase 3 – Reshape				
Leadership Team	Extension and reshaping of Leisure Management contract	Head of Environment and Healthy Lifestyles	Impact on operation of services and financial New operating model to be determined	