



Please ask for: Matt Berry
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2 June 2021

Dear Councillor,

Cabinet

4:00pm on Thursday 10 June 2021

Meeting to be held in the Civic Centre, Beecroft Road, Cannock

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

Yours sincerely,

B. Kean
Interim Managing Director

To: Councillors:

Lyons, Miss O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Neighbourhood Safety & Partnerships Portfolio Leader
Jones, Mrs. V.	Community Engagement, Health & Wellbeing Portfolio Leader
Sutherland, M.	District Development Portfolio Leader
Johnson, J.P.	Environment & Climate Change Portfolio Leader
Fitzgerald, Mrs. A.A.	Housing, Heritage & Leisure Portfolio Leader
Hewitt, P.M.	Innovation and High Streets Portfolio Leader

Agenda

Part 1

1. Apologies

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

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.

3. Updates from Portfolio Leaders

To receive and consider oral updates (if any), from the Leader of the Council, the Deputy Leader, and Portfolio Leaders.

4. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: June to September 2021 (Item 4.1 – 4.2).

5. End of Year Performance Report 2020/21:

Priority Delivery Plans and Recovery Action Plans

Report of the Head of Governance and Corporate Services (Item 5.1 – 5.72).

6. Strategic Risk Register

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.26).

7. Representatives on Outside Bodies 2021-22

Report of the Interim Managing Director (Item 7.1 – 7.5).

8. Commonwealth Games 2022 – Update

Report of the Head of Environment & Healthy Lifestyles (Item 8.1 – 8.9).

9. Cannock Chase Wayfinding Demonstration Project

Report of the Head of Environment & Healthy Lifestyles (Item 9.1 – 9.5).

10. Car Parking Payback – Pilot Initiative

Report of the Head of Economic Prosperity (Item 10.1 – 10.5).

11. Exclusion of the Public

The Leader to move:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).

Agenda

Part 2

12. First Homes – Early Delivery Programme 2021-23

Not for Publication Report of the Head of Housing and Partnerships (Item 12.1 – 12.6).

The Report is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the Council).

No Representations have been received in respect of this matter.

Forward Plan of Decisions to be taken by the Cabinet: June to August 2021

For Cannock Chase Council, a key decision is as an Executive decision that is likely to:

- Result in the Council incurring expenditure or making savings at or above a threshold of 0.5% of the gross turnover of the Council.
- Affect communities living or working in two or more Council Wards.

Further information about key decisions and the Forward Plan can be found in Sections 10 and 28 of the Council's Constitution.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, PO Box 28, Beecroft Road, Cannock, WS11 1BG or via email at membersservices@cannockchasedc.gov.uk

Copies of non-confidential items will be published on the Council's website 5 clear working days prior to the relevant meeting date.

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
End of Year Performance Report 2020/21: Priority Delivery Plans and Recovery Actions Plans	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	10/06/21	No	No		N/A
Strategic Risk Register	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	10/06/21	No	No		N/A
Representatives on Outside Bodies 2021/22	Managing Director / Leader of the Council	10/06/21	No	No		N/A
Commonwealth Games 2022 Update	Head of Environment and Healthy Lifestyles / Housing, Heritage and Leisure Portfolio Leader / District Development Portfolio Leader	10/06/21	No	No		N/A
Cannock Chase Wayfinding Demonstration Project	Head of Environment & Healthy Lifestyles / Housing, Heritage and Leisure Portfolio Leader	10/06/21	No	No		N/A

Item No. 4.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Car Parking Payback – Pilot Initiative	Head of Economic Prosperity / Innovation and High Streets Portfolio Leader	10/06/21	No	No		
First Homes – Early Delivery Programme 2021-23	Head of Housing and Partnerships / Housing, Heritage and Leisure Portfolio Leader	10/06/21	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
Options for the future provision of the Council's Dry mixed Recycling (DMR) Service	Head of Environment and Healthy Lifestyles / Environment & Climate Change Portfolio Leader	08/07/21	Yes	TBC		
Cannock Town Centre Management Partnership Update	Head of Economic Prosperity / Innovation and High Streets Portfolio Leader	08/07/21	No	TBC		
District Needs Analysis and Ward Profiles 2021	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	08/07/21	No	No		N/A
Adoption of Public Spaces Protection Order (PSPO)	Head of Housing and Partnerships / Neighbour Safety & Partnerships Portfolio Leader	08/07/21	No	No		N/A
Statement of Common Ground between Cannock Chase DC and Solihull MBC	Head of Economic Prosperity / District Development Portfolio Leader	08/07/21	No	No		N/A

Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Contact Number:	01543 464411
Portfolio Leader:	Innovation and High Streets
Key Decision:	No
Report Track:	Cabinet: 10/06/21

Cabinet
10 June 2021
End of Year Performance Report 2020/21 -
Priority Delivery Plans and Recovery Plans

1 Purpose of Report

- 1.1 To advise Members on the position at the end of 2020/21, in respect of the progress of the Priority Delivery Plans (PDPs) and the Recovery Plans.

2 Recommendation(s)

- 2.1 To note the year end performance information relating to PDPs as detailed at Appendices 1a-1d.
- 2.2 To note the year end position relating to the Recovery Plans as detailed at Appendices 2a-2d.
- 2.3 To note the actions which have been flagged with a yellow circle or an amber triangle at year end which will roll forward into the Priority Delivery Plans for 2021-22.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2020/21. These were revised in July 2020 to reflect the impact of the pandemic on delivery.

Overall, 80% of the actions have been achieved or are in progress with minor slippage. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1d.

- 3.2 Alongside the revision to the PDPs, a Recovery Strategy and supporting action plans were produced setting out the key projects and actions of the Council in responding to and recovering from the pandemic. Overall, 70% of the actions have been achieved. Progress in delivering the Recovery Plans is summarised in section 5.9 of the report and set out in detail in Appendices 2a to 2d.

Reasons for Recommendations

- 3.3 The performance information allows Cabinet to monitor progress in delivery of:
- the Council's Corporate Priorities and the delivery of the Recovery Strategy; and
 - the Recovery Actions essential for maintaining the delivery of critical services, restoring services and supporting the District with recovery from the impacts of lockdown and the pandemic.

4 Relationship to Corporate Priorities

- 4.1 The indicators and actions contribute individually to the Council's priorities Objectives as set out in the Corporate Plan 2018-23 and the objectives set out in the Recovery Strategy.

5 Report Detail





- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for a five-year period.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.
- 5.3 The PDPs for 2020/21 were approved by Cabinet on 18 March 2020. However, it was necessary to review the PDPs due to the impact that the pandemic has had on the Council and the delivery of services/projects. Cabinet approved a revised set of PDPs on 16 July which set out those projects which would:
- Continue as planned or with some slippage;
 - Need to be deferred; and
 - Need to be re-framed in the context of the recovery plans.
- 5.4 Alongside the revision of the PDPs, work commenced on developing a recovery framework which was approved in May 2020. A more detailed recovery strategy was approved by Cabinet on 15 October 2020. The Recovery Strategy set out four work streams and there was a high-level action plan for each of these setting out the actions to support response to and recovery from the pandemic.

Item No. 5.3

- 5.5 This report brings together progress relating to the PDPs and the Recovery Plans to give a comprehensive picture of achievements and the progress made during 2020/21.
- 5.6 Whilst the pandemic has had a considerable impact on the District and its residents, the Council has worked well in continuing to deliver on key projects at the same time as responding to the pandemic and supporting recovery from it. Overall:
- (i) 65% of the PDPs actions have been delivered and a further 15% are in progress and will be completed with only minor slippage. The remaining 20% of actions will be progressed in 2021/22; and
 - (ii) 70% of the recovery actions have been delivered and a further 25% are in progress.

Priority Delivery Plans

- 5.7 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is set in Appendices 1a-1d. A summary of progress, by rating, is given in the table below.

	Delivery of actions as at 31 March 2021				Total number of actions
					
Priority Delivery Plan	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	7	5	1	0	13
Improving Community Wellbeing – Health and Culture and Sport	7	0	8	0	15
Improving Community Wellbeing – Environment, Partnerships and Community Safety	22	2	3	0	27
Corporate	7	3	1	0	11
TOTAL	43 65%	10 15%	13 20%	0 0%	66





- 5.8 Data for performance indicators relating to each priority and the underpinning objectives is also set out in Appendix 1a-1d.

5.9 The key projects progressed during 2020/21 were:

- The Council helped South Staffordshire College secure government funding for new Digital Skills Academy from Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP).
- Approval of the outline planning application for Rugeley Power Station which includes the provision of new housing, employment land and a new Through School.
- Practical completion of the McArthurGlen Designer Outlet.
- Shutters of empty shop units in Cannock town centre given a makeover.
- The Council approved funding towards the new mountain bike trail at Birches Valley as legacy project for Commonwealth Games.
- Work is underway to build 44 new homes on the former Council depot land in Hawks Green.
- Progression of a new Local Plan for the District and commencement of a consultation on the Council's Preferred Option.
- Pay by phone service and contactless ticketing machines introduced in car parks.
- Football Foundation grant announced to help cover costs of providing new artificial grass pitch in Rugeley in time for next football season.
- Retention of the 6 Green Flag awards.
- Work commenced on the development of the new cemetery.





Recovery Action Plans

5.10 A commentary on the progress made during response and recovery, together with a rating for each of the key actions set out in the work stream action plans is set in Appendices 2a-2d. A summary of progress, by rating, is given in the table below.

Delivery of actions as at 31 March 2021					
					Total number of actions
Recovery Action Plan	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Finance	30	0	6	0	36
Economy	18	14	0	0	32
Community	19	4	0	0	23
Organisational	32	18	1	0	51*
TOTAL	99 70%	36 25%	7 5%	0 0%	142

* 2 actions have been deferred to 2021/22 and 2 to 2022/23

5.11 Progress in delivering the actions across the four work streams has also been analysed by the three phases of our approach to response and recovery and this is set out in the table below:

Delivery of actions as at 31 March 2021					
Recovery Action Plan					Total number of actions
	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Phase 1 – Response	29	4	0	0	33
Phase 2 – Restoration	38	10	0	0	48
Phase 3 – Reshaping	32	22	7	0	61
TOTAL	99 70%	36 25%	7 5%	0	142

5.12 The key achievements in responding to and recovering from the pandemic were:

- Processing of business support grants - by the end of March 2021 over £30m of grants had been paid out.
- Vulnerable people across the District have been supported via the setting up of the Cannock Chase Community Vulnerability Hub and through co-operation with Staffordshire County Council and local voluntary organisations.
- Covid Support Team set up to help retail and hospitality businesses with their Covid security measures in partnership with Staffordshire Police. The Team has also supported enforcement activities during the national lockdowns.
- Support for 19 rough sleepers.
- All essential services continued to be delivered whilst the majority of employees moved to homeworking.
- Covid secure arrangements put in place to protect staff and residents when delivering services.
- Committee meetings moved online and broadcast to the public.

5.13 Progress in delivering the recovery action plans was affected by the move from recovery back into response as a result of further government restrictions and national lockdowns. Whilst work continued in some areas in delivering the recovery actions, in others progress regressed with services reverting back to the response mode and revisiting actions from the 1st and 2nd national lockdowns.

- 5.14 The recovery dashboard of performance measures (Appendix 3) shows the position in March 2020 (pre-pandemic), at the end of June, September, December and March 2021 to show the impact that the pandemic has had on the District's businesses and residents and key Council services.
- 5.15 2020/21 was a challenging year, largely due to the pandemic, and a number of planned projects were affected; progress has been slower than anticipated. Officer resources needed to be re-deployed to support the local response to the pandemic and this has required new services and initiatives to be set up i.e. Community Vulnerability Hub, Covid Support team. Furthermore, a number of other issues arose during the year which needed to be addressed. These are summarised below:
- IHL – service delivery badly affected by successive lockdowns and the decision by Wigan MBC to end their contract with IHL which affected their ongoing viability.
 - Waste/Recycling – ensuring the Council's waste collection service was uninterrupted. Increases in contamination levels, rejected loads and contractual charges.
 - Reception – the Council's reception desks have been closed since the start of the first lockdown. Despite this, customers have still been able to access Council services. Plans are however now in hand to re-open reception for appointments and to trial a limited drop-in service.
 - Cannock Town Centre regeneration – plans to competitively procure a development partner for the former Multi-Storey Car Park were put on hold due to adverse market conditions.
 - Economic Prosperity Strategy – progress in delivering the action plan within the Council's Economic Prosperity Strategy (approved by Cabinet in January 2020) has been hampered by the pandemic and officer resources have been pivoted towards supporting local businesses with payment of Covid support grants.
 - Housing Services has been affected by the national lockdowns. This has had a particular impact on the re-letting of empty council properties and undertaking the work necessary to bring them to a lettable standard, non-urgent repairs, the processing of housing applications/mutual exchanges and the delivery of disabled facilities works. This is now being addressed as restrictions ease and new working practices are being put in place.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a

PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

The financial implications of the pandemic and the impact on projects and services was considered as part of the Action Planning process.

6.2 Legal

None.

6.3 Human Resources

While there are no direct human resources implications arising from the report, the human resources implications of the pandemic have been considered as part of the Recovery Action Planning process.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities. This has been updated to reflect the impact of the pandemic and many of the actions set out in the Recovery Strategy are designed to manage and mitigate the risks

6.5 Equality & Diversity

None.

6.6 Climate Change

None

7 Appendices to the Report

- Appendix 1a: Performance information for the Promoting Prosperity Delivery Plan
- Appendix 1b: Performance information for the Improving Community Wellbeing – Health and Culture & Sport Delivery Plan
- Appendix 1c: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan
- Appendix 1d: Performance information for the Corporate Delivery Plan
- Appendix 2a: Financial Recovery Action Plan
- Appendix 2b: Economic Recovery Action Plan
- Appendix 2c: Community Recovery Action Plan
- Appendix 2d: Organisational Recovery Action Plan
- Appendix 3 Recovery Dashboard of Performance Measures

Previous Consideration

None

Background Papers





PDPs:

- Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018
- Priority Delivery Plans Report to Cabinet 18 March 2020 and revisions for 2020/21 report to Cabinet 16 July 2020

Recovery Strategy:

- Approach to Recovery Planning from the impact of Covid 19 Report to Cabinet 21 May 2020
- Covid-19 Recovery Strategy Report to Cabinet 15 October 2020
- Recovery Strategy and Action Plans – progress report – 14 November 2020 and 4 March 2021

Promoting Prosperity Priority Delivery Plan 2020/21 – As at 31 March 2021



Delivery of actions for Q4				
				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	
7	5	1	0	13

Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District							
a) Local people working on construction site (those inducted)	Q	N/A	a) 150-200	Covid affected data collection - unable to report			
b) Retail jobs for local people			b) 700-800	Outlet opened 12/04/21			
Passenger numbers using the station due to the development of McArthurGlen	A	N/A		Measurement to commence 2021-22			
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Increase in qualifications at NVQ Level 3/4 (NOMIS)	A	NVQ3 – 55.6% average Jan – Dec 2019	Aim to increase levels year on year				No further data available
	A	NVQ4 – 34.3% average for quarter Jan – Dec 2019	Aim to increase levels year on year				No further data available
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates * July 20 data collected late due to COVID # Unable to collect data due to Covid-19 and lockdown	Q Average for Quarter	Cannock 10.9%	Aim to keep below national rate of 12%	14.8%*	20.3%	#	25.8%
		Rugeley 4.8%		3.2%*	6.3%	#	5.6%
		Hednesford 4.6%		7.5%*	8.6%	#	4.3%

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase access to employment opportunities							
Employment Levels	A	Employment rate 90.6% Economically active in employment Apr 19 – Mar 20	Aim to keep above West Midlands rate 73.9%				Employment Rate 88% Economically active in employment Jan 20 – Dec 20
Unemployment Levels (out of work benefits / universal credits now included) (NOMIS)	Q		Aim to keep below West Midlands rate				
	Cannock	2.6%		5.7%	5.8%	5.5%	Mar 2021 5.4%
	West Mids.	3.9%		7.1%	7.4%	7.3%	Mar 2021 7.4%
Create a positive environment in which businesses in the District can thrive							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) – 68	60				78
	A	SSLEP (hub & landline) – 64	60				173
Commencement of the regeneration of Rugeley Power Station							
Increase in supply of employment land				Measurement to commence 2022			
Increase housing choice							
Total number of net new dwellings completed	A	930	Average of 241 dwellings pa				Figures available Summer 2021
Number of additional units delivered (Council Housing)	A	9	0				
Number of additional units (Affordable Housing) – total for Council and Registered Providers	Q	108	55	3	25	31	1

Projects being progressed during 2020/21

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>A more productive economy</i>							
Ensure that there is adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents	Preferred options consultation	<p>Local Plan Review has been delayed due to impact of COVID-19.</p> <p>Preferred Option approved by Cabinet on 4th March – consultation commenced on Friday 19th March and will run to Friday 30th April.</p>				
		Proposed submission consultation	<p>Local Plan is proceeding on a new timeline that will be incorporated within a new Local Development Scheme which was presented to Cabinet on 4th March 2021.</p> <p>Covid19 has delayed progression of evidence base and will impact on consultation arrangements.</p> <p>Statement of Community Involvement has been temporarily revised to allow for greater virtual/digital consultation.</p> <p>Planning White Paper proposes wide ranging reforms and new government guidance that could potentially impact on the Local Plan timetable.</p>				

Item No. 5.13

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Boosting Resident skills</i>							
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to improve the skills base of our residents	Access to local jobs for local people	Hold a jobs fair for the designer outlet (not possible due to Covid 19)	Two virtual jobs fairs (3 rd February & 18 th March) have been held in partnership with DWP, McArthurGlen and Walsall College promoting available employment opportunities.				✓
<i>Town Centres driving change</i>							
Regeneration of Rugeley Power Station	Work with the land owner and Lichfield District Council to progress the regeneration of the site	Site owner to complete demolition programme	Demolition work slightly delayed due to Covid-19. Expected that demolition will now complete in Q1 21-22.				●
		Receive 'reserved matters' planning applications for phase 1 of development	Amended planning application incorporating 'all through school' approved by Planning Control Committee on 22 nd July 2020. Application for through school from John Taylor Multi Academy Trust has now been approved by Department for Education.		✓		





Item No. 5.14

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Increase housing choice</i>							
The Council will invest £12.9m to provide additional affordable homes across the district	Hawks Green Depot	Start on Site	Completed	✓			
	Aelfgar	Exchange of Contracts with Staffordshire County Council for purchase of site	Complete drafting of sale and overage documents and exchange contracts Timescale revised as a result of impact of COVID-19 and will now be completed in Q3. Contracts exchanged December 2020.			✓	
		Planning Application Submission (new)	Assessment, drafting and submission for outline planning approval (Submitted outline planning application January 2021) Outline Planning application approved 14 April 2021				✓
		Assessment of available zero carbon housing standards and appointment of a consultant	Completed Decision taken to pursue Passivhaus.		✓		
		Development Partner to be procured under a recognised framework, where possible	Following a delay with completion and a review of changes to the new Dudley MBC Framework a review of alternative frameworks in progress. As a result timescales are revised to 2021-22.				●
		Scheme developed and a further report received for scheme approval and permission to spend	Timescales to be revised due to previous action and will now be completed in 2021-22				●

Item No. 5.15

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
	Chadsmoor	Site investigations and development activities to support a planning application	Initial ecological surveys completed		✓		
		Assessment, drafting and submission for planning approval	Appointment of planning consultant completed in Q2. Timescale revised as a result of impact of COVID-19. Amendments to scheme design to meet passivhaus criteria in progress and timescales revised to 2021-22				●

Community Wellbeing Priority Delivery Plan 2020/21 – Health, Culture and Sport – As at 31 March 2021

Delivery of actions for Q4				
				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	
10	0	8	0	18

Performance Indicators

Performance Indicator	Reporting Frequency (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	n/a	0	56,585 (159,334)	69,585 (185,009)	310 (a) (243,017)

(a) footfall low due to 3rd national lockdown over 4th quarter of 2020-21

Projects

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)	Works have been delayed due to the impact of the pandemic and the discharge of pre-commencement planning conditions. Start on site re-scheduled for Q1 2021-22				▲
		Complete Works	Completion of works re-scheduled to be completed in Q2 2021-22				▲
		ATP Facility Opening	As a consequence, the facility will be opened in Q2 2021-22				▲





Item No. 5.18

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
	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 and formally handed back to the Council in July 2020		✓		
	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 implementation of a new allotment footpath and production of new Notice boards on the Stadium site. Key actions will be carried over to 2021-22.				▲
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 regular meetings chaired by the Organising Committee as appropriate. The dedicated walking route from Rugeley Train station is awaiting final determination by the OC and submission has been prepared in respect of an EOI for the	✓	✓	✓	✓

Item No. 5.19

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
			Queens Baton Relay – To be considered by OC. Mountain Bike Facility should be complete in Q2 2021-22				
	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 during the pandemic. This will now be included as an action as part of the new Corporate Plan 2021-24				▲
		Produce Strategy and Action Plan	As above				▲
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 not been possible during this financial year and will be carried over to 2021-22.				▲
	Health in All Policies	Develop an agreed corporate Action Plan to introduce a HiAP approach, from which future actions and milestones will be determined.	No further progress has been made on HiAP at this time. A draft action plan has been developed and this is planned to be finalised during 2021-22.				▲

**Community Wellbeing Priority Delivery Plan 2020/21 - Environment, Partnerships and Community Safety –
As at 31 March 2021**

Delivery of actions for Q4				
				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.	
22	2	3	0	27

Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories / case studies (including social media platforms)	A	65	4	33	24	31	29
Number of Community Protection Notice Warnings (CPNWs) issued	Q	58	New Indicator Last Year	4	1	9	2
Number of Community Protection Notices (CPNs) issued	Q	11	New Indicator Last Year	1	0	0	0
Number of Fixed Penalty Notices (FPNs) issued	Q	4	New Indicator Last Year	0	0	0	0
Number of ASB complaints dealt with via the Community Safety Hub	Q	90	Measure (not target)	46	42	27	35
Number of CCTV case reviews provided to Staffordshire Police	Q	505	Measure (not target)	73	101	61	85
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	262	Measure (not target)	87	77	76	81
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	2	New Indicator Last Year	0	0	0	0
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	51	New Indicator Last Year	13	17	18	17

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	107	New Indicator Last Year	31	36	47	41
Number of tenancies sustained	Q	77	Measure (not target)	2	12	13	7
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	93.3%	95%	94.7%	96%	99%	100%
Number of Discretionary Housing Payments awards	Q	£96,264 184 cases	£141,262	£18,286 79 cases	£31,518 84 cases		
Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	406	131 (average for a quarter)	186	166	87	122






Projects

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Sustaining safe and secure communities</i>							
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Review responses to consultation on taxi policy	Consultation complete, Policy revised				✓
		With Stafford BC, update, and consult on, Statement of Licensing Policy under Licensing Act 2003	Revised Policy prepared and consultation exercise complete		✓		
		Produce revised Policy for adoption by Council	Revised Policy adopted by Council 21.04.21				✓
<i>Support vulnerable people</i>							
We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children (See Something Say Something)	Prevent project	Funding for delivery of phase 2 (Primary Schools)	Funding has been secured and project rolled out virtually to schools.			✓	
		Identify schools to deliver phase 2	Secondary school Prevent initiative is due to be rolled out across the County	✓			
		Deliver Phase 2	Continued delays awaiting update and steer from SCC				▲
	County Lines Initiative	Research good practice across Staffordshire and West Midlands		✓			
		Secure funding to raise awareness regarding early intervention and prevention	1 st project meeting has taken place with really good attendance from key stakeholders		✓		
		Develop initiative plan	A multi agency project group has been set up to lead this initiative.			✓	

Item No. 5.24

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
		Deliver County Lines initiative	Despite the implications of the pandemic this initiative has successfully been delivered virtually and the evaluation completed.				✓
	SPACE 2020	Secure funding for targeted and universal offer	Space 2020 has predominantly been organised via the Commissioner's Office and was essentially agreed to go ahead.	✓			
		Commission providers for diversionary activities	Funding secured and Achieving Goals & Dreams commissioned via the Commissioner's Office to deliver during the 6 weeks holiday		✓		
		Deliver project	Complete		✓		
<i>Promoting attractive and healthy environments</i>							
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	New Cemetery for the District.	Finalise Contractor appointment for civil works and Reception Building		✓			
		Permission to Spend Report to Cabinet		✓			
		Start on site – Civils		✓			
		Start on site – Reception Building			✓		





Item No. 5.25

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
		Completion of Works (Civils and Reception Building)	Significant progress continues to be made on the new cemetery despite the pandemic, shortage of materials and the unfortunate circumstances resulting in the original contractor going into administration. This has resulted in some slippage with the civil, landscaping and building works are on track to be completed by the end of April.				
		Opening	The opening is planned for week commencing 21 st June, when the final Stage of the Government's roadmap to recovery will be confirmed and restrictions are due to ease/end. The time between completion of the works and opening will allow all safe processes and procedures to be put in place and tested.				
Car Park improvement	New and improved ticket machines	Prepare Specifications and Tender Documents	Specifications and relevant documents completed				
		Procure, evaluate and contract award	Procurement process agreed with the County Council and following evaluation direct award confirmed to preferred provider (Ticket Machines and Pay by Phone option)				
		Install machines					

Item No. 5.26

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>To aim to become net carbon neutral by 2030</i>							
Undertake analysis and public engagement to prepare a costed 10 year climate change emergency action plan	Carbon Literacy Training	Complete Carbon Literacy training for all Elected Member and Senior Managers	Training has been put on hold following discussions with the training provider and to re-scheduled for Q3 and Q4			✓	
	Commission baseline study and technical assessment		Baseline study was commissioned during Q1	✓			
	Complete baseline study and technical assessment of options		Baseline study completed. Report and findings circulated to all Members on 9 th November 2020			✓	
	Commission Citizens Assembly and other engagement work to consider options and feed into action plan.		The specification inviting quotes was issued in April – aiming to complete the Assembly etc by Q2 2021-22				▲
	10 year costed action plan for the District	Climate Change Emergency action plan - Report to Cabinet	Completion of costed action has been rescheduled to feed into Assembly discussion in 2021/22				▲

Corporate Priority Delivery Plan 2020/21 – As at 31 March 2021

Delivery of actions for Q4				
				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.	
7	3	1	0	11





Performance Indicators

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	89.5% Average	94%	93%	87%	93.5%	91.1%
Use of Online Forms	Q	1,856 per annum	475 per qtr	587	710	671	860
E–payments transactions – Payments made via the Council's website	Q						
• Number of transactions		27,435	6,000 per qtr	7,122	7,278	7,574	6,245
• Value of transactions		£3,570,705		£1,041,146	£1,076,116	£1,213,257	£1,098,225
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,011	5,750 per qtr	6,383	6,331	8,270	9,174
• Value of transactions		£ 2,674,262		£852,456	£899,062	£995,099	£922,054
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		317,460	320,000	87,482	87,762	87,965	51,672
• Value of transactions		£42m	£45m	£11.94m	£12.07m	£12.18m	£6.90m

Projects being progressed during 2020/21

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
<i>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</i>								
<i>Making the best use of limited resources – managing our people, money and assets</i>								
Maintenance and compliance issues – civic buildings	Passive Fire Protection and Fire Door Repairs	Completion of on site contract works			✓			
	Toilets Refurbishment	Tender process for toilet refurbishment	Tender process completed however Reviewing			✓		
		Contractor appointed	Contractor not appointed as cost exceeds the budget available.			▲		
		Options Reviewed	options reviewed Q4 to reduce costs before re-tendering				✓	
		Re-tender and completion of onsite works	Re-tender to be undertaken for a reduced contract of essential works only - Q1 2021-22				●	
Replacement and upgrade of IT systems	Planning system – interim solution.	Documents moved to new system		✓				
		Staff using the replacement system	Implementation delayed by Covid work.				●	
	Exchange 365	Mailboxes migrated to new system.			✓			
	Office 365	New software installed and hardware rolled out.	Some delay in obtaining the remaining 20 laptops due to a global shortage.				●	
	Finance system	Contract awarded				✓		
		Implementation commences				✓		
		System goes live			Go live 1 st April 2021			

FINANCIAL RECOVERY ACTION PLAN

Delivery of actions – Cumulative at Q4					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	1	0	0	0	1
Restore	12	0	0	0	12
Reshape	17	6	0	0	
TOTAL	30	6	0	0	36

FINANCIAL RECOVERY ACTION PLAN

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Outcomes Required:				
<ul style="list-style-type: none"> To maintain the financial resilience of the Council in the short term a balanced budget 				
COVID-19 Impacts:				
<ul style="list-style-type: none"> Significant financial impact through loss of income and additional costs 				
Phase 1 – Response				
Preparation of an Interim Financial Strategy for 2020-21				
Finance	Monitor Financial Impact of COVID-19 <ul style="list-style-type: none"> Additional Expenditure Income from Fees and Charges Council tax Collection Rate Business Rates Collection rate 	Head of Finance Monthly – Ongoing	Monthly monitoring – link into the two items below re additional costs Link into restoration of services and review dates (also consider cost implications)	✓
Phase 2 – Restore				
Preparation of an Interim Financial Strategy for 2020-21				
Economic	Monitor opening arrangements for MGDOV re timescale and number of units	Head of Economic Prosperity Monthly – Ongoing	Current projections reflected in Financial Plan. McArthurGlen Opening delayed due to national Covid restrictions – it is anticipated that the Designer Outlet will open w/c 12 th April – subject to confirmation that step 2 of roadmap can proceed.	✓
Finance	Liaise with VOA re Rateable Value of site	Head of Finance Sep 20	Discussions ongoing	✓







Item No. 5.32





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Operational	Determine Financial Impact arising from IHL Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance 31 July 2020	Various scenarios determined reflecting ongoing impact of COVID19 through the remainder of the year.	✓
Operational	Monitor Income take up of IHL as part of monitoring of Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance Ongoing	Ongoing	✓
Finance	Identify additional Financial Implications arising from Response/ Recovery initiatives of other Work streams	Work Stream Leads Monthly ongoing	Monthly updates to be provided to Leadership Team on rolling programme	✓
Finance	Review financial implications arising from Service Business Continuity Plans re COVID 19	Head of Finance/HOS 30 Sept 2020	Business Continuity Plans continue to be reviewed in accordance with restrictions	✓
Finance	To review the implications of the outturn for 2019-20	Head of Finance 4 Aug. 2020		✓
Finance	Review Earmarked Reserves to free resources to meet Deficit/Fund cost pressures	Head of Finance Leadership Team 11 Aug. 2020		✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Finance	Review 1st Quarter's outturn to identify budgets not required on a one-off basis to meet potential deficit	Head of Finance Leadership Team 11 Aug. 2020	Updated re 2 nd quarters outturn	✓
Finance	Review 2020-21 Revenue Budget and Capital Programme and PDP schemes	Head of Finance/HOS Ongoing		✓
Finance	Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on CCDC	HoF/MD Leader Fortnightly	MP Briefings undertaken and letter submitted to MHCLG Finance Directorate	✓
Leadership	Determine Interim Financial strategy for consideration by Cabinet	Work stream LT 21 Aug CB 17 Sept ROB 22 Sept	Financial Update provided to Recovery Overview Board	✓
Phase 3 – Reshape				
Determining a medium term financial strategy to maintain the financial resilience of the Council for 2021-22 to 2023-24				
Review the cost of current and future service provision of the Council				
Finance	To review the implications of the outturn for 2019-20 for future years	Head of Finance 30 Sept		✓
Finance	To undertake corporate monitoring	Head of Finance Monthly	Ongoing	✓





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
All	Identify additional ongoing Financial Implications arising from Response and Recovery initiatives of other Work streams	Work Stream Leads 30 Sept	Work is ongoing reflecting nature of pandemic	✓
Finance	To update the financial plan re demographic changes	Head of Finance 30 Sept	Report to November Cabinet	✓
Working Group	To determine the implications arising from the Climate Change Action Plan	Managing Director	Citizen's Assembly and 10 year costed action plan being commissioned during Q1 2021-22	▲
	To determine the financial implications arising from the Waste Management strategy and associated contracts	Head of Env.& Lifestyles	Interim Strategy to Cabinet – October	✓
Finance	To determine the financial impact arising from the termination of Housing Benefit	Head of Finance 30 Sep	Timetable for changes and consultation procedures still awaited	▲
Organisational	To determine the planned and response maintenance requirements for Council Assets	Head of Economic Prosperity	Maintenance Priorities for next 5 years have been mapped out and will be presented to Cabinet in June 2021.	✓
All	Review of income work streams to assess whether likely to return to pre-Covid levels	All Monthly	Work is ongoing reflecting nature of pandemic	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Maintain / maximise the financial resources (funding) of the Council				
	Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding to 2021/22	Head of Finance 30 Sep		✓
	To monitor changes in the business Rate Yield of the authority	Head of Finance Ongoing	Work is ongoing reflecting nature of pandemic	✓
	To seek clarification on the form if any of Housing Incentive Scheme to apply in 2021-22	Head of Finance/MD/ Leader		✓
Finance	<p>Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID 2019 on pool by authority on a month by month basis</p> <p>Liaise with S&SoT Business Rate Pool Members re options to maintain viable pool for 2021/2022</p> <p>Prepare options report to Leaders and Chief executives</p>	<p>Head of Finance Ongoing</p> <p>Ongoing</p> <p>30 October</p>	Pool membership designated as part of Local Government Settlement	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Determine the impact of the redevelopment of Rugeley power station on Council tax /Business Rates etc.	Head of Economic Prosperity Ongoing	Ongoing	
Finance	To evaluate and respond to consultations on changes to Local Government Finance Regime	Head of Finance Ongoing	New regime postponed to 2022-23	
Finance	Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance Ongoing	New regime postponed to 2022-23	
All	To proactively seek external funding from LEPS/CA/other bodies and Government in support of the Councils Priorities and Recovery Strategy	All Ongoing	Ongoing	
Finance	Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance 30 Sept	Report to Cabinet in November	
	Determine financial strategy for 2021-22 as part of Financial Plan to November Cabinet	Work stream LT-20 Oct CB- 27 Oct ROB-3 Nov Cab-12 Nov	Report to Cabinet in November	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
To determine options to realign resources with priorities and provide a sustainable medium term budget				
Leadership Team	To determine the timetable for service reviews <i>(from the Corporate PDP)</i>	Leadership Team	Service Reviews to be undertaken in 2021-22 in accordance with Recovery Timeline	
Leadership Team	To determine a timeline for the consideration of business cases arising from the Environmental Services review <i>(from the Corporate PDP)</i>	Leadership Team	Business case to be produced in 2021-22 in accordance with Recovery Timeline	
Finance	Prepare Detailed Budgets for 2021-22 to 2023-24	Head of Finance		
Leadership Team	Approve 2021-22 Budget and determine Council Tax	Work stream LT 5 Jan 2021 CB -12 Jan 2021 ROB-19 Jan2021 Cab 28 Jan 2021	Budget going to Cabinet on 28 January prior to approval by Full Council on 10 February	

THE ECONOMY - RECOVERY ACTION PLAN

Delivery of actions – Cumulative at Q4					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	1	2	0	0	3
Restore	8	3	0	0	11
Reshape	9	9	0	0	18
TOTAL	18	14	0	0	32


ECONOMIC RECOVERY - ACTION PLAN




Outcomes Required:

- To support the District's economic recovery in the short-medium term
- Reshape the District's economy to create new growth opportunities and jobs for local residents
- Deliver against the vision set out in Economic Prosperity Strategy, particularly focusing on clean growth opportunities
- To help unemployed local residents to get back into work or training opportunities

COVID-19 Impacts:





- Economic recession leading to increase in business closures, mass unemployment (including youth unemployment), decline of town centres and decrease in investor confidence.
- Delay of major investment projects.
- Impact on the Council's financial position in terms of reduced business rates, Council tax.





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 1 – Response				
Finance	Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants	Head of Finance and Head of Economic Prosperity	<p>£21 million of grant funding allocated to over 1,873 eligible businesses during first wave of COVID-19.</p> <p>Further tranches of funding have been allocated to the Council to pay to businesses mandated to close as result of 2nd and 3rd national lockdowns and Tier restrictions. As at 31st March 2021; payments have been made as follows:</p> <ul style="list-style-type: none"> ▪ Local Restrictions Grant payments (businesses mandated to close as result of national lockdowns and Tier restrictions - £4.64m ▪ Wet led Pub Christmas payments - £52,000 ▪ Closed businesses lockdown payments - £3.042m 	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Finance	To determine and implement Discretionary Grant policy to target resources at key sectors and in accordance with Government Criteria	<p>Head of Finance and Head of Economic Prosperity</p> <p>Phase 1 and Phase 2 applications to be processed by end of August 2020 with final payments made by end of September 2020.</p> <p>Additional Restrictions Grant allocation to be fully allocated by 30th June 2021.</p>	<p>Initial scheme closed end of August 2020 and unused monies returned to MHCLG.</p> <p>CCDC allocated further funding of £2.9m (Additional Restrictions Grant) in December 2020 to support businesses affected by COVID-19. Economic Development Team and Business Rates working through application assessments. Approx 55% of funding has been allocated (as at end of March 2021).</p> <p>£302k of ARG allocated to support employment & skills initiatives in partnership with Staffordshire County Council.</p>	<p></p> <p></p>
Phase 2 – Restore				
Town Centre and High Streets				
Economic	Support the town centres to re-open and adapt to the Governments COVID-19 Secure guidance.	Economic Development Manager	<p>Support was given to re-open after 1st lockdown and again after subsequent restrictions and lockdowns.</p> <p>Cannock Chase moved into Tier 4 on 31st December requiring non essential retail and hospitality businesses to close. National lockdown followed on 5th January 2021.</p> <p>Non essential retail and hospitality businesses (outdoor dining) re-opening on 12th April as</p>	<p></p>






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





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
			part of Government roadmap. Officer Working Group has: (i) Reviewed social distancing measures (ii) Supported businesses with risk assessments (iii) Ensured businesses comply with guidance (iv) Visits to all licensed premises	
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. Non-essential retail and hospitality businesses are currently closed in line with Government restrictions but due to re-open on 12 th April.	✓
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. The COVID Support Team are working with businesses to ensure compliance with COVID regulations. Regular visits and patrols being carried out, some of which are being conducted jointly with Staffordshire Police.	✓
Economic	Identify funding and assistance available to support traders/businesses and signpost to appropriate support.	Economic Development Manager / Cannock Town Centre Partnership Officer	Mapping of COVID-19 support measures ongoing and signposting as necessary i.e. GBSLEP 'Click and Drop' initiative, Retail 'webinars', Staffordshire County Council – PPE Starter packs for micro-businesses.	✓




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	Re-start grants.	Payments to be made from April 2021.	Non-essential retailers and hospitality businesses to receive 'Re-start' grants from April 2021.	
Economic	<p>Revisit proposed environmental improvements for Cannock Town Centre to assess if they are still appropriate in current climate</p> <p>(i) Improvements to street furniture and 'graffiti' art project.</p> <p>(ii) Proposed improvements to frontage of Prince of Wales Theatre under review – subject to survey</p> <p>(from Prosperity PDP).</p>	<p>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Complete by December 2020</p> <p>Survey complete. Report to Cabinet by June 2021.</p>	<p>Painting of street furniture and graffiti art project is now complete.</p> <p>Survey has identified a number of essential maintenance repairs that need to be prioritised ahead of cosmetic improvements.</p> <p>Will be reported to Cabinet in June 2021 as part of a wider report on corporate maintenance priorities.</p>	<p></p> <p></p>
Business Support				
Economic	<p>Identify opportunities for managed workspace / business hubs across the District</p> <p>(from Prosperity PDP)</p>	<p>Economic Development Manager</p> <p>Action to be carried forward to 21/22 PDP</p>	Cannock Chase Enterprise Centre extension underway; Officers assessing other opportunities to develop new workspace.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Promote and signpost local businesses to appropriate support based on their needs.	Economic Development Manager	Economic Development Team signposting as necessary	
Media and Communications				
Economic	Communication of appropriate business support initiatives / interventions and signposting to latest guidance and support	Economic Development Manager / Policy & Communications Manager	Current marketing and PR is focusing on the availability of grant funding from the Additional Restrictions Grant scheme and the Re-start grants (to be paid from April 2021). In addition, marketing and PR of initiative to promote free membership to Federation of Small Businesses has been undertaken.	
Economic	Potential for targeted campaigns i.e. re-opening of town centres, tourism/hospitality, McArthurGlen opening	Economic Development Manager / Policy & Communications Manager	Publicity to coincide with the re-opening of town centres on 12 th April is being planned (linked to step 2 of Government roadmap). McArthurGlen Opening delayed due to national Covid restrictions – due to open w/c 12 th April in line with Step 2 of the Government's roadmap.	
Phase 3 – Reshape				
Economic Prosperity Strategy				
Economic	Undertake regular assessment of the economic impact of the pandemic and lockdown on the District economy and identify intelligence and data on the impact on key sectors/industries/businesses within the District.	Economic Development Manager / Research & Information Officer Dashboard updated monthly	Economic dashboard has been developed to report on national, regional and local data.	




Item No. 5.44

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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	The EDNA has been revised to take account of impact of COVID-19 and updated economic forecasts. The EDNA will be published as part of the next stage of the Local Plan i.e. the Preferred Options consultation.	
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	The refresh of the Strategy will take longer to carry out to enable the Council to focus on supporting businesses impacted by the 2 nd wave of COVID-19 and to fully assess the impact of the pandemic on the local economy. This will be carried forward to the 2021-22 PDP.	
Economic	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	Head of Economic Prosperity	Climate Change Baseline study has been produced by AECOM as part of the Local Plan evidence base. The findings from the study will feed into the refresh of the Economic Prosperity Strategy.	
Town Centre and High Streets				
Economic	Review impact of the pandemic and lockdown on the District's three town centres.	Head of Economic Prosperity/ Economic Development Manager Dashboard updated monthly	Regular monitoring through dashboard of information	





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	<p>Progress regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence. (from Prosperity PDP).</p> <ul style="list-style-type: none"> Undertake technical analysis regarding full demolition of MSCP and Indoor Market and present business case to Cabinet. (from Corporate PDP) Assess development proposals arising from Prospectus. Disposal of land at Avon Road 	<p>Head of Economic Prosperity/ Economic Development Manager</p> <p>On-going</p>	<p>A consultant has been appointed to undertake technical analysis following a competitive procurement process. Action will carry forward to 2021/22 PDP – to be completed by summer 2021.</p> <p>Ongoing as and when approaches are received</p> <p>Cabinet has approved sale of the land. Disposal sale contract and planning consent will need to be obtained. Exchange/ completion during 2021</p>	  
Economic	Commission work to produce a Cannock Town Centre Masterplan (as part of Local Plan review)	Planning Services Manager	Brief being drafted for consultants. Action will carry forward to 2021/22 PDP.	
Major projects / investments				
Economic	McArthurGlen Designer Outlet West Midlands – continue to work with McArthurGlen to plan for opening and develop a marketing plan. (from Prosperity PDP)	Economic Development Manager / Policy & Communications Manager	Marketing & comms plan is being developed in close consultation with McArthurGlen	
Economic	Cannock Railway Station – progression of business case and design work necessary to facilitate transformation of Station (from Prosperity PDP)	Head of Economic Prosperity / West Midlands Rail Exec / Staffs CC	Strategic Outline Business case was presented to Cabinet on 28 th January. Approval given to move to next stage of design process. Action will carry forward to 2021/22 PDP.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	Short term improvement works (utilising Section 106 funds): <ul style="list-style-type: none"> • Totem signage • Re-surfacing car park • Cycle storage • Murals on platforms and walkways 		Package of short term enhancements started on-site w/c 11 th January. Awaiting installation of totem signage and new cycle stores. Work to complete Q1 2021-22.	
Economic	Commonwealth Games 2022 – capitalise upon the mountain biking event on Cannock Chase and work with Forestry England to secure legacy through improved 'blue grade' trail, play area and facilities for local residents /visitors	Head of Economic Prosperity Head of Environment and Healthy Lifestyles Mountain biking event – August 2022	Cabinet has approved £50k funding contribution to the track / mountain bike trail. Officers working to scope out economic development opportunities to maximise benefits of CWG to the District.	
Employment and skills				
Economic	Work with FE colleges to support local residents re-skill/up-skill Work with South Staffordshire College to progress Digital Skills Academy project	Economic Development Manager Funding application expected to be approved and grant agreement issued by end of 2020.	Funding Agreement signed for £0.5m by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project	

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Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic / Community	<p>Work with key partners to put in place responsive employment support for newly unemployed residents and those facing redundancy including disadvantaged groups and communities and young people.</p> <p>Mapping of employment and skills opportunities.</p>	<p>Economic Development Manager working with Department for Work and Pensions, GBSLEP and SSLEP.</p> <p>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>	
Economic / Community	<p>Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.</p>	<p>By December 2020 (revised timescale by March 2021)</p>	<p>Officers continue to explore opportunities to participate in the scheme.</p>	
Economic / Community	<p>Progress Connecting Communities project focused on Cannock North ward. This tackles unemployment and low pay in local communities. (from Prosperity PDP)</p>	<p>Economic Development Manager</p>	<p>Project has been extended by WMCA to December 2021.</p> <p>Project will continue to be delivered during 2020/21 including starts, jobs and progressions throughout 2020.</p>	







THE COMMUNITY RECOVERY ACTION PLAN

Delivery of actions – Cumulative at Q4					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	9	1	0	0	10
Restore	7	0	0	0	7
Reshape	3	3	0	0	6
TOTAL	19	4	0	0	23

SUPPORTING VULNERABLE PEOPLE AND THE COMMUNITY



<p>Outcomes Required: To support the Districts community & individual recovery in the short-medium term To maximise the benefit of any legacy from the increase in the voluntary activity</p>
<p>COVID-19 Impacts: Pop up of multi aid groups (900+ volunteers) which have helped and supported huge numbers of individuals across the District with shopping, prescription collections, befriending etc. The full impact on the community and individuals will not be known for some-time – situation will need to be monitored</p>




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Supporting Vulnerability People and the Community				
Phase 1 – Response				
	Set up and operation of the Community Hub to support vulnerable residents	Head of Housing & Partnerships		✓
	Identify the Vunerable cohort within the District	Head of ICT & Housing & Partnerships	7,500 residents identified – 4,700 letters mailed out	✓
	Undertake Safe and Well being calls	Head of Housing & Partnerships	3,000 calls completed – 52% contact made Calls recommenced during the lockdown in Q4 of 2021. By the end of March 146 Clinically Extremely Vulnerable people were being contacted every two weeks	✓
	Undertake home visits to vulnerable residents (living alone) who have not responded	Head of Housing & Partnerships	CEV residents home visits undertaken by PCSOs	✓
	Advice and support regarding payment of Council Tax, Housing Benefit applications	Local Taxation & Benefits Manager	On-going	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 2 – Restore				
	Develop a delivery plan to support the continuation of support to those on the NHS Shielding scheme for the duration of the programme	Policy & Performance Officer		
	Continue to work with Support Staffordshire and Voluntary Sector to support and signpost the most vulnerable residents within the District	Policy & Performance Officer	On-going	
	Review ongoing support to food banks and local emergency food distribution	Head of Housing & Partnerships	January 21 - £12.5k funding allocation made	
Phase 3 – Reshape				
	Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers	Head of Housing & Partnerships / Head of Technology	Determine Vulnerability Definition – for the purposes of responding to the 2 nd Wave the CEV category has been adopted.	
	Develop a strategy, working alongside the third sector, to build on community spirit and volunteering to establish ongoing support in local communities	Head of Housing & Partnerships	Regular meetings in place with voluntary sector – building links through Support Staffordshire. Webpage updated – meeting with Methodist Homes to explore options to transition 80+ residents to be supported through their well established befriending scheme	
	Engage with partners regarding their recovery plans for their services and our communities	Head of Housing and Partnerships	SCC attend regular meeting with the voluntary sector & Support Staffordshire 6 Weekly meetings scheduled – moving to QTRLY meetings	

ROUGH SLEEPERS AND THE HOMELESS

<p>Outcomes Required: To secure sustained accommodation and specialist support for Rough Sleepers</p>
<p>COVID-19 Impacts: Rough Sleepers rehoused in temporary accommodation – secured 10 rooms for a fixed period – up to 19 individuals supported. Government priority to not return Rough Sleepers to the streets. Courts suspended Eviction Action – September 2020 onwards expected increase in homelessness</p>

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Rough Sleepers and the Homeless				
Phase 1 – Response				
	Provision of accommodation, food and support for homeless and rough sleepers	Strategic Housing Manager	Complete 10 rooms block booked (reduced to 8) – August/September 2020 Outreach support provided by Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing)	
	Engage with rough sleepers/homeless to secure alternative settled and sustainable accommodation	Strategic Housing Manager	5 Rough Sleepers/homeless persons rehoused in to 4 units of settled furnished accommodation – Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) 3 rough sleepers/homeless persons to private rent or other supported accommodation 5 were evicted for ASB 2 enabled to return home 1 passed away (not COVID related)	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
	Identify and maintain temporary accommodation for homeless and rough sleepers	Strategic Housing Manager	On-going – 3 persons accommodated under “Everyone In” require rehousing. Of which 2 Rough Sleepers to be rehoused through Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) and 1 into social housing. A further 4 rough sleepers/homeless persons were in accommodation at the end of March under protect programme bringing the total number of rough sleepers in emergency accommodation to 5 at the end of Q4	
Phase 2 – Restore				
	Identify ongoing needs	Strategic Housing Manager	On-going funding submission made “next steps programme” Accommodation Programme” for short-term funding and winter provision Funding provision of £42k received.	
Phase 3 – Reshape				
	Identify options for providing longer term solutions	Strategic Housing Manager	Application submitted to MHCLG Next Steps Accommodation Programme for capital funding to extend the no. of units provided under Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) Submission for purchase of 2 additional properties successful.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
			<p>Application for Next Steps Accommodation Programme Funding Bid for £115k (match funded) for purchase and letting of 2 additional flats.</p> <p>In progress with one sale completed and refurbishment work commenced. Purchase of 2nd flat in progress. NSAP deadline for practical completion is 30 June 2021.</p> <p>Consideration currently being given to a grant application under 21/22 RSAP (Rough Sleeping Accommodation Programme).</p>	

HEALTH & WELLBEING

Outcomes Required:


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

COVID-19 Impacts:





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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Health & Wellbeing				
Phase 1 – Response				
	Development of online video activities to encourage exercise during lockdown	Inspiring Healthy Lifestyles		✓
	To keep parks and open spaces open to support residents in taking exercise and maintaining wellbeing during lockdown	Parks & Open Spaces Manager		✓
Phase 2 – Restore				
	Re-opening of Chase and Rugeley Leisure Centres in accordance with Covid-secure guidelines	Inspiring Healthy Lifestyles	The Leisure Centres are currently closed due to the 3 rd national lockdown – reopen 12 th April	✓
	Campaign and activities to support people in maintaining, returning to or adopting active and healthy lifestyles	Inspiring Healthy Lifestyles	IHL are continuing to support people to be active during lockdown	✓
	Re-open play areas and toilets	Parks & Open Spaces Manager		✓
Phase 3 – Reshape				
	Remodelling of Leisure Service to take account of the effect of the pandemic	Inspiring Healthy Lifestyles	Dialogue is ongoing with IHL regarding the future shape of Leisure Services following the pandemic.	●

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Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	ALL	Passivhaus Consultant Appointed Carbon Literacy Training – Rolled Out Waste at the Depot is segregated – increasing recycling and reducing costs paid for landfill disposal	




ORGANISATIONAL RECOVERY – ACTION PLAN





Delivery of actions – Cumulative at Q4					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	14	1	0	0	15
Restore	11	7	0	0	18
Reshape	3	10	1	0	14
TOTAL	28	18	1	0	47

ORGANISATIONAL RECOVERY ACTION PLAN
SERVICES – INTERNAL

Services – Internal
Outcomes Required: <ul style="list-style-type: none"> • To ensure continuity and resilience of critical services at all times; • To restore services suspended or reduced during the lockdown and identify those that will not be delivered in future; • Plans in place to clear backlogs in service delivery arising from lockdown • To build on changes made as a result of the move to homeworking
COVID-19 Impacts: <ul style="list-style-type: none"> • Some services have experienced an increase in demand and others a reduction; • Some new services have had to be set up eg test and trace, business grant payments; • Backlogs have arisen from suspension/reduction of services

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
Organisational	Identification of critical services and Business Continuity Plans put in place			
Community	Setting up and support for the operation of the Community Hub	Head of Housing & Partnerships	The Community Hub is operational and supporting those shielding during the lockdown	
Economic	Payment of Discretionary Grants	Head of Finance and Head of Economic Prosperity	Additional Restrictions Grant scheme launched and applications being received. Aim is to fully allocate funds by end of June 2021.	
Community	Setting up mechanism for Test and Trace / Local Outbreak Infection Control	Food Safety & Licensing Manager	New responsibility – working in partnership with Public Health Partners. Scheme now set up	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
LEADERSHIP TEAM	Establish plans for restoring services suspended in full or in part, to include: <ul style="list-style-type: none"> • Identify services partially or fully suspended • Completion of risk assessments to ensure this is done safely; and • Communications to Contact Centre, staff, the public and Members • Update status and information on the website 	Organisational Recovery Group to set up template for assessment and process Service Managers to complete assessment and plans Leadership Team to monitor return of services	Services were in the main restored after the first lockdown ended. A few services are not yet operating at normal service levels due either to resources being diverted to support the Covid response activities or being impacted by subsequent Government restrictions/lockdown. These services are being reviewed as restrictions are eased.	
LEADERSHIP TEAM	Identify backlogs and establish plans for clearing this work and allocation of resources where necessary to do this	Relevant Service Managers / Leadership Team Plans to be in place by end of August 20	Work was underway on clearing backlogs but this has been hampered by the latest lockdown. This is being reviewed and plans put in place as restrictions ease	
LEADERSHIP TEAM and Organisational Recovery	Assessment of current working arrangements to identify; <ul style="list-style-type: none"> • employee productivity issues; • service barriers to remote working; and • need for face-to-face contact with customers 	Head of Governance & Corporate Services By end August/early September	Employee productivity has been reviewed. Work arounds have been found for most processes to allow them to operate whilst employees are working from home. Further opportunities to improve this and other efficiencies have been identified as part of the Organisational Recovery Group's work and will be pursued as part of Transformation and Reshaping Proposals in 2021/22.	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
LEADERSHIP TEAM	Put plans in place for delivery of key projects set out in the PDPs		PDPs have been revised and key milestones produced	
Organisational / Finance	Homeworking/ Agile working – develop business case: <ul style="list-style-type: none"> Questionnaire to assess appetite for homeworking Review of ICT provision with regard to homeworking Identify implications for Council assets 	HR Manager Head of Technology Corporate Assets Manager	2 surveys have now been undertaken. Laptop replacement almost complete Link to new Asset Management Strategy	
	Digitisation of paper-based processes and greater use of technology to support remote/agile working	Head of Governance & Corporate Services and Head of Technology	Working group has been set up to look at this. Findings of group have been reported in “Reshaping Paper” to Leadership Team and will be taken forward in 2021/22	
	Development of an Interim Asset and Energy Management Strategy <i>(from the Corporate PDP)</i>	Corporate Asset Manager	Officers have determined maintenance priorities for key corporate assets and will be prioritising work to be undertaken for 21/22 and beyond. Asset Strategy to be developed during 21/22.	
Organisational and Financial	Service Reviews and Environmental Services Business Case <i>(from the Corporate PDP)</i>	Head of Governance & Corporate Services and Head of Finance	Service reviews have been rescheduled and work is now due to commence in 2021/22 as part of the Financial Plan process	Deferred to 2021/22

ORGANISATIONAL RECOVERY ACTION PLAN
SERVICES – EXTERNAL / KEY CONTRACTS

Services – External
Outcomes Required: <ul style="list-style-type: none"> To ensure continuity of critical services at all times; To restore services suspended or reduced during the lockdown and identify those that will not be delivered in future.
COVID-19 Impacts: <ul style="list-style-type: none"> Waste Collection Service has experienced an increase in waste and contaminated loads Contact Centre and Waste Staff experienced an increase in calls and abuse Loss of IHL Memberships and Income




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
LEADERSHIP TEAM	Suspension of all Leisure & Cultural Services – some of IHL’s staff supporting the work on the Community Hub	Head of Environment and Healthy Lifestyles		✓
LEADERSHIP TEAM	Management of issues arising from impact of COVID-19 on the Waste Contract <ul style="list-style-type: none"> Tonnage restrictions at MRF Site 	Waste & Engineering Services Manager	The Council, in partnership with other affected Staffordshire LAs, rejected tonnage restrictions and together following the re-opening of the HWRC’s, the restriction proposals were withdrawn.	✓
	<ul style="list-style-type: none"> increase in contaminated and rejected loads 		Awareness sticker campaign on all recycled bins to be undertaken Mid-August 2020	✓





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
LEADERSHIP TEAM	<p>Ensure IHL has a Recovery Plan in place for re-opening of services:</p> <ul style="list-style-type: none"> • Golf • Leisure Centres (CLC&RLC) • Museum • 5's Bradbury Lane • Theatre <p>Rugeley Swimming Pool -Tiling</p>	Head of Environment & Health Lifestyles	<p>Leisure facilities continue to be affected by successive tiering restrictions and lockdowns. All facilities have been closed as part of the 3rd National Lockdown from 4th January 2021</p> <p>Plans to re-open all culture and leisure facilities aligned to the Government's Roadmap to Recovery are underway. The Golf Course re-opened safely on 29th March plans to re-open all other facilities in Q1 of 2021-22 are being prepared.</p> <p>Part of support to IHLhas involved the Council entering into contracts for the installation of a new boiler and repairs to pool at RLC. Transferring these contracts has been a complicated legal process. Works will now start in Q1 2021-22.</p>	
Phase 3 – Reshape				
Leadership Team	Extension and reshaping of Leisure Management contract	Head of Environment and Healthy Lifestyles	Work continuing with IHL on reshaping services. Consultation with regard to the Transformation proposals has been undertaken.	
Leadership Team	Determine interim strategy to realign waste contracts	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Leadership Team	To determine a Waste Management Strategy following outcome of Government consultation and Waste Strategy. (from the Community Wellbeing – Environment, Partnerships and Community Safety PDP)	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Outcomes from Waste Strategy consultation still unknown. Impact on operation of services and financial	
Leadership Team	To commence procurement process for waste collection	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Tenders have been evaluated for the Dry recycling contract and will be reported to Cabinet in Q1 2021-22.	
Leadership Team	Reshape Housing contracts in line with impact COVID-19	Head of Housing & Partnerships	A timetable was developed to complete procurement of an array of contracts during period Q3-2020/21 to Q4 2021-22. The timetable for Key contracts: <ul style="list-style-type: none"> • External Envelope • Communal Block Fire Risk Assessments • Refurbishing/Replacement of Sheltered Scheme Lifts have been delayed due to resource in HPS. A revised timetable alongside a recruitment timetable to be implemented during Q1-2021-22 	

ORGANISATIONAL RECOVERY ACTION PLAN
CUSTOMERS

Customers
Outcomes Required: <ul style="list-style-type: none"> • Customers can access Council services through a variety of means • Improved accessibility to services via greater use of technology
COVID-19 Impacts: <ul style="list-style-type: none"> • No access to services via Reception/face to face • Increased use of website to access services?

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	Closure of Reception and move to on-line and telephone service	Customer & Support Services Manager		
Phase 2 – Restore				
	Plan for the re-opening of key Receptions for appointments only initially – plan to include tenants usage (including Citizens Advice)	Customer & Support Services Manager Plan to be in place for September/October 20	Risk assessment completed and Covid secure arrangements are in place. Plans for opening for appointments were put hold due to 3rd national lockdown but will be put into effect as restrictions ease	
	Review of operation of telephony system and processes	Customer & Support Services Manager and ICT	Options to improve the problems with the telephony system are being identified	







Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Review of Customer Engagement Strategy <i>(from the Corporate PDP)</i>	Customer & Support Services Manager	This is being developed alongside alongside the work to procure a replacement CRM system and the reshaping proposals for Customers	
	Procurement of Replacement CRM system <i>(from the Corporate PDP)</i>	Head of Governance & Corporate Services and Head of Technology	Work has commenced on establishing the requirements for a replacement system. This project is being done jointly with Stafford Borough Council	
LEADERSHIP TEAM	Review of Contact Centre Operating Model (to include potential withdrawal of support for Housing calls)	Head of Governance & Corporate Services	Sub Group set up and several meetings held. Housing are currently considering potential changes for the Housing Repairs calls	
	Review and enhancement of website information	Policy & Communications Manager	Work ongoing	

ORGANISATIONAL RECOVERY ACTION PLAN
EMPLOYEES

Employees
Outcomes Required: Ensure that employees are safe, feel supported, engaged and productive
COVID-19 Impacts: <ul style="list-style-type: none"> • increase in homeworking • reduction in productivity for some services/employees • challenges of managing employees remotely

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	The majority of employees were moved to homeworking	Leadership Team	At the outset of lockdown	✓
	All employees who are shielding or clinically vulnerable were advised to stay at home and to work remotely if possible	Leadership Team		✓
	Revised opening hours put in place for Civic Centre and Depot	Customer & Support Services Manager		✓
	Additional day time cleaning put in place at the Civic Centre	Customer & Support Services Manager		✓
	Suspension of some T&Cs and HR processes eg flexi-time	Leadership Team		✓
Phase 2 – Restore				
Organisational	Complete risk assessment for all operational sites and implement Covid Safe Working Practices and changes to Council	Corporate Asset Manager	Completed for Civic Centre, Hawks Green Depot (office buildings), Markets.	✓

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Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Organisational	Issue guidance to employees re new COVID secure arrangements	Chief Internal Auditor & Risk Manager		
Organisational	Phased return to normal building opening hours for the Civic Centre – for employees only (Caretaking & Cleaning Service)	Customer & Support Services Manager	The building continues to remain open but for slightly shorter hours due to the low number of employees on site and the need to maintain COVID secure arrangements for cleaning. Planning is underway for returning to normal building opening hours.	
Organisational	Issue guidance to managers on planning for and supporting the return of essential employees to the workplace	Chief Internal Auditor & Risk Manager	This work has been done but implementation plans were put on hold due to ongoing restrictions and lockdowns. This will now be progressed as restrictions ease.	
Organisational	Assess any DSE/H&S issues arising from move to homeworking	Chief Internal Auditor & Risk Manager		
	Review of T&C's suspended with a view to restoring them	HR Manager By end of August 20	Flexi reinstated as of 7 September	
	Review of support provided to and communication with employees	HR Manager	2 surveys have been completed and used to develop tools to support managers and employees in the coming months.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Employee Health & Wellbeing Strategy (from the Corporate PDP)	HR Manager	Work on this has been deferred and included in the new Corporate Plan. Content will need to reflect potential longer terms changes in the working environment	Deferred to 2022/23
	Work force Development (from the Corporate PDP)	HR Manager	Work on this has been deferred and included in the new Corporate Plan. Content will need to reflect potential longer terms changes in the working environment	Deferred to 2022/23

ORGANISATIONAL RECOVERY ACTION PLAN
MEMBERS & DEMOCRACY

Members and Democracy







Outcomes Required:


Transparency and accountability for actions and decisions

COVID-19 Impacts:

Council meetings now have to be held virtually – this has:

- Created challenges for those Members with limited ICT skills;
- Resulted in a small increase in public engagement with the public viewing meetings; and
- Increased the officer time spent in setting up and administer some meetings.
- Cancellation of some meetings

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	Suspension of normal Council meetings	Managing Director		
	Urgent decision making protocol put in place	Deputy Managing Director		
	Weekly telephone calls with MD and all Group Leaders	Managing Director		
	Use of Zoom for virtual meetings established to allow key Council meetings to take place (eg Planning Committee, Cabinet Meetings)	Democratic & Resilience Services Manager		
Phase 2 – Restore				
	Council Meetings - plan for return to normal meeting cycle	Democratic Services Manager		
	Review of operation of virtual meetings, preparation of guidance and protocols. Delivery of training to support virtual meetings in the short term	Democratic & Resilience Services Manager and Head of Technology	Joint working group set up with SBC. Initial pilot of a hybrid meeting delayed due to Covid restrictions.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	To review role of virtual meetings in the longer term and implications re equipment, staffing of meetings etc	Democratic Services Manager and Head of Technology	Joint working group set up with SBC. The role of virtual meetings in the future is unclear at present.	

ORGANISATIONAL RECOVERY ACTION PLAN
ORGANISATIONAL

Organisational

Outcomes Required:

- Co-ordinated response to the pandemic
- Resilience of critical services

COVID-19 Impacts:

- Decision making had to be quick to respond to Government guidance

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 - Response				
LEADERSHIP TEAM	Team created to lead the response to the pandemic – initially meeting 3 times a week	Leadership Team	Team currently meeting weekly	✓
LEADERSHIP TEAM	Participation in County wide, Regional and National meetings	Managing Director		✓
Phase 2 - Restore				
LEADERSHIP TEAM	Review of priorities and re-aligning resources to support work on response and recovery, key projects and operational service delivery	Leadership Team	PDPs for 2020/21 reviewed and a number of projects rescheduled to 2021/22. Reported to July Cabinet. Review of Corporate Priorities completed and new Corporate Plan prepared for 2021-24	✓
LEADERSHIP TEAM	Incident debrief, Lessons Learnt and Review of Incident Management Plans and BCP	CCU Liaison Officer	Completed 28 September	✓
LEADERSHIP TEAM	Develop plan to support local or national lockdowns, taking on board lessons learnt from the initial lockdown	Leadership Team	Lockdown response plan completed. Plan reviewed to reflect changes in Government restrictions as appropriate	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Management Restructure	Managing Director	Superseded by proposal to share a Chief Executive with Stafford Borough Council for a period of 12 months pending development of proposals on further sharing	Deferred to 2021/22

Recovery Dashboard of Performance Measures

Economy	March 2020	June 2020	September 2020	December 2020	March 2021
Number of People 16-64 claiming out-of-work benefits	2.6%	5.7%	5.8%	5.3%	5.4%
Number of People 18-24 claiming out-of-work benefits	5.0%	10.7%	10.8%	10.4%	10.0%
Number of employments furloughed on the Coronavirus Job Retention Scheme	Scheme announced 20 th March 2020	16,700	17,600 July 2020 latest figures	3,300 as at 31 st October 2020 5,400 at 30 th November 2020 5,600 at 31 st December 2020 PROVISIONAL FIGURES	6,700 as at 28th February 2021
Number of claims made for the Self Employment Income Support Scheme	Scheme announced 26 th March 2020	4,100 (first stage scheme)	3,600 (second and final stage scheme)	3,700 (second stage) as at 31 st October 2020 3,100 (third stage) as at 31 st December 2020	3,500 as at 31st January 2021
Number of Job Vacancies (Unique postings)	2,184 (Feb 2020)	1,491	1,978	2,148	2,082 February 2021
Town Centre Vacancy Rates	Jan 2020		Sept 2020	Jan 2021 not available due to lockdown	
• Cannock	16.4%		20.3%		25.8%
• Hednesford	6.5%		8.6%		5.6%
• Rugeley	2.4%		6.3%		4.3%
% of Businesses subject to void rates		5.8%	5.8%		
Businesses subject to commercial exemption from business rates (value)	£337,000	£180,000	£311,000	£259,000	
Businesses subject to industrial exemption from business rates (value)	£987,000	£324,000	£555,000	£441,000	
Businesses subject to exemption due to administration / insolvency	£97,000	£165,000	£221,000	£180,000	
Business Rate Arrears		£649,685	£1,151,639		

Report of:	Head of Governance & Corporate Services
Contact Officer:	Stephen Baddeley
Contact Number:	01543 464415
Portfolio Leader:	Innovation and High Streets
Key Decision:	No
Report Track:	Cabinet: 10/06/21 Audit & Gov Cttee: 29/07/21

**Cabinet
10 June 2021
Strategic Risk Register**

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1 April 2021.

2 Recommendation(s)

- 2.1 That Cabinet approves the Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 All strategic risks and associated action plans have been reviewed and the Council's risk profile is summarised in the table below:

Risk Status	Number of Risks at 31 October 2020	Number of Risks at 1 April 2021
Red (High)	4	4
Amber (Medium)	3	3
Green (Low)	0	0
TOTAL	7	7

Reasons for Recommendations

3.2 Cabinet are required to approve the Strategic Risk Register.

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) Risk management is a systematic process by which key business risks / opportunities are identified, prioritised and controlled so as to contribute towards the achievement of the Council's aims and objectives.
- (ii) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

"A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Priorities and Objectives.

5.4 A fundamental review of the strategic risks/opportunities facing the Council was undertaken in May 2021 to take account of the impact that the pandemic and the lockdown arrangements. The risk register has been monitored at intervals and actions progressed to manage the risk. The risk register has been updated as at 1st April and a summary is attached as **Appendix 1**. The 1st April review has aligned the risks to the new Corporate Plan priorities.

- 5.5 The risk summary illustrates the risks / opportunities using the “traffic light” method i.e.
- RED risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
- AMBER risk score 5 to 10 (action plan required to reduce risk)
- GREEN risk score below 5 (risk tolerable, no action plan required)
- There has been no change in the number of strategic risks; there are 7 strategic risks of which 4 have been scored as high and 3 as medium.
- 5.6 Risk C5 “The Council doesn’t have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery” has increased from a 15 Red to 20 Red. This reflects the short-term issues capacity issues arising from the imminent retirement of a Head of Service and the interim Managing Director. It is anticipated that the proposed sharing of Stafford Borough Council’s Chief Executive for the next 14 months whilst a business case is developed for future sharing will include a review of management capacity. As part of the work on the new Corporate Plan, 9 key strategic projects have been identified and resources will be focussed on the delivery of these.
- 5.7 Risk C4 “The Council’s key contractors remain sustainable and continue to provide value for money” has reduced from a 20 Red to 15 Red; this reflects the work that has been done with the Contractors to assist them in dealing with the impact of Covid and other changes. Whilst still a high risk some improvement has been seen particularly with IHL, the Council’s leisure and culture contractor. IHL have been affected by both the effects of the pandemic and the loss of a key contract. The Council has worked with IHL to put a financial recovery plan in place and as restrictions are being eased sites are now being re-opened.
- 5.8 The detailed action plans for each risk are set out in the full strategic risk register attached at **Appendix 2**. This includes a progress update. The action plans are closely aligned to the Council’s Recovery plans and will be kept under review.

6	Implications
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6.1 **Financial**

None

6.2 **Legal**

None

6.3 **Human Resources**

None

6.4 Risk Management

The Risk Management implications are included within the body of the report and appendices.

6.5 Equality & Diversity

None

6.6 Climate Change

None

7 Appendices to the Report

Appendix 1 – Summary of Strategic Risks – 1 April 2021

Appendix 2 – Strategic Risk Register – 1 April 2021

Previous Consideration

None

Background Papers

File of papers kept in the Chief Internal Auditor & Risk Manager's office.

Cannock Chase Council

Summary of Strategic Risk Register as at 1 April 2021

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at October 2020	Residual Risk Score at April 21	Direction of Travel over period reported
RED RISKS						
C1	The Council's financial stability is adversely affected in the short and medium term	Head of Finance	May 2020	20 RED	20 RED	↔
C2	The economy of the District is adversely impacted	Head of Economic Prosperity	May 2020	20 RED	20 RED	↔
C4	The Council's key contractors remain sustainable and continue to provide value for money	Head of Environment & Healthy Lifestyles	May 2020	20 RED	15 RED	↓
C5	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery	Managing Director	May 2020	15 RED	20 RED	↑
AMBER RISKS						
C7	Failure to put in place safe working practices and social distancing measures to protect employees and the public	Head of Governance & Corporate Services	May 2020	10 AMBER	10 AMBER	↔
C3	Failure to work in partnership to sustain support to vulnerable residents post Covid-19	Head of Housing & Partnerships	May 2020	9 AMBER	9 AMBER	↔

Item No. 6.6

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at October 2020	Residual Risk Score at April 21	Direction of Travel over period reported
C6	<p>Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks.</p> <p>The move to home working has increased the vulnerability to malware issues.</p>	Head of Technology	May 2020	<p style="text-align: center;">9 AMBER</p>	<p style="text-align: center;">9 AMBER</p>	↔

Key to Direction of Travel

↓ Risk has decreased ↔ Risk level unchanged ↑ Risk has increased

Cannock Chase District Council – Strategic Risk Register as at 1st April 2021

Ref No: C1	Risk: The Council's financial stability is adversely affected in the short and medium term		
Risk Owner: Head of Finance	Portfolio: The Leader		
Consequences Of Risk: <ul style="list-style-type: none"> • Unable to provide desired levels of service • Town Centre redevelopment proposals are impacted • Council size becomes too small to sustain a viable organisation 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Residual/Net Risk Score (ie with controls)	Likelihood: 4	Impact: 3	Total Score: 20 - RED
Controls in Place <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium Term Financial Strategy to 2023/24 in place • The Revenue Budget for 2021/22 is balanced with a potential deficit of £1,359,000 for 2022/23 if a new regime is implemented • Working Balances maintained • Comprehensive Service Review being undertaken to re-align resources to Corporate Plan • Corporate Budget Monitoring • Evaluation of consultations on changes to government funding regimes 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Determine a Financial Recovery Strategy <ul style="list-style-type: none"> • Establish Recovery work stream • Agree Terms of Reference • Determine work programme 	Managing Director/ Head of Finance	Completed Terms of Reference and Work Programme Agreed
Monitor Financial Impact of COVID-19	Head of Finance	Monthly monitoring in place
Implement Interim Financial strategy	Head of Finance	Completed Interim Financial Strategy considered by Recovery Overview Board and Cabinet
Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding by a year	Head of Finance	Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance	Ongoing Financial Plan approved by Cabinet 12 th November 2020 New Financial Plan to be completed in 2021/22
Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on SBC	Managing Director/ Head of Finance	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID-2019 on pool by authority on a month by month basis Liaise with S& SoT Business Rate Pool Members re options to maintain viable pool for 2021/2022 Prepare options report to Leaders and Chief executives	Head of Finance	Pool Established for 2021/22
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Ongoing
Programme of service reviews to be undertaken to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be	Managing Director/ Head of Finance	To form part of 2022-23 Budget Process

Overall Progress Summary:

Monitoring of the Financial impact of Covid -19 is ongoing. The estimated impact of the pandemic has been reflected in the Medium-Term Budget as approved by Council with a balanced budget in place for 2021-22.

The medium-term financial stability of the Council is however dependent upon changes arising from the future funding regime for local government. Details in relation to the implementation of 75% Business Rates Retention and Fair Funding and Business Rates Reset are still awaited

A consultation document in relation to the Future of New Homes Bonus, beginning in 2022/23, was published on the 21 February 2021 (a response from the Council was submitted in advance of the closing date of 7 April 2021)

Ref No: C2	Risk: The economy of the District is adversely impacted		
Risk Owner: Head of Economic Prosperity	Portfolio: Economic Development & Planning		
Consequences Of Risk: <ul style="list-style-type: none"> • Increase in numbers of resident unemployed and economically inactive • Business failures and associated job losses • Reduced growth and prosperity for local residents • Decline of town centres / impact on major redevelopment proposals • NNDR / Council Tax Income does not grow 			
Links To Priorities: <ul style="list-style-type: none"> • Supporting Economic Recovery 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (ie with controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Controls in Place <ul style="list-style-type: none"> • Economic Prosperity Strategy • Economic Recovery Plan • Cannock Town Centre Development Prospectus • The Local Plan Review to identify future development opportunities • Proactive work with GBSLEP/SSLEP/West Midlands Combined Authority • Business Relationships work/promoting the District via the Economic Development function 			

Item No. 6.11

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Business support</p> <ul style="list-style-type: none"> Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants, Discretionary Grants. 	<p>Head of Finance / Head of Economic Prosperity</p>	<p>Significant progress has been made in distributing business support grants. Over 1,700 businesses have been paid grant with over £20m of funding allocated. Unused monies to be returned to MHCLG.</p> <p>Discretionary Fund closed at the end of August 2020.</p> <p>Chancellor announced on 5th November an additional package of financial support for businesses including extension of Coronavirus Job Retention Scheme (Furlough) and further business support grants to assist businesses directly affected by the pandemic and lockdown restrictions. Council will again be responsible for administration and distribution of these funds.</p>
<ul style="list-style-type: none"> Encourage new inward investment and local business growth working in partnership with LEPs, Growth Hubs and County Council. 	<p>Head of Economic Prosperity</p>	<p>Cabinet approved in September 2020 an application for Discretionary Business Rate Relief to support expansion of local company Super Smart Services Ltd – potentially creating c325 new jobs.</p>
<p>Produce an Economic Recovery Plan</p>	<p>Head of Economic Prosperity</p>	<p>Terms of reference for Economic Recovery work stream has been agreed by the Recovery Overview Board.</p>
<p>Refresh the Economic Prosperity Strategy to take account of changing economic environment</p>	<p>Head of Economic Prosperity</p>	<p>Impact of economic recession is currently being monitored by the Economic Recovery subgroup.</p> <p>Economic Prosperity Strategy refresh will set out the Council's plan to tackle the increase in unemployment and create a pipeline of new job opportunities. Work has started on the refresh but timescale for completion has been put back until early 2021 due to 2nd wave of COVID-19 and increasing economic uncertainty.</p>

Item No. 6.12

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Revisit regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence.	Head of Economic Prosperity	Officers are currently progressing technical work to examine feasibility of demolition of MSCP. Business case to be prepared and presented to Cabinet by spring 2021. Avon Road Car park – Cabinet have approved disposal of the site – terms currently being agreed.
Pro-actively work with WMCA, GBSLEP, SSLEP to promote the District and identify opportunities for growth during recovery phase	Head of Economic Prosperity	The Council continues to actively participate in the GBSLEP and SSLEP and Combined Authority and both organisations are leading on the region’s response to economic recovery. GBSLEP is supporting the District with a number of new initiatives including the £2m Pivot and Prosper Grant fund and ‘Click and Drop’ scheme targeted at independent retailers in Cannock, Hednesford and Rugeley town centres South Staffordshire College has secured £550k of funding from SSLEP to develop a Digital Skills Academy as part of £23m SSLEP allocation from MHCLG Getting Building Fund.
Revised Local Plan to be produced and delivered	Head of Economic Prosperity	Local Plan Review underway, however due to COVID-19 work has been delayed. Revised Local Development Scheme is being prepared and will be presented to Cabinet in January 2021. Officers are reviewing the potential impact of the Planning White Paper.

Overall Progress Summary: The District’s economy is being severely impacted by the COVID-19 pandemic and lockdown and there is continued economic uncertainty due to the ongoing threat of COVID-19 and second national lockdown. The District’s unemployment rate has increased significantly since March 2020 and in the short-medium term is not expected to increase significantly due to the Government’s decision to extend the Furlough scheme until March 2021. The Council will need to refresh its Economic Prosperity Strategy to set out how the Council can support the economy, create new job opportunities, help businesses to survive and to support new businesses to start-up. Major investments such as the McArthurGlen Designer Outlet and Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District.

Ref No: C3	Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19		
Risk Owner: Head of Housing & Partnerships	Portfolio: Crime and Partnerships		
<p>Consequences Of Risk: Vulnerable people at risk of not receiving help and support therefore increasing issues such as:</p> <ul style="list-style-type: none"> • Rough Sleepers displaced • Increased Reliance on Food Banks • Distribution of emergency food supplies • Increased Social Isolation • Increased number of Safeguarding Referrals • Increases in criminality – distraction burglary; cyber crime; county lines etc. • Increased incidents of anti social behaviour • Increased number of Domestic Abuse Incidents • Community Unrest & Tensions 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • Supporting Health & Wellbeing 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 RED
Residual/Net Risk Score (ie with controls)	Likelihood: 3	Impact: 3	Total Score: 9 AMBER
<p>Controls in Place</p> <ul style="list-style-type: none"> • Community Vulnerability Hub Established • Weekly Community Safety Hub • Housing First Project with Spring Housing • Frequent Meetings with Food Banks & Voluntary Sector • Centralised Emergency Food Supply • Daily management of safeguarding referrals for both adults and children • Weekly multi agency Community Safety Hub meetings – proactive problem solving • Weekly threat and risk Community Safety and Police meeting – managing threat and risk to district (people / place / Covid–19 breaches) • Development of a weekly MARAC (Multi Agency Risk Assessment Conference) regarding high risk Domestic Violence cases • Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership • Commissioned services in place to support with mental health and substance misuse, antisocial behaviour and domestic abuse. • Representation at County, Regional and National level multi-agency partnership meetings • Evictions currently suspended 			

Item No. 6.14

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Group being set up to support the Community Recovery work stream – this will look at:</p> <ul style="list-style-type: none"> • Lessons learnt • How the level of support can be sustained going forward • Planning for the future and development of an action plan 	<p>Head of Housing & Partnerships</p>	<p>Lessons Learnt Report Completed</p> <p>CCSN have confirmed that the Group is no longer active and will be working in a signposting capacity. CCDC has taken on the role of Anchor Organisation across the District.</p>
<p>Extend commissioned services that provide lower level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse</p>	<p>Head of Housing & Partnerships</p>	<p>Human Kind Charity – Drug & Alcohol Support - Commissioned by SCC</p> <p>Exploring options to fund a Specialist Mental Health Worker (Housing Options Funding)</p>
<p>Supporting Vulnerable Residents – Follow up telephone calls</p>	<p>Head of Housing & Partnerships – May to June 2020</p>	<p>400+ calls completed (28.05.2020)</p> <p>3000+ calls completed</p> <p>Project complete</p>
<p>Housing 1st Project – Secure permanent accommodation for the Rough Sleepers</p>	<p>Strategic Housing Manager</p>	<p>2-year contract awarded to Spring Housing under Rough Sleepers Pathway Project in partnership with Lichfield DC – Option available to extend for further 2-year period to continue to provide a rough sleeping outreach service and housing first accommodation and support for entrenched (complex needs) rough sleepers.</p> <p>5 rough sleepers rehoused and supported in the HRA flats provided to Spring Housing under a management agreement.</p> <p>Other long-term accommodation secured for a further 2 Rough Sleepers.</p> <p>Application for Next Steps Accommodation Programme Funding Bid for £115k (match funded) for purchase and letting of 2 additional flats. In progress with one sale completed and refurbishment work commenced. Purchase of</p>

Item No. 6.15

Actions Planned	Timescale/ Person Responsible	Progress/Comments
		<p>2nd flat in progress. NSAP deadline for practical completion is 30 June 2021. Risk due to leasehold issues which may result in 2nd property purchase not achieving practical completion by deadline.</p> <p>Consideration currently being given to a grant application under 21/22 RSAP (Rough Sleeping Accommodation Programme).</p>
<p>To maximise the benefit of any legacy from the increase in voluntary activity in the local community</p>	<p>Head of Housing & Partnerships</p>	<p>On-going meetings scheduled – work with Support Staffordshire on social prescribing</p> <p>Cabinet has approved funding for Support Staffordshire to engage with the Voluntary Sector – project starts 01.12.2020</p> <p>Support Directories Produced by Support Staffordshire and Rugeley Community Church</p>
<p>Work in conjunction with Inspiring Healthy Lifestyles to support individuals and communities to mitigate the impact of Covid-19 on health and well being</p>	<p>Head of Environment</p>	<p>On-going – family activity packs have been delivered to households</p> <p>Voluntary Groups – Summer Recess</p> <p>SPACE Project given go-ahead</p>
<p>Further Development of the MARAC</p>	<p>Complete (PCSCCTV Manager) Staffordshire Police</p>	<p>Weekly MARAC's have now been operational since September and are held weekly after the Community Safety Hub (CSH), with chairing responsibilities alternating chaired between Staffordshire Police and the Partnerships Manager. From its launch date of 15th September 2020 - a total of 81 cases have been discussed with action plans put in place.</p>
<p>Establishing a strong link with the Community Vulnerability Hub</p>	<p>Complete & On-Going (PCSCCTV Manager)</p>	<p>This has been adopted as part of daily business.</p>

Overall Progress Summary:

First lockdown - the Community Vulnerability Hub was mobilised within days of the lockdown. Following the initial response stage and with the end of Shielding demand had considerably dwindled for this level of intensive support. A part time role within the Housing Department has been approved to manage the high level of complex cases that have emerged prior to and during lock-down. The Foodbanks have reported no increase in the demand for food and this may be due to the Governments funding of School Meals. Moving forward meetings with the voluntary sector have been scheduled bi monthly with the agreement that should there be a spike or local lockdown the groups are willing to remobilise. Internally over 50 staff members have supported the hub.

Second Lockdown – Additional call handlers assigned to support the Clinically Extremely Vulnerable Residents (4,200+) to register for on-line food delivery slots and low level support. The HOS has established links with Cannock and Hednesford Salvation Army and Rugeley Community Church working in conjunction with Support Staffs are seen to be the emerging “Anchor Organisations” within the District. The local list of Vulnerable Residents (inc CEV) had been refreshed (7,000+ residents).

The Community Vulnerability Hub are continuing to make fortnightly telephone calls to 80 + individuals who are vulnerable – this work is funded by the County Council and will cease at the end of June 2021. The Head of Service is talking to two voluntary groups that hopefully we can transition the calls to.

There are 4 / 5 single residents currently in temporary accommodation and we are working with them to source permanent accommodation.

The two Foodbanks have seen a decrease in activity and a number of Community Tables have popped up across the District; both Foodbanks have a sufficient supply of Food.

The Heath Hayes and Wimblebury Group has stood its volunteers down. Meetings with the Voluntary Sector will move to Quarterly basis and the Covid-19 Support Webpage is being updated.

In order to assist residents with on-line shopping the County Council have made available 7 tablets that can be gifted to residents on a first come basis.

Ref No: C4	Risk: The Council's key contractors remain sustainable and continue to provide value for money		
Risk Owner: Head of Environment & Healthy Lifestyles	Portfolio: Culture & Sport and Environment		
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Potential for an individual contract failure resulting in a service not being delivered • Reputational damage and complaints • Financial loss 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 RED
Residual/Net Risk Score (ie with controls)	Likelihood: 3	Impact: 5	Total Score: 15 RED
<p>Controls in Place</p> <ul style="list-style-type: none"> • Regular contact with key personnel for each contractor • Contract management • Any key issues are discussed with Leadership Team and Members as appropriate • Discussions with other authorities who have the same or similar contracts • Appointment of Leisure, Culture & Commonwealth Games Officer on two year fixed term contract to 2022-2023 to support the service and manage relationships with IHL 			

Actions Planned	Timescale / Person Responsible	Progress/Comments
Service delivery of key contracts is being monitored and managed	Head of Environment & Healthy Lifestyles Waste & Engineering Services Manager Ongoing during response and recovery as required	Regular contact is being maintained with contractors to resolve any issues

Actions Planned	Timescale / Person Responsible	Progress/Comments
<p>Financial assistance to be provided where appropriate to support key contractors</p>	<p>Head of Finance Head of Environment & Healthy Lifestyles</p> <p>Ongoing during response and recovery as required</p>	<p>Payments being made in advance to assist with cash flow and 20% top up agreed by Cabinet for furloughed staff up until the end of June 2020.</p> <p>Discussions are ongoing between the Council and key IHL officers to identify full financial impact and develop sustainable recovery plans. The 2nd lockdown is likely to have a significant impact on the financial viability of IHL. This has led to the review and increase of the risk score</p> <p>The withdrawal of Wigan Metropolitan Borough council (WMBC) from their contract with IHL, the 3rd national lockdown and the uncertainty with Selby District Council, (SDC) and their contractual relationship with IHL have had a continuing impact on the viability and financial risk on the operator IHL:</p> <p>The Council has now secured £210k from the National Leisure Recovery Fund, (NLRF) administered by Sport England on behalf of Government.</p> <p>A formal Deed of Variation, (DoV) has been drafted and is to be executed between IHL and Cannock and IHL and SDC to put in place a mechanism for 'open book' accounting and continuous monitoring of the financial performance and viability of IHL in line with the report to Cabinet on January 2021. There remains some uncertainty in relation to the contractual relationship between IHL and SDC and this continues to have an adverse impact on Cannock Chase DC.</p>

Item No. 6.19

Actions Planned	Timescale / Person Responsible	Progress/Comments
Contact with other Councils, Local Government Association and Sport England	<p>Heads of Service Contracts and Procurement Manager</p> <p>Ongoing during response and recovery as required</p>	<p>Contact is being maintained with other Councils that have the same type of contracts and or contractors to share information on issues and support provided</p> <p>Interest logged on 10th April with Sport England to receive any available support/consultancy to ensure that Council's, Leisure Trusts and Operators survive this period of uncertainty. Sport England have been contacted again on 10th November 2020 with regard to possible support</p> <p>Cannock have been actively engaged with the Staffordshire Leisure Officers Group, (PALS) to share experience, knowledge and learning in relation to the impact of the pandemic on Leisure and Culture Services.</p>
Lobbying of Ministry of Housing, Communities and Local Government (MHCLG) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on CCDC	<p>Managing Director Head of Finance</p> <p>Ongoing during response and recovery as required</p>	<p>Information provided regarding the financial impact of COVID-19 on contracted services.</p> <p>Managing Director and Head of Finance are continuing to lobby local MP.</p> <p>Letter to MP 16th October 2020 and further contact made on 10th November 2020</p>
Monitoring Government guidance on COVID-19 on services that can be delivered as lockdown is eased	<p>Heads of Service Service Managers Contracts and</p>	<p>Recovery plans being developed by Contractors in consultation with the Council to respond to further lifting of restrictions. Golf course re-opened 23 May 2020.</p> <p>Chase Leisure Centre (Dry side) re-opened 25th July 2020 and Swimming Pool 1st August 2020</p> <p>Rugeley Leisure Centre (Dry side) re-opened 1st August 2020</p> <p>AGP at Bradbury re-opened from 10th August 2020</p> <p>Recovery progress has been hampered by 2nd Lockdown 5 Nov to 2nd December.</p>

Actions Planned	Timescale / Person Responsible	Progress/Comments
		<p>Recovery plans in place for re-opening of Leisure and Culture facilities following the announcement of the staged lifting of lockdown restrictions:</p> <p>March 29th: Re-opening of outdoor facilities and activities, Golf, Five's, ATP</p> <p>April 12th: Reopening of individual fitness, personal trainer, disability access, swimming facilities at Chase LC.</p> <p>May 17th: Reopening of indoor group exercise, indoor team events, Museum & Prince of Wales (Reduced Capacity)</p> <p>June 21st: All activities and facilities; with the exception of Rugeley Swimming facilities (contractors to complete refurbishment by end of summer).</p>

Overall Progress Summary:

Regular contact is being maintained with the Council's key contractors. Recovery plans are being developed by Contractors, in consultation with the Council, to respond to further lifting of restrictions and re-instate services where possible. Management of this risk is largely outside the control of the Council as it is a national issue and depends on the Government's plans for easing lockdown and support to businesses. However, the Council is working with its contractors to support them during lockdown and in implementing their recovery plans.

Progress has been made with regard to the safe re-opening of some of the key leisure facilities. However, this recovery and the risk of future sustainability has been impacted by the 2nd and third lockdowns, resulting in a reassessment of the risk score. This risk is partially mitigated through receipt of £210k and the finalisation of the proposed Deed of Variation. The overall likelihood remains at 3 and impact at 5 giving an unchanged residual risk score of 15 as there remains contractual uncertainty between IHL and Selby DC.

In respect of the Waste Contract all services are being provided and discussions are ongoing with the Regional and Local Contract Managers to monitor and resolve any local issues around contaminated waste levels etc. Soft market testing has been undertaken with other Staffordshire Councils in respect of waste recycling contracts.

The waste recycling tenders have been received and evaluated and the options around service continuation are being reviewed and due to be reported to Cabinet in Q1 2021-22.

Ref No: C5	Risk: The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, new Covid19 Government policies, key projects and support work on recovery		
Risk Owner: Managing Director		Portfolio: The Leader	
Consequences Of Risk: <ul style="list-style-type: none"> The Council's response during a declared Major Incident is not effective; Services and projects are not delivered and this impacts on residents / the public; The requirements of any new Covid19 related Government policies not implemented effectively; Employees wellbeing affected, increase in absence due to stress 			
Links To Priorities: <ul style="list-style-type: none"> Financially Resilient Council 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (i.e. with controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Controls in Place <ul style="list-style-type: none"> Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action. Additional funding secured for Covid19 related policies e.g. Test and Trace, resettling rough sleepers etc. Suspension of lower priority activities, meetings and projects. Management capacity issues are monitored by Leadership Team; officer time reallocated to more important duties as required e.g. Vulnerability Hub. Day to day operational capacity issues addressed by managers e.g. sickness absence. Regular monitoring of priorities Provision of support to employees especially as majority remain working remotely. 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action	Leadership Team	This is an ongoing activity

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Review of existing priorities and PDP's in light of Recovery Planning work	Leadership Team / Cabinet	The PDP's for 2020/21 have been reviewed and revised PDPs approved by Council. A review of Corporate Priorities has been completed and a new Corporate Plan produced for 2021-24 which takes into account ongoing recovery work.
Review of essential services and operational work plans to re-prioritise work	Heads of Service	The majority of services are now operating normally with only a small number affected by the lockdown that came into effect at the start of 2021.
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Leadership Team	Ongoing operational decisions
Management review	Managing Director	Following the resignation of the Managing Director, the Deputy MD is now acting as the interim MD. Plans are also in hand for interim arrangements to cover the imminent retirement of the Head of Environment and Healthy Lifestyles. As the interim MD is also due to retire at the end of July, Council is to be asked to approve in May the appointment of the Chief Executive of Stafford Borough Council as joint Chief Executive for 14 months pending the development of a business case for longer term sharing between the two Councils. As part of this work, there will be a review of the management structure.

Overall Progress Summary:

The majority of services are now operating normally with just a few affected by the lockdown restrictions. Work from the response and recovery phases continues to have an ongoing impact on officer capacity and with considerable pressure on key service areas. Officer capacity continues to be reviewed and work prioritised. Going forward, the management structure will be reviewed as part of the development of a business case for further sharing of services and a Chief Executive with Stafford Borough Council.

Ref No: C6	Risk: Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.		
Risk Owner: Head of Technology	Portfolio: Corporate Improvement		
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (ie with controls)	Likelihood: 3	Impact: 3	Total Score: 9 - AMBER
<p>Controls in Place</p> <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants. 			

Item No. 6.24

- Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information
- Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Annual Health check completed in August 2020. Follow-up check is planned for November 2021.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The health-check will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	September 2021 Head of Technology	During 2020 we have been able to increase the number of corporate laptops that access the internal systems.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	On-going Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2021/22
Add Geo restrictions to O365 and Virtual office.	Systems Manager	Complete
Require one-time passwords for all network connections.	Systems Manager	Complete

Overall Progress Summary:

Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing and attacks are becoming more sophisticated.

Ref No: C7	Risk: Failure to ensure that there are adequate safe working practices and social distancing measures in place to protect employees and the public		
Risk Owner: Head of Governance & Corporate Services	Portfolio: Corporate Improvement and Town Centre Regeneration		
Consequences Of Risk: <ul style="list-style-type: none"> • Failure to meet health and safety standards could lead to prosecution. • Unable to restore some services. • Risk of infection to employees, partners/contractors in the workplace and the public • Employees refuse to return to work 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 RED
Residual/Net Risk Score (ie with controls)	Likelihood: 2	Impact: 5	Total Score: 10 AMBER
Controls in Place <ul style="list-style-type: none"> • Health & Safety Policies and Practices both existing and revised • Health & Safety controls (including risk assessment) in place in line with Government Guidance and best practice • Health & Safety Advice provided • Provision of Occupational Health advice as required • Promotion of wellbeing, signposting to information, mental health champions 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Organisational Recovery work stream to oversee the development of a co-ordinated approach to ensuring the safe return on employees to the workplace	Head of Governance & Corporate Services	Process established and guidance issued to managers to support initial return to the workplace. This is being reviewed and updated as restrictions ease

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Role based risk assessments to be completed in line with HSE and Government Guidelines, employee guidance prepared and employees briefed before returning to work	Service Managers	Guidance has been issued to managers and role based risk assessments are being completed, as required, and agreed with the the Health & Safety Officer and the Trade Unions
Continue to monitor and review guidance issued by Government and communicate to managers as required	Chief Internal Auditor & Risk Manager	Work is ongoing to monitor and update guidance for managers in accordance with changes made regarding local and national restrictions
Review content of Health & Well-being Strategy to take account of impact of COVID-19 on the workforce	HR Manager	This is being considered as part of the Organisational Recovery work. HR have put in place a range of support for employees and managers to aide mental health and wellbeing.

Overall Progress Summary:

Risk assessments were prepared at the outset of the first lockdown and have continued to be reviewed and updated to reflect the latest Government Guidance. Workplace risk assessments have been completed for all key sites.

The Organisational Recovery Group is looking at plans for the easing of restrictions over the coming months and this will include reviewing risk assessments and Covid secure procedures.

Whilst much work has been done to comply with COVID secure guidance and ensure the safety of employees and the public and the number of cases has decreased nationally and locally, due to the nature of the pandemic, it is not considered prudent at this time to reduce the risk score. This will be kept under review as restrictions ease.

Report of:	Interim Managing Director
Contact Officer:	Steve Partridge
Contact Number:	01543 464 588
Portfolio Leader:	Leader of the Council
Report Track:	Cabinet: 10/06/21

Cabinet
10 June 2021
Representatives on Outside Bodies 2021-22

1 Purpose of Report

- 1.1 To consider the appointment of representatives to outside bodies for 2021-22 as set out in the schedule of nominations as attached at Appendix 1.
- 1.2 To confirm the Managing Director's authority, in consultation with the Leader of the Council to make appointments to any other outside bodies throughout the municipal year and amend existing appointments as necessary.

2 Recommendation(s)

That:

- 2.1 Cabinet determine the appointment of representatives to outside bodies for 2021-22, as set out in Appendix 1 of the report.
- 2.2 The Managing Director, in consultation with the Leader of the Council, be authorised to make appointments to additional outside bodies and amendments to any existing outside bodies, as necessary, throughout the municipal year, that would otherwise be determined by Cabinet.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 Each year Cabinet is required to appoint representatives to several outside bodies as detailed in the scheduled included at Appendix 1. This is normally done at the first Cabinet meeting following the Annual Council meeting.

Reasons for Recommendations

- 3.2 To reflect the wishes of the Cabinet in regard to which Members it wishes to appoint to those outside bodies as listed in Appendix 1 of the report.

- 3.3 For practical purposes, Cabinet is also requested to delegate authority to the Managing Director, in consultation with the Leader of the Council, to make appointments to any additional outside bodies, and amend existing appointments.

4 Relationship to Corporate Priorities

- 4.1 The Council, through its democratic process, contributes to the Council's Corporate Priorities and promotes community engagement through the appointment of representatives to outside bodies.

5 Report Detail

- 5.1 Determination of appointments to representatives on certain outside bodies (as detailed in Appendix 1) is a matter for Cabinet in the first instance. This is normally done at the first Cabinet meeting following the Annual Council meeting. The Managing Director will consult with the Leader of the Council to make appointments to any additional outside bodies, or amend existing appointments, as necessary, subject to recommendation 2.2 being agreed.
- 5.2 As identified in the schedule of proposed appointees, the following outside bodies require a named substitute member to also be appointed:
- Cannock Chase AONB Joint Management Committee – **substitute must be a Cabinet member.**
 - Staffordshire Police, Fire & Crime Panel
 - Staffordshire & Stoke-on-Trent Joint Waste Management Board.

6 Implications

6.1 Financial

There are no direct financial implications arising from this report. Any costs which arise from appointments determined as an approved duty, and thereby subject to travel and subsistence claims, will have to be met from existing Members' budgets.

6.2 Legal

Unless otherwise specified by statute, Section 101(1) of the Local Government Act 1972 empowers the Council to arrange for the discharge of any of its functions by an officer of the Council in that:

“subject to any express provision contained in this act or any act passed after this Act, a local authority may arrange for the discharge of any of their functions-

- (a) by a committee, a sub-committee or an officer of the authority...”

In respect of appointments related to executive functions, the power to delegate the making of such appointments to the Managing Director rests with the Cabinet in accordance with section 14 of the Local Government Act 2000.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equality & Diversity

None.

6.6 Climate Change

None.

7 Appendices to the Report

Appendix 1: Schedule of proposed outside bodies appointments by Cabinet for 2021-22.

Cannock Chase Council

Proposed Cabinet Appointed Representatives to Outside Bodies for 2021-22

Notes:

- All of the below listed positions are appointed on an annual basis at the first Cabinet meeting after Annual Council.
- All bodies have one seat available unless otherwise stated.

Name of Body	Current Representative(s)	Proposed Representative(s)
Cannock Chase AONB Joint Management Committee	Environment and Climate Change Leader (Substitute – Cllr A. Pearson)	Environment and Climate Change Leader (appointee must be a Cabinet member) (Appoint Substitute – must be a Cabinet member)
Cannock Park Golf Club Committee	Culture & Sport Leader (or nominee)	Housing, Heritage & Leisure Portfolio Leader (or nominee)
Greater Birmingham & Solihull LEP Board	Leader of the Council (or nominee)	Leader of the Council (or nominee)
Greater Birmingham & Solihull LEP Supervisory Board	Leader of the Council (or nominee)	Leader of the Council (or nominee)
Greater Birmingham & Solihull LEP – ESIF Committee	Economic Development and Planning Leader	District Development Portfolio Leader
Local Government Association General Assembly	Leader of the Council (or nominee)	Leader of the Council (or nominee)
Local Strategic Partnership (Chase Community Partnership) 5 seats to be appointed to.	Leader of the Council Economic Development and Planning Leader Culture and Sport Leader Health and Wellbeing Leader Leader of the Opposition – (Community Safety & Partnerships Shadow Leader attending as nominee) (or nominees)	<ul style="list-style-type: none"> • Leader of the Council • District Development and Planning Leader • Housing, Heritage & Leisure Portfolio Leader • Community Engagement and Health & Wellbeing Portfolio Leader • Leader of the Opposition (or nominees)

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Name of Body	Current Representative(s)	Proposed Representative(s)
Norton Canes Community Partnership	Economic Development and Planning Leader	District Development Portfolio Leader
PATROL (Parking and Traffic Regulations Outside London) Joint Committee	Environment and Climate Change Leader (or nominee)	Environment and Climate Change Leader (or nominee)
Poplars Landfill Site Liaison Committee	Environment and Climate Change Leader (or nominee)	Environment and Climate Change Leader (or nominee)
Staffordshire Destination Management Partnership	Economic Development and Planning Leader (or Head of Economic Prosperity as nominee)	District Development Leader (or Head of Economic Prosperity as nominee)
Staffordshire Police, Fire and Crime Panel	Community Safety and Partnerships Leader (Substitute was ex-Cllr. D. Todd)	Neighbourhood Safety and Partnerships Portfolio Leader (Appoint Substitute)
Staffordshire and Stoke-on-Trent Joint Waste Management Board	Environment and Climate Change Leader (or nominee) (Substitute – Cllr. J. Kraujalis)	Environment and Climate Change Leader (or nominee) (Appoint Substitute)
Staffordshire Playing Fields Association	Culture and Sport Leader (or nominee)	Housing, Heritage & Leisure Portfolio Leader (or nominee)
Stoke-On-Trent & Staffordshire LEP – ESIF Committee	Economic Development and Planning Leader	District Development Portfolio Leader
West Midlands Employers	Leader of the Council (or named sub)	Leader of the Council (or named sub)

Report of:	Head of Environment & Healthy Lifestyles
Contact Officer:	Joss Presland
Contact Number:	01543 464416
Portfolio Leaders:	Housing, Heritage & Leisure District Development
Key Decision:	No
Report Track:	Cabinet: 10/06/21

Cabinet
10 June 2021
Commonwealth Games 2022 - Update

1 Purpose of Report

- 1.1 To provide Cabinet with an update on the Commonwealth Games 2022 and the Council's preparations as a host authority.
- 1.2 To seek approval to develop and progress a number of future projects and opportunities that have arisen and may arise from hosting and supporting the delivery of a successful event in the District.

2 Recommendation(s)

That Cabinet

- 2.1 Note the update on the Commonwealth Games 2022 and the Council's preparations as a host authority.
- 2.2 Agree the legacy objectives for the Council as set out in this report in this report (Paragraph 5.35).
- 2.3 Agree to the allocation of the funding totalling £50k in relation to the opportunities relating to hosting the Games identified in paragraph 5.36.
- 2.4 Delegate authority to the Head of Environment and Healthy Lifestyles and Head of Economic Prosperity in consultation with the Portfolio Leaders for Housing, Heritage and Leisure and Portfolio Leader for District Improvement to determine the actual expenditure levels in line with the opportunities and projects identified in paragraph 5.36, up to the total £50k as agreed in recommendation 2.3 above.
- 2.5 Receive further update reports and requests for additional funding for consideration, as more information becomes available on future opportunities and

projects such as the Queens Baton Relay (QBR), Cultural Programme, Live Sites etc.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The importance and significance of hosting this event within the district has been identified as a key priority and opportunity in the Council's Corporate Plan 2021-2024 and in the current Economic Prosperity Strategy.
- 3.2 Hosting an event will provide a platform to showcase the district regionally, nationally, and internationally.
- 3.3 In addition to the delivery of the event, the Games provide an opportunity to deliver a long-term legacy for the district, our residents, and visitors for many years to come.
- 3.4 The Games presents legacy opportunities to:
 - Enhance and improve the infrastructure in the district to provide an exciting off-road cycling opportunity that will benefit local residents, communities and visitors to the area, as well as delivering an enhanced bike and play offer to educate and encourage children to bike safely and responsibly.
 - Enhance and improve the current Heritage Trail infrastructure and other trails within the district.
 - Position and showcase Cannock Chase district as a visitor, retail and tourism destination building a legacy for return visits which will have a positive impact on the economy.
 - Promote and enhance Cannock Chase's natural environment.
 - Revitalise our towns and local high streets.
 - Provide invaluable work experience through capitalising on the volunteering opportunities created by the Games.
 - Ensure community involvement in events, festivals and sporting activities.
 - Increase participation in cycling and other activities to improve the health and wellbeing of our residents.
- 3.5 To ensure the Council is in the best position to take advantages of these legacy opportunities it is proposed to allocate some of the £50,000 funding earmarked by Cabinet on 17 September 2020 as follows:
 - Chase Heritage Trail Improvements £40,000
 - Volunteering Opportunities £8,000
 - Roadshows £2,000

- 3.6 For other opportunities and requirements linked to hosting the mountain biking event in the district such as the QBR, Cultural Programme, Live Sites, Wayfinding, Street cleansing and waste there will be a future budget requirement in 2022-23 which the Project Team will need to work up and update a future Cabinet accordingly.

Reasons for Recommendations

- 3.7 To seek confirmation of the legacy objectives and to seek approval of the proposed allocation of funding identified to progress the opportunities set out in this report at paragraph 5.36.

4 Relationship to Corporate Priorities

- 4.1 Hosting the Mountain Bike event in the District as part of the Commonwealth Games 2022 links to priorities included in the Council's Corporate Plan 2021-24:
- Supporting Health and Wellbeing - Encouraging and supporting people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing: • Maintain and improve our green spaces and countryside so that they remain attractive and enhance our quality of life.
 - Supporting Economic Recovery – Playing an important role in supporting the economic recovery of the District

5 Report Detail

Background

- 5.1 Cannock Chase District is a venue for the Commonwealth Games 2022 and will host the Mountain Biking event at Birches Valley, Cannock Chase Forest.
- 5.2 The Commonwealth Games 2022 will run from the 28th July 2022 to 8th August 2022 with the Mountain Biking event taking place on Wednesday 3rd August 2022
- 5.3 As a host authority, Council officers are involved with the Organising Committee (OC), City Integration Team, Staffordshire County Council, Forestry England and a number of other partners across a range of specific areas:
- Mountain Bike Trail Development and Venue operation,
 - Transport and Traffic Management,
 - Highways and Infrastructure,
 - Regulation and Enforcement,
 - Resilience,
 - Volunteers
 - Cultural programme, Live sites, Roadshows and Queen Baton Relay
 - Communications, Engagement and Promotion,
 - Street Scene – cleansing and waste,
 - City Dressing (Look and Feel) and Wayfinding,

- Sponsorship, and
- Business and Tourism.

- 5.4 Cabinet on 17 September 2020 agreed to allocate £50,000 of capital funding from the Council's District Investment Fund towards the Mountain Bike Trail Development, with a further £50,000 being earmarked to support future projects, opportunities and initiatives in Cannock Chase resulting from hosting the event in the district.
- 5.5 Together with the establishment of an Internal Project Team, a Commonwealth Games Officer has now been appointed for a period of 2 years to provide additional capacity to manage the project, and to progress the Council's involvement in the Commonwealth Games as well as leading on the Council's culture and leisure offer with Inspiring Healthy Lifestyles.
- 5.6 The Project Team is supported by officers from across the Council and from Inspiring Healthy Lifestyles to help facilitate preparations for hosting the event in the district linked to the relevant workstreams outlined in paragraph 5.3 above and to identify and progress opportunities that may arise and will contribute to achieving our legacy aims set out in this report.

Update on workstreams

Mountain Bike Trail Development and Bike and Play Project

- 5.7 The Head of Environment and Healthy Lifestyles currently attends the Forestry England Project Team overseeing the development of the new Mountain Bike Trail and the new Bike and Play Project both of which will provide a lasting legacy for the district, our residents and visitors for many years to come.
- 5.8 Work on the Mountain Bike Trail to be used for the Commonwealth Games event and to which the Council has contributed £50,000 is progressing well. Handover from the contractor to Forestry England is on track to be completed during the first quarter of 2021-22.
- 5.9 Work on the bike and play project has started on site this month with completion anticipated during Quarter 2 of 2021-22.
- 5.10 Subject to the successful completion of both projects it is anticipated that these new facilities will be launched later in the Summer 2021.

Venue Operation

- 5.11 The OC are continuing to hold separate meetings with Forestry England as the landowner of the site to put plans in place for the operation of the Mountain Biking event to be held as part of the Games.
- 5.12 Venue operational planning is well underway and a full planning application for the event and a Local Area Traffic Management Plan is being prepared.

Transport and Traffic Management

- 5.13 As part of the planning for the event, detailed discussions have been held over a number of months via a Venue Transport Working Group (VTWG). These discussions have looked in detail at the mountain bike event but have also been set in the context of the overall transport planning for the Games. Transport partners, local authorities, and the Organising Committee have identified how rail can best perform its key role in transporting spectators to the event in Cannock Chase.
- 5.14 Chase Line and both Rugeley and Hednesford Train Stations have been considered in the demand modelling assessments and will play an important part in servicing local travel needs.
- 5.15 The cross-partner VSWG has concluded that the Chase Line does not have the capacity to deal with all demand from spectators travelling from Birmingham, particularly as the line also serves the athletics events that are being held at Alexander Stadium at the same time as the Mountain Biking event. Over 2,000 additional passengers are expected in the busiest arrival time. Serving both Cannock Chase and Alexander Stadium events concurrently with the same services will substantially increase an already significant risk of capacity shortfall at both events. It would also likely leave passengers from local stations unable to board key trains for the Cannock Chase event.
- 5.16 The limited options for enhancing the train service/capacity on the line means that it is not possible to mitigate the potential effect of these combined purely through Hednesford and Rugeley Stations.
- 5.17 They will therefore be supplemented by an additional spectator bus shuttle service from Stafford station. This will provide options for spectators who will, of course, travel to the event from multiple home destinations.
- 5.18 Given local demand, and the likelihood that some passengers will wish either to walk or cycle to the event rather than take a shuttle bus, Hednesford, Rugeley (Designated walking route) and other Chase Line stations will continue to play an important role in serving the mountain biking at Cannock Chase. Indeed, moving the role of shuttle bus hub elsewhere will give the Chase Line the opportunity to play this role more effectively.

Volunteers

- 5.19 13,000 volunteers will be required to help organise, run and manage the Birmingham Commonwealth Games 2022. Volunteers will be required in skilled roles such as technology, sport and medical areas as well as thousands of other roles which will require little or no training.
- 5.20 The application process will start in June 2021.
- 5.21 Volunteers must be at least 18 years old by 1st January 2022, eligible to volunteer in the UK and be available to volunteer for the full duration of the Games (28 July – 8 August 2022) and committed to completing a minimum of 8 volunteering shifts.
- 5.22 Volunteers must be able to speak and read English or BSL and agree to and pass relevant security and background checks.

- 5.23 Volunteers must accept the volunteer role and venue offered and attend and complete all training required.
- 5.24 A limited number of volunteer places will be available for people who are aged 14 – 17 by 1st January 2022. Applications for these volunteers will be separate to the general application process.
- 5.25 More information and details about the young volunteer programme will be released by the OC over the coming months.

Cultural Programme

- 5.26 For 6 months from March to September 2022 a cultural arts festival is planned across Birmingham and the West Midlands and will include direct commissions of artists and open calls for new artistic works on specific themes. This may provide the opportunities for individuals or groups from our district to be involved as the programme becomes clearer and develops.

Queens Baton Relay

- 5.27 Birmingham 2022 will stage the 16th official Queen's Baton Relay (QBR) as part of the Commonwealth Games, with an international and domestic sector spanning the 72 nations and territories of the Commonwealth. The relay will depart in 2021, returning for the Opening Ceremony of the Games on 28 July 2022.
- 5.28 The Baton carries a message to the athletes from the Head of the Commonwealth, Her Majesty, Queen Elizabeth II; travelling around the globe, carried by thousands of Baton bearers.
- 5.29 Officers have submitted a high-level expression of interest for the QBR to pass through the District as it travels through England and if successful, it will be essential that we help build momentum in the run up to the Games. Although we have not been notified of any decision yet, it is crucial that we continue to develop our offer and consider all opportunities to enable our communities to come together to celebrate hosting the event in our district.
- 5.30 It is important to stress that submitting an expression of interest, does not guarantee success or that everything proposed can be included, due to time and logistical constraints.
- 5.31 It is likely that the QBR will run through more than one LA area in a day so areas would generally host mornings, afternoons or evenings, to ensure as many communities as possible have the chance to be part of the QBR.
- 5.32 It is clear, however that any costs associated with the QBR passing through our district and any other associated events will have to be met by the Council or Town and Parish Councils. Currently there are no indicative costs available, so the Project Team will have to assess these and report back to Cabinet on any further funding requirements.

Streetscene and Waste

- 5.33 Officers have met with the OC to discuss and ascertain the cleaning and waste requirements for before, during and after the Mountain Biking Games Event and it is clear, that although some rescheduling of normal operations can be undertaken, there will be additional requirements, estimated to be circa £10k for which provision will have to be made in the 2022-23 budget as part of the annual budget process later this year.
- 5.34 Council officers are also involved in meetings with the OC around Trading Standards and Licensing, Safety and Resilience, City Dressing and Wayfinding and Sponsorship.

Legacy Objectives and opportunities

- 5.35 Being part of the Commonwealth Games 2022 and hosting an event in the district presents a number of legacy objectives which can:
- Enhance and improve the infrastructure in the district to provide an exciting off-road cycling opportunity that will benefit local residents, communities and visitors to the area, as well as delivering an enhanced bike and play offer to educate and encourage children to bike safely and responsibly.
 - Enhance and improve the current Heritage Trail infrastructure and other trails within the district.
 - Position Cannock Chase as a visitor, retail and tourism destination building a legacy for return visits which will have a positive impact on the economy.
 - Promote and enhance Cannock Chase's natural environment.
 - Revitalise our towns and local high streets.
 - Provide invaluable work experience through capitalising on the volunteering opportunities created by the Games.
 - Ensure community involvement in events, festivals and sporting activities.
 - Increase participation in cycling and other activities to improve the health and wellbeing of our residents.
- 5.36 However, given the event in the district is only one day and to ensure any investment made by the Council achieves the greatest benefit for its residents it is important that the level of investment is aligned to achievement of the above legacy objectives where possible. To ensure the Council is in the best position to take advantage of these legacy opportunities it is proposed to allocate some of the £50,000 funding earmarked by Cabinet on 17 September 2020 as follows:

Chase Heritage Trail Improvements - It is proposed by the OC that the designated walking route from Rugeley Train Station to Birches Valley will use the existing Chase Heritage Trail. Whilst the current trail is appropriate, it will require some improvement (new waymarker signage, mileage posts and updated plans and promotional leaflets) to support the hosting of the Commonwealth Games event and showcase the district in its best light.

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Undertaking the proposed improvements to the trail now, will present an opportunity to future proof the 10-mile trail for the benefit of our residents and return visitors to the district.

It is proposed to allocate £40,000 of the earmarked funding provision to update the way markers, signage, mileage posts and updated plans and promotional leaflets. Dialogue with other landowners such as the County Council and Forestry England will also be undertaken to see if they would be willing or are intending to carry out any required improvements to the trail where it crosses their land.

The funding identified will not be sufficient to fund other pathway and fencing repairs or new interpretation boards.

Works would need to start later this year in order to be ready for the start of the games in July 2022.

Volunteering - The OC are clear that any sponsored or any additional volunteers required by the Council will have to be funded on the following basis - 55% Local Authority / 45% OC.

The total cost of a volunteer is estimated at circa £750, consequently for every additional volunteer sponsored by the Council it would cost circa £412.

New volunteering opportunities to support the Commonwealth Games 2022 will provide invaluable work experience and if possible we need to ensure our residents and young people benefit from these opportunities, particularly those who would not normally get such chances or those who are unemployed.

It is proposed that £8,000 be allocated to enable officers to explore the opportunity to support additional volunteers from our district to participate in the games or supporting local events. If this is not possible, then the funding will remain earmarked for other possible projects which align to the Council's legacy objectives.

Officers will also promote the volunteering opportunities within the district to hopefully ensure that individuals from Cannock are represented in the wider Commonwealth Games volunteer programme.

Roadshows and Live Sites - During June 2021 and May 2022 there will be opportunities for the Council to express an interest in holding between 1 and 2 roadshow events in the district. These roadshows can be part of a larger event or smaller satellite events in Town Centres or high streets and will be aimed at promoting the games, jobs and skills, volunteering, business and employment opportunities etc.

Similarly, during the Games there will be opportunities for host venues to hold live site events with large screens positioned in some Town Centres or Parks showing the Games events live. These can run alongside local events and run for the duration of the Games or just 1 day.

However, the cost of such events (security, road closures, volunteers, facility provision etc) would have to be met by the local authority or Town or Parish Council. At this stage it is not clear as to whether any local sponsorship can be sourced to offset such costs.

Given, the uncertainty at this stage of the actual costs associated with staging a Roadshow or Live Site it is proposed to earmark circa £2k to support potential roadshow events this year and for the Project Team to assess the costs for Live sites as they become clearer and to report back to Cabinet for consideration, should additional funding be required.

- 5.37 For other opportunities and requirements linked to hosting the mountain biking event in the district such as the QBR, Cultural Programme, Live Sites, Wayfinding, Street cleansing and waste, Live sites etc there will clearly be a future budget requirement in 2022-23 which the Project Team will need to work up and update a future Cabinet for consideration.

6 Implications

6.1 Financial

The opportunities proposed in this report are revenue in nature and amount to £50k. This is to be transferred from the capital programme and financed by £50k revenue reserve.

With future likely opportunities available to the Council arising from hosting an event in the district there is likely to be a further budget requirement which the Project Team will need to assess and will be subject to a further report to Cabinet as appropriate.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

As the individual projects are progressed risk registers will be developed as part of any project management arrangements put in place.

6.5 Equality & Diversity

None.

6.6 Climate Change

None.

7 Appendices to the Report

None

Previous Consideration

Commonwealth Games 2022 – Legacy Project – Cabinet 17 September 2020.

Report of:	Head of Environment & Healthy Lifestyles
Contact Officer:	Joss Presland
Contact Number:	01543 464416
Portfolio Leader:	Housing, Heritage & Leisure
Key Decision:	No
Report Track:	Cabinet: 10/06/21

Cabinet
10 June 2021
Cannock Chase Wayfinding Demonstration Project

1 Purpose of Report

- 1.1 To advise Cabinet of the success of this Council's involvement in a partnership funding bid to Sport England totalling £199,050 for the delivery of a Cannock Chase Wayfinding project.

2 Recommendation(s)

That Cabinet

- 2.1 Note the successful partnership funding bid to Sport England and confirm agreement to the Council's future involvement in this project.
- 2.2 Delegate authority to the Head of Environment and Healthy Lifestyles in consultation with the Portfolio Leader for Housing, Heritage and Leisure to enter the Council into any agreements required to release the secured funding and to manage the Council's input into the delivery of the project.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 Together Active in partnership with Cannock Chase District Council and Staffordshire County Council and other partners have been awarded a grant of £199,050 from Sport England's Wayfinding Demonstration Fund.
- 3.2 The focus of the project is in Hednesford North which experiences high levels of health inequality. The core outcomes for the target audience will be increased physical activity, through enabling easier increased distance walking, increased

access to Cannock Chase ANOB and improved mental and physical wellbeing through connection to place and nature.

Reasons for Recommendations

- 3.3 To enable to the Council to continue its involvement in the partnership project, led by Together Active and to build on the Council's legacy objectives linked to hosting the Commonwealth Games mountain biking event.
- To enhance and improve the infrastructure in the district by providing new and improved accessible trails that will increase participation in walking and other activities.
 - To improve the health and wellbeing of our residents and engage and encourage community involvement and connectivity with our beautiful natural environment and open space.

4 Relationship to Corporate Priorities

- 4.1 This project links to the Council's Corporate Plan 2021-24 and in particular the Supporting Health and Wellbeing priority.
- Encouraging and supporting people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing:
 - Maintain and improve our green spaces and countryside so that they remain attractive and enhance our quality of life.

5 Report Detail

Background

- 5.1 Together Active in partnership with Cannock Chase District Council and Staffordshire County Council and other partners have been awarded a grant of £199,050 from Sport England's Wayfinding Demonstration Fund.
- 5.2 This award is not linked directly to the Commonwealth Games Birmingham 2022 legacy funding, but it was a solicited bid specifically targeted at Cannock Chase to ensure a wider and lasting benefit to our residents and local communities is achieved from the Games.
- 5.3 Together Active are the Accountable Body and will manage and deliver the project collaboratively with a number of partners including Council officers who will attend the Project Board, Inspiring Healthy Lifestyles who will lead on the community engagement work and Staffordshire County Council's environment teams will lead on the physical infrastructure improvements.

The Project

- 5.4 The aim of this wayfinding project is to connect local communities actively and emotionally from the Hednesford North Ward to Cannock Chase via the existing Chase Heritage Trail using innovative and community co-designed wayfinding tools, physical infrastructure improvements and engaging digital content.
- 5.5 Hednesford North experiences high levels of health inequality and the core outcomes for the target audience will be increased physical activity through increased distance walking, increased access to Cannock Chase ANOB and improved mental and physical wellbeing through connection to place and nature. If successful there may be the opportunity to replicate the work north of the district and connect communities from Rugeley to Cannock Chase.
- 5.6 The route will incorporate artistically co-designed rest stops inspired by the natural beauty of Cannock Chase to support people with mobility issues, long term conditions and young families; to reduce access barriers, aid progression and build confidence through goal setting. The rest stops will be co-designed through active engagement with community groups and the active engagement of the community is embedded throughout the project.
- 5.7 These rest stops will also incorporate distance way markers, with embedded digital QR codes, to measure increases in distance walked and provide personal fitness targets. Each of the QR codes will be interactive and themed.
- 5.8 For example, one of the themes will incorporate living histories and sites of historic interest, including Brindley Village site, Cannock Museum and RAF Hednesford Camp.
- 5.9 The QR codes will link to the new Cannock Chase Can app and will incorporate several wellbeing challenges and goal setting tools for this project.
- 5.10 The project will work with a range of local community groups and organisations including, local primary schools, Hednesford Valley High SEND School, Catherine Care, local sheltered housing, and Friends of Hednesford Park.
- 5.11 Wayfinding signage, QR codes and interpretative signs will also help educate people about where to go and how to behave responsibly to protect the biodiversity of the land and the Special Areas of Conservation. Where appropriate, signage will be consistent with any improvements made on the Chase Heritage Trail signage, as part of the Council's preparations for the Commonwealth Games.
- 5.12 A Habitat Regulation Assessment will be carried out before any infrastructure work begins.
- 5.13 Capital infrastructure improvements will be made to the Toc H Trail on Marquis Drive to ensure it is fully accessible for people with mobility issues and wheelchair friendly. The car park will be resurfaced and will provide a dedicated blue badge parking area. The viewing platform for wheelchairs will be redesigned with user groups.
- 5.14 All infrastructure signage, wayfinding and carved rest stops will incorporate the new Cannock Chase brand guidelines, including improvements to Brindley Heath Car Park entrance/exit barriers.

- 5.15 There is provision within the project to evaluate the success of the wayfinding through measuring the utilisation of the trail prior to and after the project completes.
- 5.16 The project will start during Quarter 2 of this year and be completed in the Summer of 2022 before the Games start in July 2022.

6 Implications

6.1 Financial

There are no direct financial implications arising from this report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

As part of the funding application and management of the project, Together Active have identified the key risks and mitigating measures associated with delivery of this project.

6.5 Equality & Diversity

None.

6.6 Climate Change

There are indirect benefits which may result from the project, if successful, as more people will be encouraged to connect with nature, with the potential to increase general awareness of Climate Change and ecology. In addition, it will also encourage more people to walk or ride onto Cannock Chase, rather than drive onto it in private vehicles.

7 Appendices to the Report

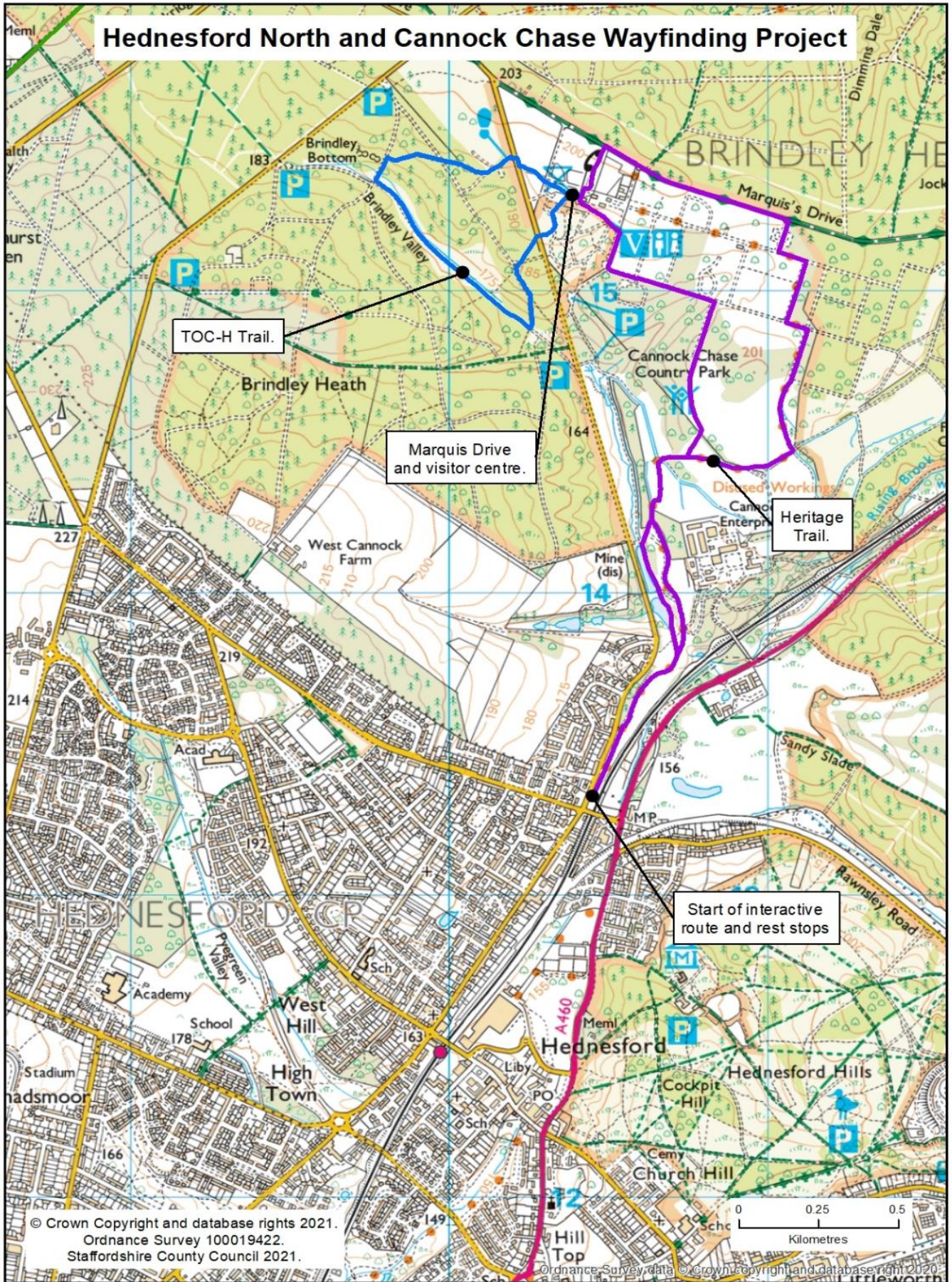
Appendix 1: Cannock Chase and Hednesford North Ward Wayfinding Plan

Previous Consideration

None

Background Papers

Sport England Funding Application



Report of:	Head of Economic Prosperity
Contact Officer:	Dean Piper
Contact Number:	01543 464223
Portfolio Leader:	Innovation and High Streets
Key Decision:	No
Report Track:	Cabinet: 10/06/21

Cabinet
10 June 2021
Car Parking Payback – Pilot Initiative

1 Purpose of Report

- 1.1 The purpose of this report is to set out a proposal to launch a pilot initiative to incentivise shoppers to visit Cannock and Rugeley Town Centres by providing a discount on the cost of their car parking ticket. The initiative also aims to encourage more footfall into the town centres and help local businesses / traders to recover from the pandemic and the effect of the lockdown restrictions. It is proposed that the scheme is funded via the Council's Additional Restrictions Grant (ARG) and Welcome Back Fund allocations.

2 Recommendation(s)

- 2.1 That Cabinet support the proposal to launch a pilot initiative for 3 months to incentivise shoppers to visit Cannock and Rugeley Town Centres, revising its current ARG policy to allocate an element of its ARG funding to fund the costs associated with the project.
- 2.2 To delegate authority to the Head of Economic Prosperity in consultation with the Portfolio Leader for Innovation and High Streets to implement all actions required to deliver the pilot initiative.
- 2.3 That the Head of Economic Prosperity presents a report to Cabinet at the end of the Pilot scheme to report outcomes and potential options going forward.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Council in its Corporate Plan 2021-24 sets out as a key priority the need to 'Re-shape Town Centres' and a key objective is to review the Council's Car

Parking Strategy. Cabinet agreed in January 2021, that as part of this work, a feasibility study be undertaken to look at the implementation of a trial scheme whereby people visiting shops or hospitality venues in Rugeley Town Centre could have their car parking refunded. This followed an earlier request from Rugeley Town Council for the Council to provide free parking in its car parks in Rugeley Town Centre.

- 3.2 As part of the Council's Economic Recovery work, Officers are currently prioritising the processing of grant applications for the various schemes established by Government i.e., Re-Start Grants, Additional Restrictions Grant (ARG). The Council has been allocated approx. £2.9m of ARG funding and to date approximately 70% of the funding has been distributed to local businesses in line with the agreed ARG Policy. Cabinet agreed in February 2021, to allocate £300k of the funding to support Training and Apprenticeship initiatives which will be delivered in partnership with Staffordshire County Council.
- 3.3 Pressure to spend ARG monies exists, even though allocations can be spent in theory up to March 2022 the government are looking for authorities to fully commit the funding by the end of June 2021. In return, the Council is likely to receive a further 'top-up' payment of £634,751. Local Authorities can use ARG funding for business support activities. This may primarily take the form of discretionary grants, but Local Authorities could also use this funding for wider business support activities.
- 3.4 It is proposed to use an allocation of the ARG monies to support Cannock and Rugeley Town Centres recover from the pandemic by introducing a new pilot initiative aimed at boosting footfall and trade for local businesses. The proposal is to offer shoppers with the ability to get a refund of £2 on the cost of their parking ticket if they spend £10 or more in participating shops and hospitality businesses. Suitable initiatives will also be explored to support Hednesford Town Centre, but these will be focused on other ideas to boost footfall, as car parking charges do not apply in Hednesford.

Reasons for Recommendations

- 3.5 To detail how a proportion of ARG monies could be spent on the Council's priorities around recovery of town centres.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's new Corporate Plan priority to 'Support Economic Recovery'.

5 Report Detail

- 5.1 To support the short-term recovery of Cannock and Rugeley Town Centres it is proposed to launch a pilot initiative to incentivise people to shop locally and to boost footfall and trade for town centre businesses and traders. The Council has been asked previously to consider free parking in Rugeley Town Centre. However, this is not a viable proposition as it would be more costly for the Council to give free car parking for all, and the Council has suffered a dramatic drop in its

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income because of COVID-19 which it now needs to recover. Instead, it is proposed to offer for a trial period a 'payback' scheme for both Cannock and Rugeley Town Centres which offers shoppers a refund on the cost of car parking in return for spending money in local shops and funding this scheme from the Council's Additional Restrictions Grant money (allocated by HM Government).

- 5.2 The premise of the scheme is relatively simple. Shoppers parking at a Council car park within Cannock or Rugeley Town Council will receive a refund of £2 of the cost of their car parking ticket if they spend more than £10 on goods/service within a participating shop or hospitality business. The customer would receive the refund on presenting their car parking ticket or showing the text message / email receipt from the Pay by Phone service. The refund will apply to one transaction at a time only. The car parking machines will need to be reprogrammed by the software company to be able to issue 'double tickets', one ticket to be displayed in the car in the usual way and the other 'refund voucher' to be presented to the participating business if they spend £10 or more on an individual transaction.
- 5.3 For shoppers parking at a Council car park in Cannock, the cost of car parking will be either fully or partially covered by the refund, depending on the car park and the length of stay. For example, if a shopper parks at Beecroft Road car park for up to 2 hours, the cost of parking is free and there is a net benefit of 80p, for 2 – 3 hours, the net cost is £1. In Rugeley, shoppers parking for up to 2 hours, will get a full refund and a credit of up to 20p. Parking for 2 – 3 hours will only cost 70p after the refund. It is hoped that shoppers will be incentivised to take advantage of the offer and actually stay for longer in the town centres and spend more money locally.
- 5.4 Each participating business would be offered a cash grant of £500 from the Council's ARG funding allocation from HM Government to be able to issue the refunds to customers with a valid ticket/voucher and in return they would be asked to monitor the number of tickets refunded and submit weekly returns to the Council providing feedback on whether the business had seen any increase in trade compared to the equivalent period in 2019 or 2020 (if they were trading then). Businesses would be requested to sign an agreement to commit to issuing the refunds to customers and provide light touch monitoring returns and would receive the grant by providing contact details and bank account details (if not already held by the Council). Businesses would be required to display a sticker in their shop window to signal to the customer that they are participating in the initiative.
- 5.5 It is proposed that the initiative would be launched to coincide with the final stage of the Government's Roadmap on 21st June for easing lockdown restrictions (subject to this being confirmed on 14th June). However, should stage 4 of the roadmap be delayed then it will be possible to proceed with the initiative as non-essential retail, hospitality and other leisure / entertainment businesses were allowed to re-open on 17th May.
- 5.6 Any grant monies not used by the business on issuing refunds to customers could be retained by the business to support other operational costs i.e., fixed property costs, overheads; this is in recognition that retailers and hospitality businesses are recovering from the pandemic and will benefit from direct financial assistance from the Council.

- 5.7 Crucially, there would be no loss of car parking income to the Council as the customer still purchases a ticket from the car parking machine or Pay by Phone App in the usual way.
- 5.8 In terms of implementing the scheme, there are a number of key actions that will need to be delivered as follows:
- i. Software company to make change to car park ticket machines so that 'double tickets' with voucher portion can be issued.
 - ii. Officers to work with Rugeley Town Council and Cannock Town Centre Partnership to recruit businesses to participate in the scheme, with a focus on independent retailers, hospitality businesses. Both Rugeley Town Council and Cannock Town Centre Partnership have indicated their support for this initiative.
 - iii. Additional Restrictions Grant Policy to be amended to include allocation for the initiative and agreement with relevant Portfolio Leaders confirmed.
 - iv. Set up relevant paperwork to administer the scheme including short application form, agreements, monitoring forms etc.
 - v. Develop marketing and comms plan to promote the initiative to include press release, Facebook ads, radio campaign, posters, window stickers, update to website etc.
- 5.9 The pilot will need to be evaluated by Officers and a report detailing uptake from businesses, numbers of refunds issued to customers, impact on car parking income, town centre trade etc will be produced. The outcome of the report will need to be factored into the wider car parking review and Strategy work.
- 5.10 Officers will engage with Hednesford Town Council and local traders to identify suitable ideas to boost footfall for Hednesford Town Centre. One idea could be to launch a 'loyalty card' scheme again engaging with local businesses / traders and developing a range of potential offers and discounts to incentive shoppers.

6 Implications

6.1 Financial

Of the £2,910,314 allocation available from the Additional Restrictions Grant (ARG) monies, the report is proposing to allocate a total of £50,000 to fund the car parking payback initiative. This is sufficient to support 100 local businesses if a £500 grant is offered. Subject to demand, further funding could be allocated if sufficient balances exist within the ARG allocation.

The Council has received an allocation of £89,000 by MHCLG from the Welcome Back Fund which has been established to support High Streets recover from the pandemic. It is estimated that £5,000 will be sufficient for marketing and publicity associated with the scheme.

There will be no loss of car parking income to the Council.

6.2 Legal

Participating businesses that receive a grant will be expected to sign up to an agreement setting out what they will be required to do in administering the scheme and refund of car parking fees to customers.

6.3 Human Resources

The initiative will be administered using existing Officer resources and partnership working with Rugeley Town Council and Cannock Town Centre Partnership.

6.4 Risk Management

Officers will develop a risk log for the project.

6.5 Equality & Diversity

None.

6.6 Climate Change

An increase in vehicular traffic in the town centres could have a detrimental impact on the Council's climate change agenda in the short-term, however this is balanced against the economic impact of the initiative and its role in assisting in the recovery of the town centres.

7 Appendices to the Report

None.

Previous Consideration

Car Parking Charges in Rugeley – Cabinet – 28 January 2021

Background Papers

Additional Restrictions Grant Policy