

Please ask for: Matt Berry

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4 November, 2020

Dear Councillor,

Cabinet

4:00pm on Thursday 12 November 2020

Meeting to be held via Remote Access

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

Yours sincerely,




T. McGovern,
Managing Director

To: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Preece, J.P.T.L.	Corporate Improvement Portfolio Leader
Pearson, A.R.	Community Safety and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Newbury, J.A.A.	Environment and Climate Change Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader

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Agenda

Part 1

1. Apologies

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

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.

This will include a presentation from the Culture and Sport Portfolio Leader on the new Cemetery for the District.

4. Minutes

To approve the Minutes of the meeting held on 15 October, 2020 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: November 2020 to January 2021 (Item 5.1 –5.2).

6. Quarters 1 and 2 Performance Report 2020/21

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.28).

7. Recovery Strategy Action Plans – Progress Report

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.48).

8. Financial Plan 2020-21 to 2023-24

Report of the Head of Finance (Item 8.1 – 8.24).

9. 2019/20 Infrastructure Funding Statement

Report of the Head of Economic Prosperity (Item 9.1 – 9.23).

10. Technology Desktop Infrastructure Replacement – Permission to Spend

Report of the Head of Technology (Item 10.1 – 10.4).

11. Covid-19: Task Force and Community Hub Response – March to July, 2020

Report of the Head of Housing and Partnerships (Item 11.1 – 11.10).

12. Budget Provision to Subsidise Funding to Optimise the Usage of Existing Solar PV Energy Installations

Report of the Head of Housing and Partnerships (Item 12.1 – 12.4).

13. 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 Paragraphs 1 and 2, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).

Part 2

14. Request for Flexible Retirement

Not for Publication Report of the Head of Housing and Partnerships (Item 14.1 – 14.4).

The Report is confidential due to the inclusion of information relating any individual and information which is likely to reveal the identity of the individual.

No Representations have been received in respect of this matter.

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CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 15 OCTOBER 2020 AT 4:00 P.M.

VIA REMOTE ACCESS

PART 1

PRESENT: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Preece, J.P.T.L.	Corporate Improvement Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader (via telephone)
Newbury, J.A.A.	Environment and Climate Change Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader

29. Apologies

Apologies were submitted for Councillor A.R. Pearson, Community Safety and Partnerships Portfolio Leader, who was unable to join the meeting due to technical issues.

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

No other Declarations of Interest were made in addition to those already confirmed by Members in the Register of Members' Interests.

31. Updates from Portfolio Leaders

Leader

The Leader reported concern over the rising number of positive Covid-19 cases being reported in the District, with the latest data indicating case numbers were now at 101 per 100,000 population, although this was lower than the reported cases for South Staffordshire district of 142 per 100,000. Officers had been asked to ensure the Council was ready to help those most in need and vulnerable when required to do so. Over 7,500 vulnerable people had been identified in the District during lockdown, and it had been confirmed by Officers that the database of vulnerable persons could be updated in two days and the Community Vulnerability Hub reinstated as soon as needed.

Culture and Sport

- **Culture Recovery Funding:** The Portfolio Leader advised that in Cannock Chase we were proud to support our culture, heritage and arts, and so was delighted to report that Inspiring Healthy Lifestyles (IHL), the operators of the Council's leisure and culture services, had been awarded £342,000 out of the Government's 'Culture Recovery Fund'.

The grant would be used to support the Museum of Cannock Chase, Prince of Wales Theatre and the Arts Development programme run by IHL.

The Museum was currently open Thursdays to Saturdays and the Theatre was set to release details and a reopening plan in the next few weeks.

- **Green Flag Awards:** The Portfolio Leader was pleased to announce that the District had retained all six of its Green Flag awards this year, for Cannock park, Hednesford park, Ravenhill park Elmore park, Stile Cop cemetery and Castle Ring, which had also achieved the much coveted 'Green Heritage Site Accreditation' for its management of historic features.

Parks, open spaces and cemeteries had been open and staffed since the lockdown began and played an important role in contributing to peoples health and wellbeing. Thanks were given to the parks, grounds maintenance and cemetery staff that had continued to work throughout the pandemic and clearly contributed to these fantastic awards being retained by the Council.

Economic Development and Planning

- **Economic Picture:** the Portfolio Leader advised that the UK economy, as measured by Gross Domestic Product (GDP), grew by 2.1% in August, largely thanks to the easing of lockdown restrictions and the 'Eat Out to Help Out' scheme, which provided a boost to the hospitality industry. In terms of this scheme, the local impact was that 56 businesses in the District participated in it, with 60,000 meals claimed, with a total discount of £316,000.

The latest unemployment figures were released by the Office for National Statistics (ONS) on 13 October. The September claimant count for the District was largely unchanged from August, with 3,700 claimants aged between 16 to 64, a reduction of 50 from the August figure. Whilst it was a relief that the local unemployment rate had not gone up further, there was a need to wait to see what the impact of the closure of the Government's Job Retention (furlough) scheme would mean for the District, and whether the replacement Job Support scheme, announced by the Chancellor in September, would have the desired effect in reducing job losses.

It was obviously key that there was a pipeline of employment opportunities available within the District and the wider travel-to-work area, in order to ensure that residents who had sadly lost their jobs could get back into employment as quickly as possible. Latest data as at August 2020 showed there were around 1,800 job vacancies available in the District, this being a 15% increase on the July figure, and as had been stated before, the Council would continue to work to support opportunities to create new jobs for the District.

- **McArthurGlen Designer Outlet West Midlands:** the Portfolio Leader reported positive progress in that practical completion had now been

achieved at the Designer Outlet site. McArthurGlen had announced the first brands that had signed up, and the scheme was moving ever closer to its 2021 opening. The Designer Outlet would set the bar high with quality retailers coming to the District, and as had been stated many times before, the scheme was even more key now with 1,000 jobs set to be created. The Council was working closely with McArthurGlen to promote job opportunities to local people, and the company had set up a portal for brands to post job vacancies. There were already 1,500 applications registered on the portal. Officers were working with McArthurGlen and Walsall College to organise and deliver a series of 'virtual jobs fairs' that would start in November.

- **Planning:** the Portfolio Leader advised that the Council would be formally responding to the Government's consultation on the proposed reform of the planning system, which was due to close at the end of October. The proposals were extensive and would result in massive changes to the way in which the Council planned for the future of the District through its Local Plan.

Key factors in the document included proposals to reduce the time taken for local plan production from five years to thirty months, and how sites would be allocated for development. There were concerns though regarding some of the proposals, particularly in relation to the way in which the District's housing need numbers were calculated by the Government and the impact this could have on sensitive areas such as the Area of Outstanding Natural Beauty (AONB), Special Area of Conservation (SAC) and Green Belt; proposed changes to affordable housing; reducing the time for consultation with local residents / communities; and changes to the Community Infrastructure Levy (CIL) / Section 106 regime, which could result in less timely receipt of funds to pay for infrastructure and impact on local planning authorities in terms of capacity and resources.

In respect of house building, the current average for the District was 410 units per annum (pa), with a current target figure of between 246 to 270pa. The proposed target under the Government's calculation was up to 470pa, which was not practical to deliver in the District. It appeared the area was being punished for having built more homes than the existing target numbers.

The Council would be providing a robust response to the consultation and happy to publish its response for Members to read.

Environment and Climate Change

- **Pay By Phone:** the Portfolio Leader was pleased to announce that during November the Council would be rolling out a new, more convenient 'pay by phone' option for residents and visitors using the pay and display car parks.

Users would simply need to register on the Pay By Phone website and once registered, they would be taken to an online form where they could enter their address, car registration number, mobile phone number and payment details. After registering, they would receive an email and text message confirmation.

Once registered, they could visit any of the car parks listed on the Council's website and follow the instructions on the signs next to the pay and display ticket machines to be able to pay for parking using their phone.

The service was completely free to sign up to and the system fully compliant

with the payment card industry. However, it was important to note that an additional, but optional, 10p could be added to bookings if users registered for the reminder text option. If users did register for this service, then they would be charged an extra 10p for each reminder message received.

Pay By Phone was also available in other car parks nationwide, including airports and major shopping centres. Further information was available on the Pay By Phone website.

The rollout of this service was part of a number of improvements Cabinet approved for the Council's pay and display car parks in the District. Plans were also underway to replace the existing coin-only pay and display car park ticketing machines with new contactless ones that would accept coins, debit and credit cards.

- **Illegal Puppy Farm:** the Portfolio Leader advised that as Members would recall that last year, the Council was successful in prosecuting a Rugeley based man for operating an illegal puppy farm in the District. As a result, and following particular public interest, the BBC 'Defenders' programme filmed and interviewed the Council's Environmental Health Officers. The programme was due to air on BBC1 on Friday 23 October at 11am.

Health and Wellbeing

- **Covid-19 cases update:** the Portfolio Leader advised that as of 11 October, the seven-day case rate for Cannock Chase, 101.2 cases per 100,000. This compared with 156 cases per 100,000 for England and 126 cases per 100,000 for the West Midlands.

There were currently 49 open incidents in the District, 11 of which were associated with adult care settings, 26 with education, 2 in community healthcare and 10 with workplaces.

Environmental Health had responded to a number of Covid-related incidents in recent weeks, including the outbreak at Arriva, and were working closing with public health to effectively manage these situations.

Discussions were ongoing over management of case numbers and transmission within Staffordshire, including Incident Management Team meetings for various authorities, including Cannock Chase, to review trends and local contact tracing requirements.

- **Covid-19 Compliance and Enforcement:** the Portfolio Leader advised that, as Members were aware, this Council, along with all other Boroughs and Districts in Staffordshire, had recently received Government funding to be allocated for Covid-19 compliance and enforcement. Officers were currently developing proposals, in consultation with the Police, to take this forward.
- **Test & Trace Payments:** the Portfolio Leader advised that in respect of the £500 payment for those required to self-isolate via the national test and trace system and were allocated a 'CTAS' number, confirmation had been received yesterday that people contacted via local test and trace systems would now also be eligible to receive this payment as the CTAS number could now be allocated at a local level too.
- **Licensing:** the Portfolio Leader reassured Members that general levels of Covid-19 compliance in licensed premises in the District was good, though there were occasional issues that had to be dealt with.

There would be efforts made to ensure all local taxi and private hire drivers were aware of the importance of compliance and were, wherever possible, obtaining contact tracing information from customers.

- **Food and Safety:** the Portfolio Leader advised that food hygiene inspections had resumed, and Officers were carrying out a combination of remote assessments and on site inspections, based on risk. There had been some Covid-19 compliance issues with barber premises that were being dealt with.
- **Cannock Chase Can:** the Portfolio Leader advised that Officers were in the process of finalising the joint working arrangements and procurement for the project, details of which it was hoped would be shared with Members in the near future.

Housing

- **Hawks Green Depot Site Housing Scheme:** the Portfolio Leader provided an update on progress with this scheme, reminding Members that the Depot site layout had been rearranged to enable the building of 44 homes on site, half of which would be for sale, and the other half designated as Council housing. The Council homes would mostly be two-bedroom starter homes, with two blocks of flats and a few three-bedroom properties also being built.

Two photographs showing the progress of building work on the site were then displayed. The first photograph showed the site looking to the back of Old Hednesford Road, which is where the main site access would be located once completed, along with sections of the internal road layout and the foundation levels for some of the house builds. The second photo showed the main access route through the site being developed, and once this was completed then house building works could commence on both sides of the road.

Completion of the scheme was currently expected during autumn / winter 2021. Delays had in the scheme had been experienced due to the need to ensure safe working on site and the affects of the lockdown earlier in the year.

Town Centre Regeneration

- **Markets:** the Portfolio Leader provided the following updates regarding the status of the various markets operating in Cannock and Rugeley:
 - Cannock Street Market – the contract had been re-tendered and the tender period closed on 18 September. Officers were currently undertaking the evaluation process. The contract would be for a period of up to three years, with an opportunity to extend for up to a further two years. The new contract would start on 19 November 2020 and would require the chosen operator to run a street market in Cannock on both a Tuesday and Friday.
 - Rugeley Outdoor Market – this continued to trade as normal with regular traders and customers.
 - Cannock Indoor Market – following the announcement of the closure of the market hall in November 2020, three traders remained on site on they were expected to continue to trade up to the closing date.
 - Prince of Wales Market – there was currently only the flower seller operating at this market, occupying a significant area within it. There

did however remain a small number of available stalls should the Council receive any interest in the market from potential new traders.

- Rugeley Indoor Market – trader numbers and footfall remained low (partly due to the Local Taxation and Benefits Office still being closed), however adverts for new traders had been placed in the ‘Market Trade News’ and on social media. In addition, the Markets Officer was continuing to explore marketing and promotion ideas to attract both new traders and customers in the run up to Christmas.
- **‘ShopAppy’:** The Portfolio Leader advised that ShopAppy had been launched in Cannock, Hednesford and Rugeley and would have a full launch date in November, which was to be confirmed.

Cannock was up and running on the platform, with one business fully loaded. Four more businesses had fully completed and were just waiting for the ShopAppy system to load them in. Around a further twenty businesses had shown a keen interest and these were currently being followed up ready to be loaded onto the platform.

Hednesford had had no sign ups or enquiries, whilst Rugeley had one trader show an interest, but this had not been followed up by the business.

Unfortunately, due to data protection, ShopAppy were unable to advise the Council which businesses were actually in the system or had made enquiries.

It was requested that Communications team promote the app via the Council’s social media channels to encourage more businesses to sign up.

- **Town Centre improvements:** the Portfolio Leader advised that painting was underway of street furniture, signs etc. and weather permitting, this should be completed by the end of October. New maps would be placed on the notice boards once the painting work had finished.

32. Minutes

RESOLVED:

That the Minutes of the meeting held on 17 September, 2020, be approved as a correct record.

33. Forward Plan

The Forward Plan of Decisions for the period October to December 2020 (Item 5.1 – 5.2 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period October to December 2020 be noted.

34. Covid-19 Recovery Strategy

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 6.1 – 6.65 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The proposed Covid-19 Recovery Strategy be approved.
- (B) The progress made to date in delivering the actions set out in the Strategy be noted.

Reasons for Decisions

Effective planning would be essential to aiding the recovery of the District and the Council over the coming months.

The lockdown had changed the way the Council, residents and businesses were operating and this needed to be considered in planning for the future. The Council's priorities and plans made before the pandemic would need to be reviewed in light of these changes and the impact that Covid-19 had had on the District.

35. New Corporate Plan for 2021-2024

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 7.1 – 7.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The proposed priorities / objectives and the commencement of public engagement on these in preparation for a new Corporate Plan for 2021-2024 be approved.
- (B) The timetable for the development of a new Corporate Plan be noted.

Reasons for Decisions

Producing a new Corporate Plan allowed the Council to reflect on the impact that Covid-19 had had on Cannock Chase District. It would help frame a longer-term approach to economic and social recovery and consolidate all planning into one comprehensive document.

36. Exclusion of the Public

RESOLVED:

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).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 15 OCTOBER 2020 AT 4:00 P.M.

VIA REMOTE ACCESS

PART 2

37. Approach and Options for the Future of the Council's Dry Mixed Recycling Service

Consideration was given to the Not for Publication Report of the Head of Environment and Healthy Lifestyles (Item 9.1 – 9.10 of the Official Minutes of the Council).

RESOLVED:

That the approach taken and options proposed to determine the future provision of the Council's Dry Mixed Recycling Service, as set out in the report, be agreed.

Reasons for Decision

Cabinet was asked to agree the approach taken and options proposed to determine the future provision of the Council's Dry Mixed Recycling Service, as set out in the report, in particular paragraphs 4.4 and 6.23.

The meeting closed at 5:00 p.m.

LEADER

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Forward Plan of Decisions to be taken by the Cabinet: November 2020 to January 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, Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire, 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
November 2020						
Quarters 1 and 2 Performance Report 2020/21	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	12/11/20	No	No		N/A
Recovery Action Plans Progress	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	12/11/20	No	No		N/A
Financial Plan 2020-21 to 2023-24	Head of Finance / Leader of the Council	12/11/20	No	No		N/A
2019/20 Infrastructure Funding Statement	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	12/11/20	No	No		N/A
Covid-19: Task Force and Community Hub Response – March to July 2020	Head of Housing and Partnerships / Community Safety and Partnerships Portfolio Leader	12/11/20	No	No		N/A

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Request for Flexible Retirement	Head of Housing and Partnerships / Housing Portfolio Leader	12/11/20	No	Yes	Information relating to any individual. Information which is likely to reveal the identity of an individual.	
December 2020						
Cannock Railway Station	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	10/12/20	Yes	No		N/A
Jobs and Skills Opportunities in Cannock Chase to Support Economic Recovery	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	10/12/20	Yes	No		N/A
January 2021						
General Fund Revenue Budget and Capital Programme 2020-21 to 2023-24	Head of Finance / Leader of the Council	28/01/20	No	No		N/A
Housing Revenue Account Budgets 2020-21 to 2023-24	Head of Finance and Head of Housing & Partnerships / Housing Portfolio Leader	28/01/20	No	No		N/A
Housing Revenue Account Capital Programmes 2020-21 to 2023-24	Head of Finance and Head of Housing & Partnerships / Housing Portfolio Leader	28/01/20	No	No		N/A
Treasury Management Strategy, Minimum Revenue Provision Policy and Annual Investment Strategy 2021/22	Head of Finance / Leader of the Council	28/01/20	No	No		N/A
Local Development Scheme 2021	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	28/01/20	Yes	No		N/A
Local Plan Review – Preferred Option	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	28/01/21	Yes	No		N/A

Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464 598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 12/11/20

Cabinet
12 November 2020
Quarters 1 and 2 Performance Report 2020/21 Priority Delivery Plans

1 Purpose of Report

- 1.1 To advise Members on the position at the end of Quarter 2 for 2020/21, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) as revised in May 2020.

2 Recommendation(s)

- 2.1 To note the performance information relating to PDPs as detailed at appendices 1-4.
- 2.2 To note the actions which have been flagged with a yellow circle or an amber triangle (etc) at quarter 2 which require amendment to the timescale or scope but still being delivered in year.

3 Key Issues and Reasons for Recommendations

Reasons for Recommendations





- 3.1 Information for performance actions and indicators for Quarter 1 and 2 2020/21 is included for relevant items in Appendices 1 to 4. The overall position for each Priority Delivery Plan is detailed in Section 5 below, indicating that 90% of the quarter 1-2 actions have been achieved or are in progress with minor slippage.

4 Relationship to Corporate Priorities

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

5 Report Detail

- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; 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 Each of the PDPs has been split into the 3 categories outlined above and progress is reported for those projects which are continuing as planned or with some slippage. Progress on those actions which have been revised as part of the Council's recovery strategy are being reported on separately. These details are set out at the end of the individual PDPs in the appendices to this report.
- 5.5 The Lead Officers for each of the projects / actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table below. The projects / actions are rated according to the system illustrated below. At the end of Quarter 2 satisfactory progress has been made in the delivery of actions with 70% delivered and a further 20% are in progress and will be completed with only minor slippage.
- 5.6 The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly). An assessment as to whether targets have been achieved will be made at the end of the year. These indicators can be found in the PDPs under the heading for each objective.

Priority Delivery Plan	Delivery of actions for Q1 and 2				
					Total number of actions
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	4 (66%)	1 (17%)	1 (17%)	0	6
Improving Community Wellbeing – Health and Culture & Sport	6 (75%)	2 (25%)	0	0	8
Improving Community Wellbeing – Environment, Partnerships and Community Safety	14 (70%)	4 (20%)	2 (10%)	0	20
Corporate	5 (72%)	1 (14%)	1 (14%)	0	7
TOTAL	29 (70%)	8 (20%)	4 (10%)	0	41

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.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

Direct actions which the Council is taking with regard to Section 17 (Crime Prevention) are detailed in the annexed PDP performance reports.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register where appropriate.

6.8 Equality & Diversity

None.

6.9 Best Value

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2020/21 include targeted actions that will contribute to Best Value within the District.

7 Appendices to the Report

Appendix 1: Performance information for the Promoting Prosperity Delivery Plan

Appendix 2: Performance information for the Improving Community Wellbeing – Health and Culture & Sport Delivery Plan

Appendix 3: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan

Appendix 4: Performance information for the Corporate Delivery Plan

Previous Consideration

None





Background Papers

Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018

Priority Delivery Plans Report to Cabinet 18 March 2020

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

Promoting Prosperity Priority Delivery Plan 2020/21 – As at 30 September 2020

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
4	1	1	0	6


Performance Indicators

Performance Indicator	Frequency of reporting (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 Measurement to commence Qtr 4			
b) Retail jobs for local people			b) 700-800				
Passenger numbers using the station due to the development of McArthurGlen	A	N/A		Measurement to commence Qtr 4			
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				
	A	NVQ4 – 34.3% average for quarter Jan – Dec 2019	Aim to increase levels year on year				
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates *July 20 data collected late due to COVID	Q Average for Quarter	Cannock 10.9%	Aim to keep below national rate of 12%	14.8%*	20.3%		
		Rugeley 4.8%		3.2%*	6.3%		
		Hednesford 4.6%		7.5%*	8.6%		

Performance Indicator	Frequency of reporting (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%				
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%		
	West Midlands	3.9%		7.1%	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				
	A	SSLEP (hub & landline) – 64	60				
Commencement of the regeneration of Rugeley Power Station							
Increase in supply of employment land				Measurement to commence 2022			

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Increase housing choice							
Total number of net new dwellings completed	A	930	Average of 241 dwellings pa				
Number of additional units delivered (Council Housing)	A	9	0				
Number of additional units (Affordable Housing) – total for Council and Registered Providers	Q	108	Awaiting revised programme from RP total (Council and RP)	3	25		

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	Local Plan Review has been delayed due to impact of COVID-19. Preferred Option to be prepared alongside new Local Development Scheme.				
		Proposed submission consultation	Local Plan is proceeding on a new timeline that will be incorporated within a new Local Development Scheme (anticipated January 2021). Covid19 has delayed progression of evidence base and will impact on consultation arrangements. Statement of Community Involvement to be revised to allow for greater virtual/digital consultation. Planning White Paper proposes wide ranging reforms and new government guidance that could potentially impact on the Local Plan timetable.				X
		Submission of plan to the Secretary of State	Revised timescales to be set out in new LDS – January 2021	2021/22			
		Examination in public		2021/22			
Adoption	2022/23						

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Boosting Resident skills</i>							
Engage with LEAs, 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	Slipped to Q3 due to COVID-19			X	
<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 ongoing expected to complete in early 2021.				X
		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 currently being considered by Department for Education.		✓		X

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		●		
		Planning Application Submission (new)	Assessment, drafting and submission for outline planning approval				X
		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	Investigations into Dudley Framework and completion of tender documentation in progress. Undertake mini-competition if necessary Timescale revised as a result of impact of COVID-19 and will now be completed in Q4.				X
		Scheme developed and a further report received for scheme approval and permission to spend	Timescale revised as a result of impact of COVID-19 and will now be completed in 2021-22				
	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 and will now be completed in Q4.				X





Projects now being dealt with as part of Economy Recovery Action plan

Approach	Key Project
<i>Destination Cannock Chase</i>	
Develop the visitor economy and maximise the benefit of the McArthurGlen Designer Outlet West Midlands	Promote the opening of the Designer Outlet
<i>A more productive economy</i>	
Improve our local transport infrastructure to accommodate inward investment and ensure infrastructure supports our clean growth aspirations	Improvements to Cannock Railway Station
<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	Connecting Communities (formerly Employment Support Pilot) in Cannock North area. This tackles unemployment and low pay in local communities.
<i>Enterprising Cannock Chase</i>	
Create a positive and entrepreneurial environment in which businesses can grow and thrive	Identify opportunities for managed workspace / business hubs across the District
<i>Town Centres driving change</i>	
Cannock Town Centre regeneration	Identify opportunities to bring forward sites in the Town Centre Development Prospectus
	Environmental improvements

Projects deferred to 2021/22 onwards

Approach	Key Project
<i>Destination Cannock Chase</i>	
Develop the visitor economy and maximise the benefit of the McArthurGlen Designer Outlet West Midlands	Marketing/ branding campaign
<i>A more productive economy</i>	
Identify key growth opportunities to inform our investment proposition and identify opportunities to create a clean growth economy	Commission a Growth Opportunities Study

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

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


Performance Indicators

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

Projects being progressed during 2020/21

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





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

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

Projects deferred to 2021/22 onwards

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

Community Wellbeing Priority Delivery Plan 2020/21 – Environment, Partnerships and Community Safety –
As at 30 September 2020



Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
14	4	2	0	20






Performance Indicators

Performance Indicator	Frequency of reporting (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		
Number of Community Protection Notice Warnings (CPNWs) issued	Q	58	New Indicator Last Year	4	1		
Number of Community Protection Notices (CPNs) issued	Q	11	New Indicator Last Year	1	0		
Number of Fixed Penalty Notices (FPNs) issued	Q	4	New Indicator Last Year	0	0		
Number of ASB complaints dealt with via the Community Safety Hub	Q	90	Measure (not target)	46	42		
Number of CCTV case reviews provided to Staffordshire Police	Q	505	Measure (not target)	73	101		
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	262	Measure (not target)	87	77		
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	2	New Indicator Last Year	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		
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		
Number of tenancies sustained	Q	77	Measure (not target)	2	3		

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Support vulnerable people							
% 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%		
Number of Discretionary Housing Payments awards	Q	£96,264 184 cases	£141,262	£ 18,286 79 cases	£ 31,518 84 cases		
Promote 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		

Projects being progressed during 2020/21

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	In March 2020, shortly before consultation on the revised policy was due to commence, Government announced their intention to publish national statutory taxi and private hire vehicle standards. These were published in July 2020. An Exercise is now being carried out to align our revised policy with the national standards, prior to consultation, which is now expected to commence in Q3.				
		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	See above. It is now expected that a revised policy will be presented for adoption in Q4.				X

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<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)	The Partnerships & Comms team are working with the provider to develop a virtual resource which will be delivered in the college and schools. SCC have secured funding and will be rolling out this successful pilot to targeted schools identified via the CTLP (Counter Terrorism Local Profile)				
		Identify schools to deliver phase 2	Secondary school Prevent initiative is due to be rolled out across the County				
		Deliver Phase 2	The Partnerships & Comms team and SCC are working together to develop phase 2 and the role of Prevent Ambassadors.				
	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.			X	
		Deliver County Lines initiative	Delivery of this initiative will be very much dependent on the Government's Covid policies, however virtual sessions are being explored with the provider				X





Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
	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 last minute.	✓			
		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	Finalised after Cabinet Report on 21 May 2020 approved	✓			
		Permission to Spend Report to Cabinet	Cabinet considered and approved the recommendations on 21 May 2020	✓			
		Start on site – Civils	Works started on site in June 2020	✓			
		Start on site – Reception Building	Works started on the Reception Building (off site) and electrics and utilities works for the building scheduled for Q3.		✓		
		Completion of Works (Civils and Reception Building)					X
		Opening					

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Promoting attractive and healthy environments</i>							
Car Parks Improvements	New and improved ticket machines	Prepare Specifications and Tender Documents	Specifications completed 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				X	X
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 during Q2. Study findings to be reported to Cabinet in Q3		●		
	Commission Citizens Assembly and other engagement work to consider options and feed into action plan.		Discussions have been undertaken in respect of this work with commissioning to be confirmed in Q3 and completion re-scheduled for Q4		●		
	10 year costed action plan for the District	Climate Change Emergency action plan - Report to Cabinet	Some work has been undertaken on this as part of the baseline study but completion has been re-scheduled to Q4!				X

Projects now being dealt with as part of the Organisational Recovery Action Plan

Approach	Key Project
<i>Promoting attractive and healthy environments</i>	
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Waste Strategy

Corporate Priority Delivery Plan 2020/21 – As at 30 September 2020

Delivery of actions for Q2				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
5	1	1	0	7

Performance Indicators

Performance Indicator	Frequency of reporting (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%		
Use of Online Forms	Q	1,856 per annum	475 per qtr	587	710		
E-payments transactions – Payments made via the Council's website	Q						
• Number of transactions		27,435	6,000 per qtr	7,122	7,278		
• Value of transactions		£3,570,705		£1,041,146	£1,076,116		
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,011	5,750 per qtr	6,383	6,331		
• Value of transactions		£ 2,674,262		£852,456	£899,062		
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		317,460	320,000	87,482	87762		
• Value of transactions		£42m	£45m	£11.94m	£12.07m		

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 to commence in June	Tender process will start in October.	▲			
		Contractor to be appointed and commence works in September	Aim to have contractor in place by end of Q3		●		
		Completion of on site works					X
Replacement and upgrade of IT systems	Planning system – interim solution.	Documents moved to new system		✓			
		Staff using the replacement system					X
	Exchange 365	Mailboxes migrated to new system.			✓		
	Office 365	New software installed and hardware rolled out.		Completion in 2021/22			
	Finance system	Contract awarded			✓		
		Implementation commences			✓		
		System goes live		2021/22			

Projects now being dealt with as part of Organisation Recovery Action plan

Approach	Key Project
<i>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</i>	
Increasing the ways in which customers can access services	Implementation of Customer Access Strategy
	Procurement of new CRM system
<i>Making the best use of limited resources – managing our people, money and assets</i>	
Development of an Asset Management Strategy	Develop a new Asset and Energy Management Strategy (Interim)
Managing our people	Implementation of Workforce Development Strategy
	Communicate and launch Employee Health & Wellbeing Strategy
Review of all services to identify opportunities to better align resources to priorities and to identify growth and savings options	Service Reviews
	Environmental Services Business Case

Projects now being dealt with as part of Economic Recovery Action plan

Approach	Key Project
<i>Making the best use of limited resources – managing our people, money and assets</i>	
Maintenance and compliance issues – other Council assets	Multi-storey car-park mothballing and security issues

Projects deferred to 2021/22 onwards

Approach	Key Project
<i>Making the best use of limited resources – managing our people, money and assets</i>	
Development of an Asset Management Strategy	Produce asset management plans for key Council assets
Maintenance and compliance issues – other Council assets	Rugeley Boardwalk
	Elmore Park toilets

Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464 598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 12/11/20

Cabinet
12 November 2020
Recovery Strategy Action Plans – Progress Report

1 Purpose of Report

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

2 Recommendation(s)

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

3 Key Issues and Reasons for Recommendations

Reasons for Recommendations





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

4 Relationship to Corporate Priorities





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

5 Report Detail

- 5.1 The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives. However, it was necessary to review the PDPs due to the impact that the pandemic has had on the Council and the delivery of services/projects. Cabinet approved a revised set of PDPs on 16 July. A report on the progress of these PDPs is included elsewhere on the agenda of this Cabinet.
- 5.3 In addition to the review of the PDPs for 2020/21, a Recovery Strategy was approved by Cabinet on 15 October 2020. The Recovery Strategy sets out four work streams and there is a high level action plan for each of these setting out the actions to support response to and recovery from the pandemic.
- 5.4 The Lead Officers for each of the work stream action plans have provided a progress update. A commentary is included in the Recovery Action Plans appended to this report and there is an indication of the progress position. At the end of September 2020 good progress has been made in the delivery of actions with 39% delivered and a further 55% are in progress. A summary of progress is set out in the table below:

Recovery Action Plan	Delivery of actions as at 30 September 2020				
					Total number of actions
	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Finance	9 (25%)	25 (69%)	2 (6%)	0	36
Economy	8 (28%)	21 (72.%)	0	0	29
Community	11 (48%)	12 (52%)	0	0	23
Organisational	30 (49%)	24 (40%)	7 (11%)	0	61
TOTAL	58 (39%)	82 (55%)	9 (6%)	0	149

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

Recovery Action Plan	Delivery of actions as at 30 September 2020				
					Total number of actions
	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Phase 1 – Response	29 (91%)	3 (9%)	0	0	32
Phase 2 – Restoration	23 (43%)	29 (55%)	1 (2%)	0	53
Phase 3 – Reshaping	6 (9%)	50 (78%)	8 (13%)	0	64
TOTAL	58 (39%)	82 (55%)	9 (6%)	0	149

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

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

6 Implications

6.1 Financial

While there are no direct financial implications arising from the report, the financial implications of the pandemic and the impact on projects and services has been considered as part of the Action Planning process.

6.2 Legal

None.

6.3 Human Resources

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

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

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

6.8 Equality & Diversity

None.

6.9 Best Value

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

7 Appendices to the Report

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

Previous Consideration

None





Background Papers

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





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







Covid-19 Recovery Strategy Report to Cabinet 15 October 2020








FINANCIAL RECOVERY ACTION PLAN








Delivery of actions - Cumulative					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	1	0	0	0	1
Restore	4	8	0	0	12
Reshape	4	17	2	0	23
TOTAL	9	25	2	0	36






FINANCIAL RECOVERY ACTION PLAN







Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Outcomes Required: <ul style="list-style-type: none"> To maintain the financial resilience of the Council in the short term a balanced budget 				
COVID-19 Impacts: <ul style="list-style-type: none"> Significant financial impact through loss of income and additional costs 				
Phase 1 – Response				
Preparation of an Interim Financial Strategy for 2020-21				
Finance	Monitor Financial Impact of COVID-19 <ul style="list-style-type: none"> Additional Expenditure Income from Fees and Charges Council tax Collection Rate Business Rates Collection rate 	Head of Finance Monthly – Ongoing	Monthly monitoring – link into the two items below re additional costs Link into restoration of services and review dates (also consider cost implications)	
Phase 2 – Restore				
Preparation of an Interim Financial Strategy for 2020-21				
Economic	Monitor opening arrangements for MGDOV re timescale and number of units	Head of Economic Prosperity Monthly – Ongoing	Current projections reflected in Financial Plan	
Finance	Liaise with VOA re Rateable Value of site	Head of Finance Sep 20	Discussions ongoing	
Operational	Determine Financial Impact arising from IHL Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance 31 July 2020	Various scenarios determined reflecting ongoing impact of COVID19 through the remainder of the year.	


Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Operational	Monitor Income take up of IHL as part of monitoring of Recovery Plan	Head of Environment & Health Lifestyles /Head of Finance Ongoing	Ongoing	
Finance	Identify additional Financial Implications arising from Response/ Recovery initiatives of other Work streams	Work Stream Leads Monthly ongoing	Monthly updates to be provided to Leadership Team on rolling programme	
Finance	Review financial implications arising from Service Business Continuity Plans re COVID 19	Head of Finance/HOS 30 Sept 2020	Business Continuity Plans to be revisited re second wave	
Finance	To review the implications of the outturn for 2019-20	Head of Finance 4 Aug. 2020		
Finance	Review Earmarked Reserves to free resources to meet Deficit/Fund cost pressures	Head of Finance Leadership Team 11 Aug. 2020		
Finance	Review 1st Quarters outturn to identify budgets not required on a one off basis to meet potential deficit	Head of Finance Leadership Team 11 Aug. 2020	To be updated re 2 nd quarters outturn	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Finance	Review 2020-21 Revenue Budget and Capital Programme and PDP schemes	Head of Finance/HOS Ongoing		
Finance	Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on CCDC	HoF/MD Leader Fortnightly	MP Briefings undertaken and letter submitted to MHCLG Finance Directorate	
Leadership	Determine Interim Financial strategy for consideration by Cabinet	Work stream LT 21 Aug CB 17 Sept ROB 22 Sept	Financial Update provided to Recovery Overview Board	
Phase 3 – Reshape				
Determining a medium term financial strategy to maintain the financial resilience of the Council for 2021-22 to 2023-24				
Review the cost of current and future service provision of the Council				
Finance	To review the implications of the outturn for 2019-20 for future years	Head of Finance 30 Sept		
Finance	To undertake corporate monitoring	Head of Finance Monthly		
All	Identify additional ongoing Financial Implications arising from Response and Recovery initiatives of other Work streams	Work Stream Leads 30 Sept	Work is ongoing reflecting nature of pandemic	
Finance	To update the financial plan re demographic changes	Head of Finance 30 Sept	Report to November Cabinet	





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Working Group	To determine the implications arising from the Climate Change Action Plan	Managing Director	Not likely to be identified to 31 March 2021 Impact on Budget strategy	
	To determine the financial implications arising from the Waste Management strategy and associated contracts	Head of Env.& Lifestyles	Interim Strategy to Cabinet – October	
Finance	To determine the financial impact arising from the termination of Housing Benefit	Head of Finance 30 Sep		
Organisational	To determine the planned and response maintenance requirements for Council Assets	Head of Economic Prosperity	Interim maintenance compliance requirements for 2021/22	
All	Review of income work streams to assess whether likely to return to pre-Covid levels	All Monthly	Work is ongoing reflecting nature of pandemic	
Maintain / maximise the financial resources (funding) of the Council				
	Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding to 2021/22	Head of Finance 30 Sep		
	To monitor changes in the business Rate Yield of the authority	Head of Finance Ongoing	Work is ongoing reflecting nature of pandemic	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	To seek clarification on the form if any of Housing Incentive Scheme to apply in 2021-22	Head of Finance/MD/ Leader	To be determined as part of Governments Comprehensive spending Review	
Finance	<p>Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID 2019 on pool by authority on a month by month basis</p> <p>Liaise with S&SoT Business Rate Pool Members re options to maintain viable pool for 2021/2022</p> <p>Prepare options report to Leaders and Chief executives</p>	<p>Head of Finance</p> <p>Ongoing</p> <hr/> <p>Ongoing</p> <p>30 October</p>	Invitation to pool received and report to go to Staffordshire Chief executives in October – Revised deadline 23 October for submission	
Economic	Determine the impact of the redevelopment of Rugeley power station on Council tax /Business Rates etc.	<p>Head of Economic Prosperity</p> <p>Ongoing</p>	Ongoing	
Finance	To evaluate and respond to consultations on changes to Local Government Finance Regime	<p>Head of Finance</p> <p>Ongoing</p>	New regime postponed to 2022-23	
Finance	Determine impact of Government proposals for key funding regime changes for 2022/23	<p>Head of Finance</p> <p>Ongoing</p>	New regime postponed to 2022-23	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
All	To proactively seek external funding from LEPS/CA/other bodies and Government in support of the Councils Priorities and Recovery Strategy	All Ongoing	Ongoing	
Finance	Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance 30 Sept	Report to Cabinet in November	
	Determine financial strategy for 2021-22 as part of Financial Plan to November Cabinet	Work stream LT-20 Oct CB- 27 Oct ROB-3 Nov Cab-12 Nov	Report to Cabinet in November	
To determine options to realign resources with priorities and provide a sustainable medium term budget				
Leadership Team	To determine the timetable for service reviews <i>(from the Corporate PDP)</i>	Leadership Team	Service Reviews to be undertaken in 2021-22 in accordance with Recovery Timeline	
Leadership Team	To determine a timeline for the consideration of business cases arising from the Environmental Services review <i>(from the Corporate PDP)</i>	Leadership Team	Business case to be produced in 2021-22 in accordance with Recovery Timeline	
Finance	Prepare Detailed Budgets for 2021-22 to 2023-24	Head of Finance		

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Leadership Team	Approve 2021-22 Budget and determine Council Tax	Work stream LT 5 Jan 2021 CB -12 Jan 2021 ROB-19 Jan2021 Cab 28 Jan 2021		

THE ECONOMY - RECOVERY ACTION PLAN

Delivery of actions - Cumulative					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	2	0	0	0	2
Restore	5	6	0	0	11
Reshape	1	15	0	0	16
TOTAL	8	21	0	0	29

ECONOMIC RECOVERY - ACTION PLAN





Outcomes Required:





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





COVID-19 Impacts:




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




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 1 – Response				
Finance	Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants	Head of Finance and Head of Economic Prosperity	£20 million of funding now allocated to over 1,750 eligible businesses.	✓
Finance	To determine and implement Discretionary Grant policy to target resources at key sectors and in accordance with Government Criteria	Head of Finance and Head of Economic Prosperity Phase 1 and Phase 2 applications to be processed by end of August 2020 with final payments made by end of September 2020.	Economic Development Team and Business Rates working through application assessments. Scheme closed end of August 2020 and unused monies returned to MHCLG.	✓



Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 2 – Restore				
Town Centre and High Streets				
Economic	<p>Support the town centres to re-open and adapt to the Governments COVID-19 Secure guidance.</p> <ul style="list-style-type: none"> • Street market • Non essential • Hospitality 	Economic Development Manager	<p>Re-opened on 19th June</p> <p>Re-opened on 15th June</p> <p>Hospitality industry has mainly re-opened in line with Government guidance.</p>	
Economic	To ensure the public realm reflects Social distancing Policy and supports Town centres reopening (using Re-opening High Streets Safely Funding awarded by Government).	Economic Development Manager/Waste & Engineering Manager	<p>Social distancing measures (posters / floor markings) in place in all town centres</p> <p>Measures kept under regular review.</p>	
Economic	To support traders/shops via individual visits from Environmental Health Officers.	Food Safety & Licensing Manager Visits are on-going	COVID Secure checklists issued to traders/businesses. Many businesses have re-opened and are displaying 'COVID-19 secure' certificates in shop windows.	
Economic	Identify funding and assistance available to support traders/businesses and signpost to appropriate support.	Economic Development Manager / Cannock Town Centre Partnership Officer	Mapping of COVID-19 support measures ongoing and signposting as necessary i.e. GBSLEP 'Click and Drop' initiative, Retail 'webinars', Staffordshire County Council – PPE Starter packs for micro-businesses.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	<p>Revisit proposed environmental improvements for Cannock Town Centre to assess if they are still appropriate in current climate</p> <p>(i) Improvements to street furniture and 'graffiti' art project.</p> <p>(ii) Proposed improvements to frontage of Prince of Wales Theatre under review – subject to survey</p> <p>(from Prosperity PDP).</p>	<p>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Complete by December 2020</p> <p>Survey complete. Findings now being investigated further – decision on how to proceed by December 2020.</p>	<p>Improvements to street furniture being progressed. Graffiti art project is now complete.</p> <p>Survey currently being undertaken to test fixings on frontage of theatre – this will inform whether improvements to signage / lighting can proceed and at what cost.</p>	
Business Support				
Economic	<p>Identify opportunities for managed workspace / business hubs across the District</p> <p>(from Prosperity PDP)</p>	Economic Development Manager	Cannock Chase Enterprise Centre extension underway; Officers assessing other opportunities to develop new workspace.	
Economic	Promote and signpost local businesses to appropriate support based on their needs.	Economic Development Manager	Economic Development Team signposting as necessary	
Media and Communications				
Economic	Communication of appropriate business support initiatives / interventions and signposting to latest guidance and support	Economic Development Manager / Policy & Communications Manager	Local Discretionary Grant scheme and GBSLEP Pivot & Prosper fund now closed with a potential 2 nd phase in the future – subject to funding.	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Potential for targeted campaigns i.e. re-opening of town centres, tourism/hospitality, McArthurGlen opening	Economic Development Manager / Policy & Communications Manager	Publicity to coincide with the re-opening of town centres has been done. Further promotion will be done as and when necessary. McArthurGlen Opening now delayed until early 2021.	
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.	
Economic	Work with key partners and business organisations i.e. Chamber of Commerce, LEP, WMCA etc and engage with regional economic recovery planning at WMCA and GBSLEP levels.	Head of Economic Prosperity	CCDC engaged with GBSLEP Economic Recovery Taskforce & WMCA Recovery Plan. Staffordshire County Council Redundancy Taskforce.	
Economic	Refresh the Economic Development Needs Assessment (EDNA) which forms part of the evidence base for the Local Plan Review.	Planning Policy Manager Completed by October 2020	Consultants have been appointed to undertake this work – will revise economic forecasts and inform employment land policy in Local Plan.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Refresh the Council's Economic Prosperity Strategy to ensure it takes account of the changed economic environment and identify evidence-based interventions for the medium to long term to ensure economic reset and recovery.	Head of Economic Prosperity Economic Development Manager Research & Information Officer September 2020 to March 2021	EDNA and data from Economic Dashboard will inform the refresh of the Strategy.	
Economic	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	Head of Economic Prosperity	Climate Change Baseline study has been produced by AECOM as part of the Local Plan evidence base. The findings from the study will feed into the refresh of the Economic Prosperity Strategy.	
Town Centre and High Streets				
Economic	Review impact of the pandemic and lockdown on the District's three town centres.	Head of Economic Prosperity/ Economic Development Manager Dashboard updated monthly	Regular monitoring through dashboard of information	





Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	<p>Progress regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence. (from Prosperity PDP).</p> <ul style="list-style-type: none"> Undertake technical analysis regarding full demolition of MSCP and Indoor Market and present business case to Cabinet. (from Corporate PDP) Assess development proposals arising from Prospectus. Disposal of land at Avon Road 	<p>Head of Economic Prosperity/ Economic Development Manager</p> <p>By Qtr 4 2020/21.</p>	<p>Technical work is being procured to advise on design and engineering solution for full demolition of MSCP.</p>	
		<p>On-going</p> <p>Exchange/ completion during 2021</p>	<p>Ongoing as and when approaches are received</p> <p>Cabinet has approved sale of the land. Disposal sale contract and planning consent will need to be obtained.</p>	
Economic	<p>Commission work to produce a Cannock Town Centre Masterplan (as part of Local Plan review)</p>	<p>Planning Policy Manager</p> <p>Likely to be commissioned during 2021.</p>	<p>Brief being drafted for consultants.</p>	

Major projects / investments				
Economic	McArthurGlen Designer Outlet West Midlands – continue to work with McArthurGlen to plan for opening and develop a marketing plan. (from Prosperity PDP)	Economic Development Manager / Policy & Communications Manager Opening delayed until early 2021.	Ongoing relationship with McArthurGlen.	
Economic	Cannock Railway Station – progression of business case and design work necessary to facilitate transformation of Station (from Prosperity PDP) Short term improvement works (utilising Section 106 funds): <ul style="list-style-type: none"> • Totem signage • Re-surfacing car park • Cycle storage • Murals on platforms and walkways 	Head of Economic Prosperity / West Midlands Rail Exec / Staffs CC Stage 1 – Strategic Outline Business Case work has been completed. Report to Cabinet on outcome of Stage 1 – November 2020 Work complete by early 2021.	Report to Cabinet will be required to present business case and decide on next steps. Works being carried out in partnership with West Midlands Rail, West Midlands Trains and Staffordshire County Council.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	Commonwealth Games 2022 – capitalise upon the mountain biking event on Cannock Chase and work with Forestry England to secure legacy through improved 'blue grade' trail, play area and facilities for local residents /visitors	Head of Economic Prosperity Head of Environment and Healthy Lifestyles Mountain biking event – August 2022	Cabinet has approved £50k funding contribution to the track / mountain bike trail.	
Employment and skills				
Economic	Work with FE colleges to support local residents re-skill/up-skill Work with South Staffordshire College to progress Digital Skills Academy project	Economic Development Manager Economic Development Manager Funding application expected to be approved and grant agreement issued by end of 2020.	Funding of £0.5m has been provisionally allocated by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic / Community	<p>Work with key partners to put in place responsive employment support for newly unemployed residents and those facing redundancy including disadvantaged groups and communities and young people.</p> <p>Mapping of employment and skills opportunities.</p>	<p>Economic Development Manager working with Department for Work and Pensions, GBSLEP and SSLEP.</p> <p>Proposals to be worked up by October 2020.</p> <p>Report to Cabinet – November 2020.</p>	<p>Work with employers and partners (JCP etc) to secure local jobs for local residents linked to new economic opportunities.</p> <p>Participate in County wide Redundancy Taskforce.</p>	
	<p>Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.</p>	<p>By December 2020</p>		
Economic / Community	<p>Progress Connecting Communities project focused on Cannock North ward. This tackles unemployment and low pay in local communities. (from Prosperity PDP)</p>	<p>Economic Development Manager</p>	<p>Project has been extended by WMCA to December 2021.</p> <p>Project will continue to be delivered during 2020/21 including starts, jobs and progressions throughout 2020.</p>	

THE COMMUNITY RECOVERY ACTION PLAN

Delivery of actions – Cumulative					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	7	3	0	0	10
Restore	4	3	0	0	7
Reshape	0	6	0	0	6
TOTAL	11	12	0	0	23

SUPPORTING VULNERABLE PEOPLE AND THE COMMUNITY




Outcomes Required:







To support the Districts community & individual recovery in the short-medium term
To maximise the benefit of any legacy from the increase in the voluntary activity

COVID-19 Impacts:

Pop up of multi aid groups (900+ volunteers) which have helped and supported huge numbers of individuals across the District with shopping, prescription collections, befriending etc.

The full impact on the community and individuals will not be known for some-time – situation will need to be monitored


Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Supporting Vulnerability People and the Community				
Phase 1 – Response				
	Set up and operation of the Community Hub to support vulnerable residents	Head of Housing & Partnerships		
	Identify the Vunerable cohort within the District	Head of ICT & Housing & Partnerships	7,500 residents identified – 4,700 letters mailed out	
	Undertake Safe and Well being calls	Head of Housing & Partnerships	3,000 calls completed – 52% contact made	
	Undertake home visits to vulnerable residents (living alone) who have not responded	Tenancy Services Manager	Council Tenants to be visited – project being set up	
	Advice and support regarding payment of Council Tax, Housing Benefit applications	Local Taxation & Benefits Manager		




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 2 – Restore				
	Develop a delivery plan to support the continuation of support to those on the NHS Shielding scheme for the duration of the programme	Policy & Performance Officer		
	Continue to work with Support Staffordshire and Voluntary Sector to support and signpost the most vulnerable residents within the District	Policy & Performance Officer	On-going	
	Review ongoing support to food banks and local emergency food distribution	Head of Housing & Partnerships		
Phase 3 – Reshape				
	Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers	Head of Housing & Partnerships / Head of Technology	Determine Vulnerability Definition	
	Develop a strategy, working alongside the third sector, to build on community spirit and volunteering to establish ongoing support in local communities	Head of Housing & Partnerships/ Consultation & Engagement Officer		
	Engage with partners regarding their recovery plans for their services and our communities	Head of Housing and Partnerships		


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

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

COVID-19 Impacts:
Rough Sleepers rehoused in temporary accommodation – secured 10 rooms for a fixed period – up to 19 individuals supported.
Government priority to not return Rough Sleepers to the streets.
Courts suspended Eviction Action – September 2020 onwards expected increase in homelessness

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Rough Sleepers and the Homeless				
Phase 1 – Response				
	Provision of 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)	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
	Engage with rough sleepers/homeless to secure alternative settled and sustainable accommodation	Strategic Housing Manager	<p>5 Rough Sleepers/homeless persons rehoused in to 4 units of settled furnished accommodation – Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing)</p> <p>3 rough sleepers/homeless persons to private rent or other supported accommodation</p> <p>5 were evicted for ASB 2 enabled to return home 1 passed away (not COVID related)</p>	
	Identify and maintain temporary accommodation for homeless and rough sleepers	Strategic Housing Manager	On-going – 3 persons accommodated under “Everyone In” require rehousing. Of which 2 Rough Sleepers to be rehoused through Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing) and 1 into social housing.	
Phase 2 – Restore				
	Identify ongoing needs	Strategic Housing Manager	On-going funding submission made “next steps programme” Accommodation Programme” for short-term funding and winter provision	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Identify options for providing longer term solutions	Strategic Housing Manager	Application submitted to MHCLG Next Steps Accommodation Programme for capital funding to extend the no. of units provided under Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing)	

COMMUNITY RECOVERY ACTION PLAN

HEALTH & WELLBEING



Outcomes Required:

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





COVID-19 Impacts:

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Health & Wellbeing				
Phase 1 – Response				
	Development of online video activities to encourage exercise during lockdown	Inspiring Healthy Lifestyles		✓
	To keep parks and open spaces open to support residents in taking exercise and maintaining wellbeing during lockdown	Parks & Open Spaces Manager		✓
Phase 2 – Restore				
	Re-opening of Chase and Rugeley Leisure Centres in accordance with Covid-secure guidelines	Inspiring Healthy Lifestyles		✓
	Campaign and activities to support people in maintaining, returning to or adopting active and healthy lifestyles	Inspiring Healthy Lifestyles	Dialogue is ongoing with IHL regarding the restoration of such activities.	●
	Re-open play areas and toilets	Parks & Open Spaces Manager		✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Phase 3 – Reshape				
	Remodelling of Leisure Service to take account of the effect of the pandemic	Inspiring Healthy Lifestyles	Dialogue is ongoing with IHL regarding the future shape of Leisure Services following the pandemic.	
	To identify opportunities to support the Council’s aim to become net carbon neutral by 2030	ALL		

ORGANISATIONAL RECOVERY – ACTION PLAN




Delivery of actions – Cumulative					
					Total Number of Actions
Phase	Action completed	Work in progress	Work has not yet started /action has slipped and is behind schedule	Action / project cannot be completed / delivered	
Response	19	0	0	0	19
Restore	10	13	1	0	24
Reshape	1	12	6	0	19
TOTAL	30	25	7	0	62







ORGANISATIONAL RECOVERY ACTION PLAN

SERVICES - INTERNAL

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
Organisational	Identification of critical services and Business Continuity Plans put in place			✓
Community	Setting up and support for the operation of the Community Hub	Head of Housing & Partnerships		✓
Economic	Payment of Discretionary Grants	Head of Finance and Head of Economic Prosperity	Discretionary Grant scheme launched and applications being received.	✓
Community	Setting up mechanism for Test and Trace / Local Outbreak Infection Control	Food Safety & Licensing Manager	New responsibility – working in partnership with Public Health Partners. Scheme now set up	✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
LEADERSHIP TEAM	Establish plans for restoring services suspended in full or in part, to include: <ul style="list-style-type: none"> • Identify services partially or fully suspended • Completion of risk assessments to ensure this is done safely; and • Communications to Contact Centre, staff, the public and Members • Update status and information on the website 	Organisational Recovery Group to set up template for assessment and process Service Managers to complete assessment and plans Leadership Team to monitor return of services	Work in progress – schedule completed and services being restored	
LEADERSHIP TEAM	Identify backlogs and establish plans for clearing this work and allocation of resources where necessary to do this	Relevant Service Managers / Leadership Team Plans to be in place by end of August 20	Plans are in place and backlogs are starting to be cleared	
LEADERSHIP TEAM and Organisational Recovery	Assessment of current working arrangements to identify : <ul style="list-style-type: none"> • employee productivity issues; • service barriers to remote working; and • need for face to face contact with customers 	Head of Governance & Corporate Services By end August/early September	Employee productivity has been reviewed and continues to be monitored. Tackling barriers (lack of suitable equipment) and plans being prepared for face to face interviews by appointment	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
LEADERSHIP TEAM	Put plans in place for delivery of key projects set out in the PDPs		PDPs have been revised and key milestones produced	
Organisational / Finance	Homeworking/ Agile working – develop business case: <ul style="list-style-type: none"> • Questionnaire to assess appetite for homeworking • Review of ICT provision with regard to homeworking • Identify implications for Council assets 	HR Manager	Issued 22 June 2020 – results being analysed	
		Head of Technology	Permission to spend report being prepared.	
		Corporate Assets Manager	Link to new Asset Management Strategy	
	Digitisation of paper based processes and greater use of technology to support remote/agile working	Head of Governance & Corporate Services and Head of Technology	Working group has been set up to look at this	
	Development of an Interim Asset and Energy Management Strategy (from the Corporate PDP)	Corporate Asset Manager	Not commenced work yet due to capacity issues - Officers to determine timetable and scope for Strategy during Q3.	
Organisational and Financial	Service Reviews and Environmental Services Business Case (from the Corporate PDP)	Head of Governance & Corporate Services and Head of Finance	Service reviews have been rescheduled and work will now commence in 2021/22 as part of the Financial Plan process	





ORGANISATIONAL RECOVERY ACTION PLAN


SERVICES – EXTERNAL / KEY CONTRACTS

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

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

Phase 2 – Restore				
Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
LEADERSHIP TEAM	<p>Ensure IHL has a Recovery Plan in place for re-opening of services:</p> <ul style="list-style-type: none"> • Golf • Leisure Centres (CLC&RLC) • Museum • Theatre • 5's Bradbury Lane • Rugeley Swimming Pool -Tiling 	Head of Environment & Health Lifestyles	<p>Re-opened 23 May 2020</p> <p>Recovery plan to be considered by ROB</p> <p>CLC re-opened 25 July and swimming pool 1 August, RLC - 1 August</p> <p>Re-opened 27 August</p> <p>Work is in progress to re-open the Theatre in November subject to Government Guidance and no further lockdowns or restrictions</p> <p>Re-opens July</p> <p>Tests have been completed by the end of June 2020 and tenders issued for remedial works</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>○</p> <p>✓</p> <p>○</p>




Phase 3 – Reshape				
Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Leadership Team	Extension and reshaping of Leisure Management contract	Head of Environment and Healthy Lifestyles	Impact on operation of services and financial New operating model to be determined	
Leadership Team	Determine interim strategy to realign waste contracts	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial Interim Strategy to Cabinet – 15 th October	
Leadership Team	To determine a Waste Management Strategy following outcome of Government consultation and Waste Strategy. (from the Community Wellbeing – Environment, Partnerships and Community Safety PDP)	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Monitor Outcomes from Waste Strategy consultations Impact on operation of services and financial Interim Strategy to Cabinet – 15 th October	
Leadership Team	To commence procurement process for waste collection	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Develop Plans and options: re Waste contracts – Plans developed with options and soft market testing exercise undertaken in respect of recycling contract with other Staffordshire LA's Report to Cabinet Waste Contract Options – Cabinet report on track for submission in Q3. Impact on operation of services and financial	




Leadership Team	Reshape Housing contracts in line with impact COVID-19	Head of Housing & Partnerships	<p>A timetable has been developed to complete procurement of an array. of contracts during period Q3-2020/21 to Q4 2021-22. Key contracts to complete by Q4 20/21 include:</p> <ul style="list-style-type: none">• External Envelope (Contract start January 2021)• Communal Block Fire Risk Assessments (Contract Start – December 2020);• Refurbishing/Replacement of Sheltered Scheme Lifts (Contract Start – March 2021)	
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ORGANISATIONAL RECOVERY ACTION PLAN

CUSTOMERS

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	Closure of Reception and move to on-line and telephone service	Customer & Support Services Manager		
Phase 2 – Restore				
	Plan for the re-opening of key Receptions for appointments only initially – plan to include tenants usage (including Citizens Advice)	Customer & Support Services Manager Plan to be in place for September/ October 20	Work in progress – sub group set up Screens in place in interview rooms and the Main Reception desk. Remote door opening buttons are now in place. Risk assessment being finalised.	
	Review of operation of telephony system and processes	Customer & Support Services Manager and ICT	Work has not yet started on this	








Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Review of Customer Engagement Strategy (from the Corporate PDP)	Customer & Support Services Manager	Work has not yet started on this	
	Procurement of Replacement CRM system (from the Corporate PDP)	Head of Governance & Corporate Services and Head of Technology	To be procured jointly with Stafford Borough Council	
LEADERSHIP TEAM	Review of Contact Centre Operating Model (to include potential withdrawal of support for Housing calls)	Head of Governance & Corporate Services	Sub Group set up – first meeting held 7 Sept.	
	Review and enhancement of website information	Policy & Communications Manager	Working group set up to look at this	



ORGANISATIONAL RECOVERY ACTION PLAN

EMPLOYEES

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	The majority of employees were moved to homeworking	Leadership Team	At the outset of lockdown	✓
	All employees who are shielding or clinically vulnerable were advised to stay at home and to work remotely if possible	Leadership Team		✓
	Revised opening hours put in place for Civic Centre and Depot	Customer & Support Services Manager		✓
	Additional day time cleaning put in place at the Civic Centre	Customer & Support Services Manager		✓
	Suspension of some T&Cs and HR processes eg flexi-time	Leadership Team		✓

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
Organisational	Complete risk assessment for all operational sites and implement Covid Safe Working Practices and changes to Council	Corporate Asset Manager	Completed for Civic Centre, Hawks Green Depot (office buildings), Markets.	
Organisational	Issue guidance to employees re new COVID secure arrangements	Chief Internal Auditor & Risk Manager		
Organisational	Phased return to normal building opening hours for the Civic Centre – for employees only (Caretaking & Cleaning Service)	Customer & Support Services Manager	Hours to be increased slightly wef 29 June Review planned for September	
Organisational	Issue guidance to managers on planning for and supporting the return of essential employees to the workplace	Chief Internal Auditor & Risk Manager		
Organisational	Assess any DSE/H&S issues arising from move to homeworking	Chief Internal Auditor & Risk Manager	Managers have been contacted and general issues addressed. Issues re staff with specialist equipment in the office being addressed.	
	Review of T&C's suspended with a view to restoring them	HR Manager By end of August 20	Flexi reinstated as of 7 September	
	Review of support provided to and communication with employees	HR Manager	Work in progress following survey of employees and more recently of managers. This information will be used to inform the support tools offered to managers and employees in the coming months	




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 3 – Reshape				
	Employee Health & Wellbeing Strategy (from the Corporate PDP)	HR Manager	Content will need to reflect potential longer terms changes in the working environment	
	Work force Development (from the Corporate PDP)	HR Manager	Content will need to reflect potential longer term change in the working environment	

ORGANISATIONAL RECOVERY ACTION PLAN

MEMBERS & DEMOCRACY

Members and Democracy
<p>Outcomes Required: Transparency and accountability for actions and decisions</p>
<p>COVID-19 Impacts: Council meetings now have to be held virtually – this has:</p> <ul style="list-style-type: none"> • Created challenges for those Members with limited ICT skills; • Resulted in a small increase in public engagement with the public viewing meetings; and • Increased the officer time spent in setting up and administer some meetings. • Cancellation of some meetings

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 – Response				
	Suspension of normal Council meetings	Managing Director		✓
	Urgent decision making protocol put in place	Deputy Managing Director		✓
	Weekly telephone calls with MD and all Group Leaders	Managing Director		✓
	Use of Zoom for virtual meetings established to allow key Council meetings to take place (eg Planning Committee, Cabinet Meetings)	Democratic & Resilience Services Manager		✓



Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 2 – Restore				
	Council Meetings - plan for return to normal meeting cycle	Democratic & Resilience Services Manager		
	Review of operation of virtual meetings, preparation of guidance and protocols. Delivery of training to support virtual meetings in the short term	Democratic & Resilience Services Manager and Head of Technology	Joint working group set up with SBC	
Phase 3 – Reshape				
	To review role of virtual meetings in the longer term and implications re equipment, staffing of meetings etc	Democratic & Resilience Services Manager and Head of Technology	Joint working group set up with SBC	

ORGANISATIONAL RECOVERY ACTION PLAN

ORGANISATIONAL

Organisational
Outcomes Required: <ul style="list-style-type: none"> • Co-ordinated response to the pandemic • Resilience of critical services
COVID-19 Impacts: <ul style="list-style-type: none"> • Decision making had to be quick to respond to Government guidance

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress Indicator
Phase 1 - Response				
LEADERSHIP TEAM	Team created to lead the response to the pandemic – initially meeting 3 times a week	Leadership Team +		✓
LEADERSHIP TEAM	Participation in County wide, Regional and National meetings	Managing Director		✓
Phase 2 - Restore				
LEADERSHIP TEAM	Review of priorities and re-aligning resources to support work on response and recovery, key projects and operational service delivery	Leadership Team	Work in progress. Review of PDPs completed and reported to July Cabinet. Undertaken PESTLE and SWOT analysis Review of Corporate Priorities undertaken by ROB	●
LEADERSHIP TEAM	Incident debrief, Lessons Learnt and Review of Incident Management Plans and BCP	CCU Liaison Officer	Completed 28 September	✓

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

Recovery Dashboard of Performance Measures

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

Economy	March 2020	June 2020	September 2020
Number of People 16-64 claiming out-of-work benefits	2.6%	5.7%	5.8%
Number of People 18-24 claiming out-of-work benefits	5.0%	10.7%	10.8%
Number of employments furloughed on the Coronavirus Job Retention Scheme	Scheme announced 20 th March 2020	16,700	17,600 July 2020 latest figures
Number of claims made for the Self Employment Income Support Scheme	Scheme announced 26 th March 2020	4,100 (first stage scheme)	3,600 (second and final stage scheme)
Number of Job Vacancies (Unique postings)	2,184 (Feb 2020)	1,491	1,978
Town Centre Vacancy Rates	Jan 2020		Sept 2020
• Cannock	16.4%		20.3%
• Hednesford	6.5%		8.6%
• Rugeley	2.4%		6.3%
% of Businesses subject to void rates		5.8%	5.8%
Businesses subject to commercial exemption from business rates (value)	£337,000	£180,000	£311,000
Businesses subject to industrial exemption from business rates (value)	£987,000	£324,000	£555,000
Businesses subject to exemption due to administration/insolvency	£97,000	£165,000	£221,000
Business Rate Arrears		£649,685	£1,151,639

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

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

Report of:	Head of Finance
Contact Officer:	Bob Kean
Telephone No:	01543 464 334
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 12/11/20

Cabinet
12 November 2020
Financial Plan 2020-21 to 2023-24

1 Purpose of Report

- 1.1 The purpose of this report is to present an updated financial forecast for the Council for the next three years together with a forecast outturn for 2020-21.

2 Recommendation(s)

2.1 That Cabinet note that the Council faces a period of financial uncertainty reflecting the ongoing impact of COVID 19 and fundamental changes to the Local Government Finance Regime. The pandemic has had a major financial impact on the Authority with a loss of income and additional cost pressures and this is likely to continue through 2021-22. No specific details exist in relation to the levels of funding the Council will receive from the Government for the new funding scheme with effect from 2022-23. The proposed new funding regime has been delayed a year and the Council awaits the outcome of the Spending Review and Local Government Settlement for 2021-22. The Financial Plan at this stage therefore represents an extrapolation of both the ongoing impact of COVID 19 and this authority's interpretation of the new funding regime.

2.2 That subject to 2.1 Cabinet:-

- (a) Note the Financial Plan 2020-21 - 2023-24, and the various scenarios that exist in relation to the impact of COVID 19 and individual funding streams.;
- (b) Approve the forecast outturn for 2020-21 of £15.073 million;
- (c) Note the draft Capital Programme 2020-21 - 2023-24;
- (d) set the General Fund working balance at a minimum of £1.0 million;
- (e) adopt the principles set out in the Council's Financial Plan and Budget Strategy in finalising the preparation of the 2021-22 budget.

- 2.3 That in accordance with the Councils Recovery Strategy the Financial Plan reflects the four key work streams of Economic; Financial; Community and Organisational Recovery.

To that end the initial focus is on providing an interim financial strategy that

- (a) maintains the financial resilience of the Council in the short term whilst ensuring the maintenance of service provision and responding to the impact of COVID 19
 - (b) delivers a balanced Budget for 2021-22 pending development of a sustainable medium term financial plan reflecting the New Local Government Funding Regime.
 - (c) That lays the foundation to realign resources with priorities and provide a sustainable medium term budget
- 2.4 To note that the Best Case Scenario still identifies a deficit of £549,000 in 2023-24 and that the Council will over the next 12 months need to identify saving options to potentially implement as part of the 2022-23 budget process or sooner as our financial position becomes clearer.
- 2.5 That the Financial Plan will be updated as a result of the Spending Review and if any further details of the Governments proposed changes to its funding become available during the budget process.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The report sets out the Council's forecast financial position for the next three years incorporating anticipated spending pressures and savings already identified. Financial resources available to the Council over the three year period are also set out. The Financial Plan refreshes the current approved plan and reflects the Governments current Funding Regime as adjusted for proposals currently being considered in the design of the new regime.
- 3.2 The existing Financial Plan has however been dramatically changed with COVID 19 impacting directly across the District. A major incident was declared by the Staffordshire Resilience Forum on 24 March 2020. The Council has received Government support to address the additional cost pressures borne by the Council in responding to the pandemic however the Council is being required to meet a large proportion of the loss of income from sales, fees and charges, whereas the degree to which its leisure provider will be compensated remains uncertain. The economic impact of the pandemic has seen the opening of the West Midlands Designer Outlet Village put back with a direct impact on the Business Rates retained by the Council. The impact of COVID 19 will have a material impact on the financial position of the Council for the foreseeable future.

- 3.3 A new Financial Regime for Local Government was intended to be introduced with effect from 1 April 2021 but as a result of the pandemic, and the need to provide certainty of funding levels for 2021-22, this has now been delayed until 2022-23 although no funding levels have yet been confirmed for 2021-22.
- 3.4 Although this provides a degree of certainty for 2021-22 the ongoing funding for this Council remains unclear with detailed work on the new regime being delayed and hence no indicative funding levels being available.
- 3.5 As detailed last year potential scenarios in changes in funding have been developed to enable a Budget Strategy to be put in place and due to the lack of up to date information remain unchanged
- 3.6 The overall position can be summarised as follows:

	2020-21	2021-22	2022-23	2023-24
	£'000	£'000	£'000	£'000
Approved Feb 2020	(1)	93	583	583
Revised October 2020	706	2,015	1,001	1,571
Movement	707	1,922	418	988
Analysis				
COVID Related	645	2,353	807	403
Net Expenditure	62	(263)	(150)	291
Net Funding		(168)	(239)	294

Reasons for Recommendations

- 3.7 Material variances exist between the best /worst case scenarios and it is essential that a prudent approach is adopted until further details become available. This is particularly relevant in relation to the assumptions made in relation to COVID19 and the potential for further Government support if the above scenario materialises in 2021-22. Nevertheless the Council will need to continue to progress the development of saving options over the next 12 months to address the underlying deficit and potentially implement as part of the 2022-23 budget process or sooner as our financial position becomes clearer
- 3.8 The Financial Plan therefore provides the framework for the preparation of detailed budgets. Its principles and those detailed in the approved Budget Strategy, subject to approval, will be used to prepare both the Revenue Budget and Capital Programme for consideration by Cabinet in January.
- 3.9 Key elements of the delivery of service budgets will be the maintenance of existing levels of service provision and, the implementation of actions as contained in the Corporate Plan, currently being refreshed, and the Councils COVID19 Recovery Plan. Due regard also being taken to the emerging changes to Services of partner organisations within Staffordshire.

4 Relationship to Corporate Priorities

- 4.1 The revenue budget and capital programme reflect the Council's priorities.

5 Report Detail

5.1 Background

5.1.1 The Financial Plan sets the framework for the determination and setting of the budgets for Revenue and Capital, and ultimately, arriving at the level of Council Tax to be set for the next Financial Year.

5.1.2 Council approved its 3 year Budget/Financial Plan at its meetings in January/February 2020. A Balanced Budget existed for 2020-21, with a minor deficit in 2021-22. The material deficit of £0.583 million in 2022-23 reflected the full year effect of a new local government funding regime (based upon the councils prudent scenario) coming into effect.

Table 1: Revenue Budget Recommended to Council January 2020

	Budget 2020-21	Budget 2021-22	Budget 2022-23
	£000	£000	£000
Transfer to Working Balances	1		
Saving Requirement		93	583

5.1.3 At the time of approving the current Financial Plan a great deal of uncertainty existed in relation to the funding of Local Government. No details were available re the introduction of the 75% Business Rates Retention Scheme in 2021-22 with core funding or baselines determined by a Fair Funding Review. Similarly a new/ revised Housing Incentive Scheme replacing the New Homes Bonus system was muted.

5.1.4 The immediate budget of the Council has however been dramatically changed in 2020-21 with COVID 19 impacting directly across the District. A major incident was declared by the Staffordshire Resilience Forum on 24 March 2020. The Council has received Government support to address the additional cost pressures borne by the Council in responding to the pandemic however the Council is being required to meet a large proportion of the loss of income from sales, fees and charges, whereas the degree to which its leisure provider will be compensated remains uncertain.

5.1.5 COVID 19 represents a unique major incident that entails Response, Recovery and Reshape phases that are likely to last some time and each element is likely to overlap / retreat to a previous stage. All phases will have material financial implications, and will impact not only on the delivery of the Corporate Plan but will greatly influence its future development.

5.1.6 Cabinet at its meeting on the 15 October 2020 received a report on its Covid-19 Recovery Strategy. The report established a Financial Recovery Work Stream , one of four recovery work streams, with the aim to :

- Review the short, medium and long-term financial resilience of the Council
- Formulate as appropriate an Interim Financial Management Strategy.
- Evaluate the financial impact of ongoing response initiatives but in particular the Economic / Community and Organisational Recovery work stream action plans.

5.2 Financial Impact of COVID 19

2020-21

5.2.1 In relation to the Response phase to the pandemic the Councils priorities were to:

- Keeping essential Council services operational
- Support Businesses
- Establish Community Vulnerability Hub
- Supporting our workforce
- Working with our LRF partners across Staffordshire.
- Communicate with all stakeholders

5.2.2 The Council has incurred significant additional expenditure as a result of its Response to COVID 19 and the role given to it by government, whilst our income has plummeted.

Additional cost pressures were incurred at the height of the pandemic and included

Vulnerability Hub – Provision of Food, PPE etc.	£35,000
Additional cost of Homelessness Service	£87,000
Financial support to Leisure Contractor re unmitigated costs	£117,000
Administration of Business Support Grant	£35,000
Provision of additional burial capacity	£20,000

5.2.3 The major impact however arose from the loss of income to the Council from sales, fees and charges arising from the effective closure of car parks, markets together with the impact on economy related income.

5.2.4 Table 2 below shows the impact on sales, fees and charges for the first six months together with projections for the remaining six months. The projections tend to be on the pessimistic side reflecting the ongoing national/local restrictions and assume the continuation of income levels experienced in August and September for the forthcoming six months

Table 2: Projected reduction in Sales, Fees and Charges 2020-21

	April- September	Oct- Mar	Total
	£'000	£'000	£'000
Off Street parking	285	123	408
Markets	63	25	88
Court Costs	141	72	213
Planning Fees	42	43	85
Market shops	25		25
Licensing	32		32
Building Control	20	10	30
Parks	17	11	28
Other	24	0	24
TOTAL	649	284	933

- 5.2.5 The loss of income from sales, fees and charges has been particularly experienced by our leisure partner. All leisure facilities were closed in accordance with government guidelines with this initial loss of income being mitigated by eligibility for Job Retention Scheme (Furlough) combined with the Councils management fee. However this is now no longer possible. The gradual restoration of Leisure services has seen the release of staff from Furlough but income is only a proportion of previous income levels due to both social distancing / capacity of leisure centres and customer confidence. Income normally is in excess of £400,000 per month but is currently running at 45% of that. The loss of income is not subject to the Governments Income Guarantee scheme as detailed in Section 5.3 and the Council have continued to lobby the Government for some form of redress for this loss to the provider.
- 5.2.6 A scheme to support leisure providers was announced as part of the Governments additional £1 billion funding to support local authorities on the 22 October 2020. The allocation includes £100m for leisure centres to be distributed via a bidding process to be managed by the Department for Culture, Media and Sport (DCMS). No further details of the scheme are currently available
- 5.2.7 The Council is also experiencing a reduction in Council Tax and Business Rate collections. The true extent cannot be determined at this stage since the Council suspended recovery actions in the first part of the year, reflecting the prevailing circumstances, and in particular the focus on providing Business Support Grants.

5.2.8 As at the 30 September 2020 the collection rates for Council Tax was 54.5% as compared with 55.1% the previous year and for Business Rates 55.5% as compared to 61.1%. The latter does not provide a true comparison due to the additional government reliefs provided in the form of Business Rate Holidays in the Leisure, Retail and Hospitality sector and the consequent change in payment profiles.

5.2.9 The impact of COVID 19 on the economy will continue throughout this year and as seen the intended opening of the West Midlands Designer Outlet Village (WMDOV) put back 5 months to February 2021. This represents a loss of Business Rates income retained by the Council of some £500,000 for 2020-21.

2021-22

5.2.10 It is inevitable that if the current measures remain in place there will be a continuing effect of COVID-19 and recovery in 2021-22. The pace of economic recovery and customer confidence will be key to this and three potential scenarios have been developed.

5.2.11 In relation to sales fees and charges the pessimistic (worst case) scenario reflects the current level of income continuing throughout next year whereas an optimistic assessment (best case) assumes income is some 90% of normal.

5.2.12 The impact of COVID 19 on the economy will be fundamental to the determination of income generated through Business Rates and Council Tax. A key milestone has just taken place with the Governments Job Retention Scheme (Furlough) terminating in October and being replaced with a revised viability based scheme

5.2.13 The main issues in relation to Business Rates include:

- **Impact of Covid 19 on Net collectable rates**

It is unlikely that any net new growth in gross business rates will occur for the foreseeable future with new businesses utilising vacant properties. Businesses /Property owners will still be liable for Business Rates, unless they are in Administration etc. however reliefs etc. are likely to increase as properties become vacant and are subject to 3/6 month exemption periods and tax avoidance is likely to increase

- **Government Reliefs**

The economic impact in 2020-21 has been partly masked by the Business Rates holiday for the Retail/Leisure and Hospitality sector that applies for this year. Any continuation of the scheme into 2021-22 would guarantee a large proportion of volatile business rates via government grant. Whereas a discontinuation of the scheme is likely to see an increase in the level of Appeals, which is likely to arise in other sectors reflecting a "change in Circumstances" to the 2017 Valuation.

- **Increase in business rates arrears**

Cash flow losses and dealing with irrecoverable is likely to be the largest impact in the current and following year but is difficult to forecast at the current stage.

Such losses can be spread over three years by individual authorities as part of changes to the Collection Fund accounting rules

5.2.14 Reductions in the collection rate is also likely to apply to Council Tax as described above with the continuation of the Governments Hardship scheme for the Local Council Tax Reduction scheme being a potentially mitigating factor.

5.2.15 The assumptions will continue to be updated throughout the budget process with the Financial Plan assuming the mid-point of the ranges for the summary levels as shown in the table below:

Table 3: Potential Impact of COVID 19 re 2021-22

	Pessimistic	Financial Plan	Optimistic
	£'000	£'000	£'000
Cost pressures	1,554	1,217	613
Income Losses	747	498	249
Council Tax	242	75	0
Business Rates	857	563	270
TOTAL	3,400	2,353	1,132

5.3 Governments Financial Support re COVID19

5.3.1 The Government have announced three measures to address the impact of COVID 19 on Local Government. These include an un ring fenced grant, an income guarantee scheme and the facility to spread tax losses over a 3 year period.

5.3.2 The Council have received 4 tranches of Grant to deal with the immediate cost pressure impact of COVID 19 amounting to £1.586 million.

5.3.3 To address the loss of income an Income Guarantee scheme is also in place. As part of the scheme each council is expected to bear a 5% volatility allowance based upon their Total Budget for sales, fees and charges for the year, thereafter the Council bears 25% of income losses and the Government 75%. Income from commercial undertaking and investment income are excluded from this scheme. The scheme only applies to the sales, fees and charges from direct service provision and although funding has been received from the Arts Council Culture Recovery Fund for the Prince of Wales Theatre, Museum etc. with funding for leisure centres to be provided via a bidding basis as referred to in paragraph 5.2.6.

5.3.4 In relation to Council Tax and Business Rates losses the government is proposing that repayments to meet collection fund deficits accrued in 2020-21 will be phased over a three-year period (2021-22 to 2023-24) rather than solely 2021-22. In addition on 2 July 2020, the Secretary of State committed that in the Comprehensive Spending Review an apportionment of irrecoverable Council

Tax and Business Rates losses between central and local government would be made (As a result of Collection Fund accounting rules the 2020-21 deficits materialise in future year's budgets) .No details are yet available.

2021-22

- 5.3.5 In addition to the above and to provide a degree of certainty in relation to short term pressures the government has deferred the introduction of the changes to the Local Government Finance Regime until 2022-23. However although 75% Business Rates Retention and Fair Funding have been deferred the government are still considering how to deal with business rates growth achieved to date in 2021-22 with the Reset of such business rates growth being potentially introduced in advance of the new Regime.
- 5.3.6 An announcement on this and other measures to address the potential ongoing impact of COVID 19 on 2021-22 will be made as part of the Comprehensive Spending Review in late November /Early December and then the 2021-22 Provisional Local Government Settlement.
- 5.3.7 Any such measures will be ultimately dependent upon the scenarios for recovery and hence will be contingent upon the actual ongoing impact.
- 5.3.8 A key element for the District will be the treatment of Business Rates Growth achieved to date / Reset of Business Rates. This is particularly important to Cannock Chase with the Medium Term Financial Plan being based upon the additional retained business rates from the WMDOV (the income offsetting the loss of such income from Rugeley Power Station). The Reset of Business Rates is discussed in more detail in the Medium Term Financial Outlook.
- 5.3.9 The Business Rates System was due to be reset as part of the introduction of 75% Business rates in 2021-22 and hence is reflected in the current Financial Plan .The plan assumed a 50% reset and hence the following scenarios exist in relation to a Reset in 2021-22 pre the impact of COVID 19.

Table 4: Implications of options to Reset Business Rates Growth

Impact	Worst Case Full Reset	50% Reset	Best case No Rest
	£'000	£'000	£'000
2021/22	0.753		(0.693)

5.4 Business Rates Pool

- 5.4.1 The council is currently a member of the Staffordshire & Stoke on Trent Business Rates Pool. Membership of the pool enables the Council in 2020-21 to retain an additional 20% of business rates growth achieved plus a fixed additional payment of £215,000.

- 5.4.2 The ongoing benefits of pooling are dependent upon how the new Local Government Finance Regime works but in particular the degree to which a Reset of growth achieved to date is implemented. A full reset would negate the immediate benefits from pooling.
- 5.4.3 Following the deferment of the introduction of the 75% Business Rates Scheme, and pending a decision on the Reset, the Government have circulated an Invitation to Pool for 2021-22.
- 5.4.4 Pooling of business rates for 2021-22 is however particularly complicated due to the Reset issue and the impact of Covid 19 on the economy and business Rates. Whereas it is similarly unknown whether the current government measures to mitigate the impact on businesses/business rates will remain in place next year.
- 5.4.5 Budget modelling has been undertaken to take into account scenarios in relation to the Reset and the potential impact of COVID 19 in 2021-22. A valid business case for a pool exists even for a pessimistic reduction in income if “No Reset” takes place with £2.99 million being retained within Staffordshire. However if a 50% Reset takes place the current pool, with existing membership, remains marginal
- 5.4.6 The deadline for the Invitation to Pool was the 23 October and all authorities have agreed to retain membership of the pool pending the outcome of the CSR and Provisional Local Government Settlement. A member of the pool withdrawing at that stage would require the pool to be dissolved with no option of an alternative pool being created.
- 5.4.7 The impact of no pool being in place for the various scenarios is as follows:-

Table 5: Loss of income if Business rates Pool Dissolved for 2021-22

	Full Reset	50% Reset	No Reset
COVID Impact	£'000	£'000	£'000
Pessimistic		37	680
Mid Point		198	807
Optimistic		392	921

5.5 Future changes to Local Government Funding

- 5.5.1 As indicated above the changes to the Local Government Finance Regime are now due to come into force with effect from the 1 April 2023. The changes include
- 75% Business Rates Retention
 - Reset of Business Rates (if not implemented in 2021-22)
 - Fair Funding

- Potential new housing incentive scheme

5.5.2 Each of these issues were discussed in some detail as part of last year's budget process with the conclusion that it was impossible to determine how both Core and Incentive based funding will change under the new regime.

5.5.3 Due to the impact of COVID 19 the government have not been able to progress any of the details of the new Regime and hence the assumptions made by the authority in providing an indicative budget for 2022-23 remain the same at this stage

5.5.4 As referred to in paragraph 5.3.8 the methodology of the Reset will have major implications for the Council in relation to the WMDOV. In particular the delay in the introduction of the Reset could result in the additional business rates growth from the Outlet Village being cancelled in part or whole dependant upon the new baseline year selected. The Council have raised this issue with MHCLG and now await consultation on how and when a Reset will be implemented.

5.6 2021-22 to 2023-24 Financial Plan - Revenue

5.6.1 The current Financial Plan covers the period 2020-21 to 2022-23 with indicative budgets for each of these years with a new budget being constructed for 2023-24. Pending the determination of the ongoing impact of COVID 19 in each of these years the budget is being constructed on the basis of the existing Corporate Plan and the maintenance of existing service provision. The potential impact of COVID 19 being maintained as a separate Contingency Element – Items to be allocated as part of the Corporate Improvement Portfolio.

5.6.2 The core day to day net expenditure is still subject to external influences and the Financial Plan has now been updated to reflect a number of key changes involving:-

- Inflation
- The outturn for 2019-20 and the first half of 2020-21 (non COVID)
- Cost pressures together with changes in income generated.
- The cost of maintaining service provision in 2023-24

Inflation

5.6.3 Agreement has now been reached between the National Employers and the Trade Unions in relation to the 2020-21 pay award with a 2.75% increase being applicable. The current budget assumed a 2% increase and hence an additional charge of £0.060 million will exist for 2020-21 and future years.

5.6.4 No changes have been made to the 2021-22 assumptions for CPI and the provision for pay awards and these have been assumed to remain at 2% for throughout the Financial Plan.

5.6.5 Inflation for fees and charges for 2021-22 is therefore to be set at the forecast change in service costs for 2021-22 of 3%, reflecting not only pay award increases but the annual uplift in pension contributions of 2% per annum.

The outturn for 2019-20 and the first half of 2020-21

Spending Pressures

5.6.6 The detailed budgets have been refreshed to reflect the outturn for 2019-20 and latest spending patterns with both a small number of cost pressures and income variances being experienced/projected.

5.6.7 An assessment has been made of the ongoing nature of such changes although the variances to date have been reflected in the forecast outturn for 2020-21.

Anticipated Changes in Available Revenue Resources

5.6.8 The Council's revenue budget covers day to day spending on the services provided by the Council. It is currently financed from the following sources:-

- Business Rates Retention Scheme
- New Homes Bonus Grant
- Council Tax income; and
- Use of reserves - both general and earmarked.

5.6.9 Proposed changes to Local Government funding have been outlined in Section 5 and the following paragraphs reflect the indicative impact upon the current Approved Resources Forecast (Council January 2020).

5.6.10 The current Financial plan reflects the Government's proposals re New Homes Bonus Grant as outlined last year. The 2020-21 settlement papers stated

"It is the Government's intention to look again at the New Homes Bonus and explore the most effective way to incentivise housing growth. We will consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020-21 subject to the 2020 Spending Review and potential new proposals, any new allocations in 2020-21 will not result in legacy payments being made in subsequent years on those allocations."

5.6.11 As a result 2020-21 represents the last year of the existing four year rolling programme with allocations covering 2017-18 to 2020-21. At present payments for 2021-22 will only cover 2018-19 and 2019-20 as 2017-18 legacy payments ceases with the 2020-21 payment not being subject to legacy payments.

5.6.12 It was anticipated that the government would consult on the future of the housing incentive in the Spring of 2020 and this would include moving to a new, more targeted approach that rewards local authorities where they are ambitious in delivering the homes we need.

- 5.6.13 The impact of COVID 19 has deferred this consultation and it is not clear at this stage whether a new allocation will be made in 2021-22 or resources redistributed across all sectors of Local Government.
- 5.6.14 Provisional estimates reflecting the Council Tax Base as at the beginning of October indicate that an allocation of £0.344 million would have been achieved for 2021-22. However at this stage the Financial Plan has assumed a redistribution of resources across the sector since no details are available re the new scheme.
- 5.6.15 The Council Tax Base for 2020-21, despite the impact of lockdown on the number of new properties being built, is broadly in line with the Financial Plan. The Council Tax Base assumptions for future years remain unaltered with an increase of 1% per annum forecast.
- 5.6.16 The assumptions in relation to the level of Council Tax are in accordance with the indicative increases as approved in February 2020. Council Tax is therefore assumed to increase by 1.95% per annum over the duration of the Financial Plan.

Detailed Revenue Budget 2021-22

- 5.6.17 In refreshing the current budgets, the starting point is the base budget for the 2020-21 financial year, and indicative budgets for 2021-22 and 2022-23 reflecting the current level of services provided by the Council including spending on its priorities.
- 5.6.18 The detailed budget for each of the three years covered by the Financial Plan will be refreshed based upon the outturn for 2019-20; monitoring up to 30 October 2020 and any other known changes that have arisen since last years detailed budgets were prepared. Although the outturn for 2020-21 will reflect the impact of COVID 19, the potential impact in future years will be maintained as a separate contingency budget. Nevertheless it is essential that the Council is diligent in reviewing its budgets and in particular any potential underspends or efficiency savings are identified.

5.7 Refreshed Financial Plan

- 5.7.1 **APPENDIX 1** to this report provides the updated position for the 2020-21 to 2023-24 Financial Plan, with an analysis of changes being included as **APPENDIX 2**.
- 5.7.2 The Financial Plan is based upon assumptions relating to changes in future government funding streams and now the impact of COVID 19 in each of the years. The potential impact of the latter means that a material deficit exists in 2021-22 ,without further government support, and each year thereafter with the 2023-24 deficit being compounded by the existing New Homes Bonus scheme coming to an end.

**Table 6: Changes to Financial Plan 2020-21 to 2023-24
Surplus indicated in Brackets ()**

	2020-21	2021-22	2022-23	2023-24
	£'000	£'000	£'000	£'000
Approved Feb 2020	(1)	93	583	583
Revised October 2020	706	2,015	1,001	1,571
Movement	707	1,922	418	988
Analysis				
COVID Related	645	2,353	807	403
Net Expenditure	62	(263)	(150)	291
Net Funding		(168)	(239)	294

5.7.3 As detailed previously, there exists a worse and best case, for each element of changes to the various Government Funding Regimes and Table 7 shows the potential impact of these cases.

Table 7: Financial Plan Best and Worst Case Scenario

	20-21	21-22	22-23	23-24
	£'000	£'000	£'000	£'000
Revised October 2020	706	2,015	1,001	1,571
Change arising from Best Case				
Covid Impact		(1,221)	(610)	(305)
Reset		(693)		
New Homes Bonus		(177)	(450)	(717)
Best Case October 2020	706	(76)	(59)	549

	20-21	21-22	22-23	23-24
	£'000	£'000	£'000	£'000
Change Arising Worst Case				
Covid Impact		1,047	525	260
Reset		753	753	753
New Homes Bonus				
B Rates Pool Dissolved				
Worst Case October 2020	706	3,815	2,279	2,584

5.8 Budget Strategy

5.8.1 The Financial outlook for Local Government remains very uncertain from a funding perspective with clarification required in relation to the 2021-22 settlement and a new regime thereafter. The ongoing impact of COVID19 is likely to have a material impact upon the Councils net expenditure beyond 2021-22.

5.8.2 In addition to determining the impact of the pandemic on the District and the initiatives required by the Council to undertake Recovery and Reshape there will be an ongoing impact on net expenditure and in particular a loss of income from sales, fees and charges for both the Council and its leisure provider.

5.8.3 The introduction of 75% Business Rates/Fair Funding and a Reset of Business Rates in 2022-23 will have a material impact on funding and at best 75% Business Rate will be financially neutral. Proposed changes to the New Homes Bonus scheme could also provide severe financial challenges to the Council. In addition any such changes will also have an impact on service provision for other tiers of the public sector within Staffordshire and could create additional cost pressures arising from changing service demands.

5.8.4 In light of the current uncertainty but more importantly to reflect the Councils Recovery Strategy Cabinet at its meeting of the 15 October 2020 undertook to consult and engage with the community on a new Corporate Plan for 2021 -24. The plan included three proposed priorities:

1. Supporting Economic Recovery
2. Supporting Health & Wellbeing
3. Financially Resilient District

5.8.5 The latter priority included the following short and medium to long term objectives

To protect front line services by:

- being a financially sustainable Council that lives within its means

- making the best use of limited resources – managing our people, money and assets
- maintaining a robust corporate infrastructure which underpins the delivery of critical services

To realign and attract resources that enable the Council to facilitate an economy, community and environment that is more resilient in the future

5.8.6 In accordance with the Financial Recovery Action Plan an interim budget strategy is therefore proposed for 2020-21 and 2021-22 whereby the focus is on Recovery and in particular the maintenance of service provision as a minimum. To that end earmarked reserves and working balances will be used to maintain a balanced budget in the short term.

Table 8: Interim Budget Strategy

	20-21	21-22	22-23	23-24
	£'000	£'000	£'000	£'000
Revised October 2020	706	2,015	1,001	1,571
Use of Earmarked Reserves	(706)	(748)		
Use of Working Balances		(1,267)		
Efficiency Requirement			1,001	1,571

5.8.7 The Council will continue with its ambitions to Reshape the District provided it is prudent, affordable and sustainable with the aim to provide a balanced and a sustainable medium term financial plan thereafter reflecting the New Local Government Funding Regime

5.8.8 In light of the potential deficits that exist in 2022-23 and 2023-24 the Council will need to continue to progress the development of saving options over the next 12 months to address the underlying deficit, to be identified, and potentially implement as part of the 2022-23 budget process or sooner as our financial position becomes clearer

5.9 Reserves and Balances

5.9.1 Reserves and Balances comprise the Council's general reserves, the Working Balance, and Earmarked Reserves. The general strategy for using unallocated reserves is that they are used to meet shortfalls in the net budget during the year. The impact of COVID 19 has necessitated a fundamental review of reserves and balances and the level of reserves is particularly important in the current economic circumstances when sources of income are particularly volatile. Measures have been put in place to address the deficit in 2020-21 (Earmarked Reserves) and to enable a transitional funding regime to exist in advance of the new funding regime being introduced in 2022-23 (Balances)

The Working Balance

- 5.9.2 The overall General Fund balance at 31 March 1 April 2020 was £2.624 million, and consisted of the General Fund balance set at a minimum of £1.0 million, together with an earmarked reserve of £1.624 to support the Capital Programme.
- 5.9.3 The impact of COVID 19 has necessitated that the reserve is now required to support the budget and the full utilisation of this reserve will still leave a forecast deficit in 2022-23 of £0.644million and 2023-24of £1.571 million. Subject to the assumptions of the changes to the funding regime arising Efficiency savings etc. will need to be implemented in advance of the 2022-23 budget process if not earlier in order to maintain Working Balances at £1million.
- 5.9.4 The Chartered Institute of Finance and Accountancy (CIPFA) guidance states that a well-managed authority with a prudent approach to budgeting should be able to operate with a relatively low level of general reserves and that, in assessing the level of reserves, the Section 151 officer should take into account the strategic, operational and financial risks facing the authority.
- 5.9.5 **APPENDIX 3** highlights the risk areas that need to be taken into consideration when deciding on the minimum level of the General Fund balance

Earmarked Reserves

- 5.9.6 The Council maintains a number of earmarked reserves which have been set aside for specific risks, for known future spending requirements or for specific projects.
- 5.9 .7 In light of the impact of COVID 19 a full review of Earmarked Reserves has been undertaken to address the deficit facing the Council in 2020-21. Unfortunately that has required the Council to release previously earmarked reserves of £1.454 million to support the budget process and maintain service provision. As at 31 March 2020 Earmarked Revenue Reserves, amounted to £3.58 million (excluding the Business rates reserve) and based on the Financial Plan assumptions, are expected to reduce to £2 million by March 2023. The actual level will vary as the utilisation of Ring Fenced Grants and General Earmarked Reserves are approved over the duration of the Financial Plan. A further full review will be required if the scenarios as identified above materialise.
- 5.10 **Capital Programme 2020-21 – 2023-24**

- 5.10.1 Council approved the current Capital Programme in January 2020 and the list of schemes included in the programme is set out in **APPENDIX 4** for information. The Programme has been reviewed to reflect slippage from the 2019-20 financial year whereby uncommitted resources were estimated to be £0.592 million at 31 March 2023. The inclusion of new schemes approved in 2020-21 now results in £0.492 million of uncommitted receipts, although it should be noted that this balance is dependant upon the earmarked capital receipts proceeding.

5.10.2 No Provision has been made for any new schemes at this stage with the Capital Programme and Asset Management Plan subject to detailed review as part of the Budget Process.

5.10.3 In light of the dependency of the existing uncommitted balance, and the potential requirements of the asset management plan , future programmes will therefore be financed by the generation of Capital Receipts and the potential use of Prudential Borrowing subject to its financing being prudent, sustainable and affordable.

6 Implications

6.1 Financial

The financial implications have been referred to throughout the report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: Draft Financial Plan – Revenue October 2020

Appendix 2: Revenue Known Variations to Approved Budget

Appendix 3 Working Balance – Financial Risks facing the Authority

Appendix 4 General Fund and Section 106 Capital Budgets 2020/21 to
2023/24

Background Papers

File available in Financial Services

ITEM NO. 8.

DRAFT FINANCIAL PLAN - REVENUE OCTOBER 2020

		2020-21	2021-22	2022-23	2023-24
		£'000	£'000	£'000	£'000
Line No.	Portfolio spending				
1	Base (Council 12 February 2020)	13,177	13,437	13,864	13,864
2	Pay inflation	80	80	80	290
3	Other inflation				225
4	Income				-150
5	Recharges	-20	-20	-20	-138
6		13,237	13,497	13,924	14,091
7	Known variations	1,836	1,710	758	587
8		15,073	15,207	14,682	14,678
9	Investment Income/Technical Items	-271	-250	-250	-250
10	Cap Fin etc	275	254	234	234
11	Reserves	330	292	-241	-241
12	Other	-36	-24	-24	-24
13	Known variations	168	-530	-161	192
14	Net spending	15,539	14,949	14,240	14,589
	Financed By				
15	New Burdens	-97	-97	-97	-97
16	Business Rates Retention	-5,430	-5,747	-5,413	-5,413
17	New Homes Bonus Grant	-1,478	-1,090	-611	-611
18	Council Tax	-6,471	-6,682	-6,879	-6,879
19	Known variations	-1,357	682	-239	-18
20	Net financing	-14,833	-12,934	-13,239	-13,018
21	Efficiency Requirement	706	2,015	1,001	1,571

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REVENUE KNOWN VARIATIONS TO APPROVED BUDGET					
		2020-21	2021-22	2022-23	2023-24
		£'000	£'000	£'000	£'000
Line No.	Known Variations				
	<u>Approved /Committed Variations</u>				
1	Cemetery	39	15	-5	-42
2	District Elections	-108	108		
3	Sub Total	-69	123	-5	-42
	<u>Potential Variations</u>				
4	Actuarial Valuation				206
5	Dem Growth				22
6	Cost pressures COVID Income Guarantee	863	1,217	559	279
7	Off Street Car Parking	408	215	108	54
8	Markets - reduce Income	135	11	6	3
9	Bereavement Fees	16		0	0
10	Dev Control	85	72	36	18
11	Land Charges		6	3	2
12	Building Ctrl	30	0	0	0
13	Court Costs	213	16	8	4
14	Licensing	32	7	3	1
15	Parks	28	0	0	0
16	Other Income	24	3	0	0
17	Outturn	71	40	40	40
18	Sub Total	1,905	1,587	763	629
19	Total Known Variations	1,836	1,710	758	587
	<u>Investment & Technical</u>				
20	Reserves				
21	Business Rates Reserve		-245	-245	150
22	Investment Income	168	168	84	42
23	Contingency Reserve		-453		
24	Sub Total	168	-530	-161	192
25	Net spending	2,004	1,180	597	779

REVENUE KNOWN VARIATIONS TO APPROVED BUDGET					
		2020-21	2021-22	2022-23	2023-24
		£'000	£'000	£'000	£'000
Line No.	Known Variations				
	Financed By				
	<u>Potential Variations</u>				
26	Grant Covid	-1,586			
27	Income Guarantee	-541			
28	New Burdens etc. Covid Impact	-130			
29	Business Rates	340	563		-108
30	Mill Green	452			
31	Council tax	108	75		
32	Reserve Release		212		
33	Council Tax Base				-70
34	Council Tax inflation				-134
35	New Homes Bonus				611
36	NHB returned		-168	-239	-317
37	Net financing	-1,357	682	-239	-18
38	Deficit Ref to Working Balances	647	1,862	358	761
R1	As approved By Council	-1	93	583	583
R2	Pay Award/Inflation	60	60	60	227
R3	Variations	647	1,862	358	761
R4	Revised	706	2,015	1,001	1,571

Working Balance - Financial Risks facing the Authority

RISK	Level of risk	Explanation of risk/justification for cover
Inflation	Medium	Inflation has been included in the Financial Plan in accordance with Government policy.
Investment interest	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held.
Major income sources:		
<ul style="list-style-type: none"> • Planning fees 	Medium	Dependent on economic conditions.
<ul style="list-style-type: none"> • Land charges fees 	Low	Dependent on the housing market / basis of determining recoverable expenses/ proposed transfer to Land Registry.
<ul style="list-style-type: none"> • Car parking 	High	Certain amount of volatility based on demand.
<ul style="list-style-type: none"> • District Markets 	High	Dependent on occupancy levels.
<ul style="list-style-type: none"> • Environmental services 	Low	Licensing income dependent on renewals.
<ul style="list-style-type: none"> • Bereavement services 	Medium	Some risk as it is a main source of income.
Spending pressures:		
<ul style="list-style-type: none"> • Waste and recycling targets 	Low	The Council will need to reach recycling targets in order to maximise income from recycling credits and avoid penalties. Recycling Credit regime operated by County Council
Funding Sources		
<ul style="list-style-type: none"> • New Homes Bonus 	High	Although allocations for 2021-22 can be predicted accurately, the future level of funding is now not only dependent upon completions of new properties but what incentive scheme will exist instead of New Homes Bonus. A prudent approach has been set for the outcome of the scheme with only legacy payments existing post 2020/21`

RISK	Level of risk	Explanation of risk/justification for cover
<ul style="list-style-type: none"> 75% Business Rates Scheme and Resets 	High	<p>A new scheme is to be introduced wef April 2023. In addition a reset of growth achieved under the current system will take place at the same time This will not only impact on growth achieved to date but also potentially that of the WMDOV and hence could have a material impact.</p>
<ul style="list-style-type: none"> Volatility in Business Rates 	High	<p>The Council will be exposed to volatility or reduction in its business rates due to the failure or temporary closure of a key industry and successful back dated appeals against Rateable Values. Although this gives councils greater freedoms and removes dependency on central funding it passes on greater risks core funding will reduce if Business Rates contracts.</p>

General Fund and Section 106 Capital Budgets 2020/21 TO 2023/24					
	2020/21 Revised	2021/22	2022/23	2023/24	Approved
	£000	£000	£000	£001	£000
HOUSING					
Disabled Facilities Grants	1,396	926	926	-	296
Private Sector Decent Homes	27	-	-	-	-
Total Housing General Fund	1,423	926	926	-	296
ENVIRONMENT					
Home Security Grants	19	18	-	-	-
Wheelie Bin Replacement	146	100	90	-	80
Replacement Vehicles - cleansing	-	-	-	-	15
Replacement Vehicles - countryside	40	-	-	-	38
Car Park Improvements	90	-	-	-	202
Replacement Vehicles - Grounds	86	-	-	-	19
Total Environment	381	118	90	-	316
CRIME AND PARTNERSHIPS					
CCTV	-	-	-	-	67
Total Crime & Partnerships	-	-	-	-	67
CULTURE AND SPORT					
Additional Cemetery Provision	1,410	-	-	-	-
Stile Cop Cemetery Modular build	60	-	-	-	-
Hednesford Park Improvements (part s106 funding)	-	-	-	-	174
Stadium Development (Phase 2)	-	-	-	-	276
Relocation Arthur Street Play Area (s106)	-	-	-	-	3
Multi Use Games Area, Laburnum Avenue (s106)	-	-	-	-	121
Heath Hayes Park/Pitch Refurbishment	-	-	-	-	115
Replacement Vehicles - Cemeteries	-	-	-	-	51
Play Area and Open Space Rugeley	48	-	-	-	-
Play Area and Open Space Penny Cress Green	186	-	-	-	-
Rugeley ATP	844	-	-	-	-
Cannock East (CIL)	-	-	-	-	210
Total Culture and Sport	2,548	-	-	-	950
ECONOMIC REGENERATION AND PLANNING					
Economic Development & Physical Assets	176	-	-	-	-
District Investment	-	-	-	-	5,545
Commonwealth Games	-	100	-	-	100
Lets Grow Grants	38	-	-	-	-
Hawks Green Rationalisation	204	-	-	-	-
Total Economic Regeneration and Planning	418	100	-	-	5,645

General Fund and Section 106 Capital Budgets 2020/21 TO 2023/24					
	2020/21 Revised	2021/22	2022/23	2023/24	Approved
	£000	£000	£000	£000	£000
CORPORATE IMPROVEMENT					
Financial Management System	250	-	-	-	-
IT Infrastructure	-	-	-	-	202
Total Corporate Improvement	250	-	-	-	202
TOWN CENTRE REGENERATION					
Prince of Wales Theatre	53	-	-	-	-
Rugeley Pedestrian Cycle Linkage (S106)	219	-	-	-	-
Total Town Centre Regeneration	272	-	-	-	-
TOTAL CAPITAL PROGRAMME	5,292	1,144	1,016	-	7,476

Report of:	Head of Economic Prosperity
Contact Officer:	Amy Jackson
Telephone No:	01543 464577
Portfolio Leader:	Economic Development and Planning
Key Decision:	No
Report Track:	Cabinet 12/11/20 Council 25/11/20

**Cabinet
12 November 2020
2019/20 Infrastructure Funding Statement**

1 Purpose of Report

- 1.1 To consider the adoption of Cannock Chase District Council's first annual infrastructure funding statement relating to the 2019/20 financial year and its approval for publication on the Council's website.

2 Recommendation(s)

- 2.1 That Cabinet recommend to Council that the annual infrastructure funding statement for the financial year 2019/20, attached as Appendix 1, be adopted and that it be approved for publication on the Council's website.

3 Key Issues and Reasons for Recommendations

- 3.1 Government have made amendments to the Community Infrastructure Levy Regulations 2010 (the CIL Regulations) in order to improve transparency regarding developer contributions paid under Section 106 of the Town and Country Planning Act 1990 (as amended) (Section 106 Agreements). To support this, Councils are now required to produce and publish an annual infrastructure funding statement. This statement must include details of developer contributions collected and spent both historically and for the reported year and a statement of infrastructure projects which the Council, as charging authority, will be, or may be, wholly or partly funding from CIL.
- 3.2 Since Cannock Chase District Council adopted their CIL Charging Schedule in June 2015, details of receipts and spending of CIL have been published each year. However, this is the first time Section 106 agreements data will be made publically available (except when this has been requested via a Freedom of Information Act 2000 request).

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- **Promoting Prosperity** – Developer contributions support investment in infrastructure which in turn encourages investment in housing, town centres and employment opportunities and skills in the District.
 - **Community Wellbeing** – Developer contributions support investment which in turn can help encourage healthier living opportunities and safer, more attractive environments in the District. For example, successfully delivering infrastructure such as parks can encourage healthier living opportunities as well as providing opportunities for social inclusion.

5 Report Detail

Infrastructure Funding Statement Requirements

- 5.1 As of 1st September 2019, amendments made to the CIL Regulations require local authorities to produce annual infrastructure funding statements (IFS), the first of which should be published by 31st December 2020. The IFS must set out, in respect of both CIL and Section 106 Agreements:
- How much funding has been received;
 - How much of these receipts have been spent and allocated and;
 - What the receipts have been spent on or allocated to.
- 5.2 The IFS must also report on non-monetary contributions received (i.e. affordable housing units) and list the infrastructure projects which the charging authority intends to be wholly or partly funded by CIL
- 5.3 This statement supersedes the requirements for an annual CIL financial report and a CIL infrastructure list (previously Regulation 123 list – please see Cabinet report 17/10/19 that details changes to regulations which required the Regulation 123 list to be renamed).
- 5.4 Staffordshire County Council will be required to publish their own IFS which will detail educational and highway contributions and projects which have been delivered in the District. It has been agreed that the County Council and all District Councils within Staffordshire will publish these statements between 1st and 31st December 2020.

Community Infrastructure Levy Matters Included

- 5.5 The CIL financial year report outlines that CIL Receipts of £1,080,861 were collected in 2019/20. Of the £1,080,861 received in the reported year the Council has retained £858,384 for future expenditure on infrastructure (this totals £932,234 when neighbourhood funds applicable to the non parish areas are included).
- 5.6 CIL expenditure on infrastructure totals £90,895 in 2019/20. £36,852 has been allocated to the Cannock Chase Special Area of Conservation (SAC) Mitigation

Measures - a project identified on the CIL Infrastructure list. The Cannock Chase SAC is an internationally protected ecological site and the approach to 'top slicing' of CIL funds to contribute towards projects that ensure no harm arises to this protected site as a result of additional housing development has been previously agreed by Cabinet (see 25/07/13 and 20/11/14). As this project is managed by Stafford Borough Council (SBC) these funds are passed to SBC and will be reflected in their IFS.

- 5.7 £54,043 has been allocated for expenditure on CIL administrative expenses in this financial year (representing 5% of the total CIL receipts as permitted in the CIL Regulations) as per Cabinet Report 08/11/2018.
- 5.8 A total of £57,731 has been passed to Parish Council's in 2019/20, representing 15% of the CIL receipts received in those Parishes. This is required under Regulation 59A of the CIL Regulations. The transfer of neighbourhood funds to Parishes from the second half of the 2019/20 financial year occurs post 31 March 2020. Therefore these transfers are not included in the 2019/20 IFS. A total of £81,970 was transferred in April 2020 to Local Councils. The total CIL receipts retained will therefore be less following the transfer of these funds. This will be reflected in the infrastructure funding statement for 2020/21.
- 5.9 It should be noted that on the 28th November 2018 Hednesford Neighbourhood Plan was adopted by the Council as part of the Cannock Chase District development plan (Council 28/11/18). Therefore, Hednesford Town Council will receive 25% of CIL funds received from CIL liable developments granted planning permission after 28/11/2018 within Hednesford Town Neighbourhood Area.
- 5.10 £73,850 has been retained as neighbourhood funds for non-parish areas in 2019/20 pending further consultation with the local community to identify spending priorities (Cannock East Ward- £70,881, Cannock South Ward - £2,792, Rawnsley Ward - £177). This represents 15% of CIL receipts received within those Wards. This is in accordance with Regulation 59F of the CIL Regulations and the Council's approved CIL allocations process (see Cabinet Report 23/07/15).
- 5.11 Following CCDC's first CIL allocations process in 2018/19, CIL funding was approved by Council (see Cabinet report 30/01/20) for allocation to Rugeley Town Train Station Access and Rugeley Leisure Centre ATP Extension projects. A total of £472,500 was allocated to these projects. Payments to these projects are made in arrears subject to the infrastructure provider submitting quarterly expense reports to draw down funds from their CIL allocation.
- 5.12 A previous report on the CIL funding decision protocol stated that CIL funds would not be allocated until a sufficient level of receipts had been received. In 2018/19, £1,427,487 of CIL income was achieved. This is almost 7 times the amount received in the previous financial year (£211,434). Sufficient funds had been received to invite projects bids for CIL funding from April 2019.
- 5.13 Taking into account receipts retained from previous years, the total CIL receipts held by the Council at the end of 2019/20 for future expenditure on infrastructure is £2,244,906 (note this figure is £2,478,667 if the neighbourhood funds for the non-parish areas retained at present are included).

- 5.14 There is a significant pool of CIL funds held by the Council and the second allocations process was due to take place in June 2020. However, in light of the COVID-19 pandemic, a decision was made not to carry out a further CIL allocation process during the 2020/21 financial year.

Section 106 Matters Included

- 5.15 At the end of the reported year (2019/20) the Council has retained £3,804,456 of S106 receipts including commuted sums (where retained money has been allocated for the purposes of longer term maintenance).
- 5.16 The Section 106 report shows that Cannock Chase Council retained a total of £1,743,687 prior to the 2019/20 financial year from Section 106 agreements that have yet to be allocated. An additional £488,733 was received during the 2019/20 financial year. A further £216,478 is secured through Section 106 Agreements however receipt of these funds is dependant on development being implemented.
- 5.17 The Council has allocated £1,222,054 during the reported year; however this has not been spent. £174,721 of S106 receipts have been spent in the reported year. The IFS lists the projects that funds have been allocated to and where spend has occurred.
- 5.18 In relation to non-monetary contributions, 205 affordable housing units have been secured via S106 agreements during the reported year. Staffordshire County Council's IFS will provide details of educational contributions received.
- 5.19 S106 contributions are required to alleviate the negative impact of development and reduce the impact on the community. Unlike CIL, monetary contributions received from S106 agreements are geographically restricted and confined to a specific project that is identified within the legal agreement. In many cases, S106 contributions would not provide 100% of project funding and would require additional funding in order to deliver the project. For this reason, S106 funds are held until all projects funds have been secured.

CIL Infrastructure List Update

- 5.20 In June 2020, stakeholders delivering projects identified on the CIL infrastructure list were asked for updates on these in order to assist with the production of the Councils first infrastructure funding statement. No new project bids were invited.
- 5.21 Staffordshire County Council requested that the description of Cannock Train Station improvements project be changed to the following:
- 'The station is in need of a transformational upgrade and associated investment to provide a modern and inviting facility for rail passengers and visitors to the area, and to complement the new and exciting near by McArthurGlen Designer Outlet Village.'
- 5.22 The Hob Hill and West Hill Primary School projects have been removed, as these projects have been delivered and are therefore ineligible for CIL funding.

6 Implications**6.1 Financial**

The CIL and Section 106 receipts referred to in the body of the report are held in Council reserves pending future allocation to infrastructure projects.

6.2 Legal

The Council is required by regulation 121A of the CIL Regulations to publish an annual Infrastructure Funding Statement no later than the 31 December in each calendar year. The first one must be published by 31 December 2020.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: 2019/20 Infrastructure Funding Statement

Previous Consideration

General Fund Budget and Capital Programme 2019-20 and 2022-23	Cabinet	31/02/20
Updated Community Infrastructure Levy Infrastructure List (Former Regulation 123 list)	Cabinet	17/10/19
Hednesford Neighbourhood Plan Adoption	Council	28/11/18
Cannock Chase Community Infrastructure Levy (CIL) Financial Year Report & CIL Guidance for Parish and Town Councils	Cabinet	08/11/18
Cannock Chase Community Infrastructure Levy Funding Decisions Protocol	Cabinet	23/07/15
Cannock Chase Special Area of Conservation Partnership Memorandum of Understanding and Permission to Spend on Mitigation Projects	Cabinet	20/11/14

Background Papers

- Planning Act 2008
- Community Infrastructure Levy Regulations 2010 as amended in 2011, 2012, 2015, 2015, 2019
- Conservation of Habitats and Species Regulations 2017



**Cannock Chase District Council
2019/20 Infrastructure Funding
Statement**

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1. Introduction

As of 1st September 2019, amendments to the Community Infrastructure Levy (CIL) Regulations 2010, have come into effect. In order to increase transparency, the Government has set out new requirements under these Regulations for Councils to publish an annual 'infrastructure funding statement' (IFS). This must set out CIL and Section 106 (S106) contribution receipts and what they have been spent on.

Infrastructure can be funded in the following ways in Cannock Chase District:

- Government Grants – Local Authority grants or Local Enterprise Partnership grants.
- Section 106 agreement – Legal agreements with developers on specific sites.
- Community Infrastructure Levy – a levy on certain types of developments (charged per net m²). At Cannock Chase Council CIL funds are allocated to infrastructure projects after a competitive bidding process.

These can be combined to deliver the same piece of infrastructure.

Table 1 identifies examples of different types of infrastructure.

Table 1

Infrastructure Categories	Project Examples
Green Infrastructure	Landscape; scale mitigation; access land; informal open space; managed space; village greens; allotments; green roofs; parks; micro-generation energy schemes; flood management and climate change mitigation; Habitats Regulation Assessment Compliance; and tree planting.
Social & Leisure	Cultural heritage; enhancement to historic urban fabric; public realm improvements; added value to hard surfacing; sports facilities and pavilion improvements; green gyms; playing fields; playgrounds; recreation grounds.
Services & Facilities	Community buildings; libraries; support services and care; village halls; expanding emergency services capacity; car parking; insulation and other improvements to public buildings.
Transport	Public rights of way improvements; walking and cycling infrastructure; bus and rail network improvements; traffic calming; improved signage; highway works.
Education	State-funded primary and secondary school.
Health & Wellbeing	GP surgeries; Hospitals; Mental health provision; adult social care.
Utility Services	Utilities supply added value flood schemes; waste management and disposal.
Digital	Fixed broadband provision; mobile telecommunications;

2. Community Infrastructure Levy Report 2019/20

Table 2 sets out the amount of CIL receipts received; spending of CIL receipts; and the amount of CIL retained by the Council for future spend from 1st April 2019 - 31st March 2020. *Note- amounts are rounded to the nearest £1.*

Table 2

<u>REGULATION</u>		<u>AMOUNT</u>	<u>EXPLANATORY NOTE</u>
	<u>RECEIPTS</u>		
121A(1)(a)	The total value of CIL set out in all demand notices issued in the reported year	£1,038,582	
121A(1)(b)	The total amount of CIL receipts for the reported year	£1,080,861	CIL receipts for 2019/20 total £1,080,861. Of this, £8,513 were receipts from surcharges (where CIL procedures have not been followed, the Council can apply surcharges). The Council did not receive any CIL payments in land this year.
	<u>ALLOCATIONS & EXPENDITURE</u>		
121A(1)(c)	The total amount of CIL receipts, collected before the reported year but which have not been allocated	£914,022	
121A(1)(d)	The total amount of CIL receipts collected by the authority before the reported year but which have been allocated in the reported year	£472,500	
121A(1)(e)	The total amount of CIL expenditure for the reported year	£90,895	
121A(1)(f)	The total of CIL receipts, whenever collected, which were allocated but not spent during the reported year	£472,500	
121A(1)(g)	In relation to CIL expenditure for the reported year, summary details of:		
i)	○ The items of infrastructure on which CIL has been spent and amount of CIL spent on each item	Special Area of Conservation (SAC) £36,852	To mitigate the impact development has on Cannock Chase Special Area of Conservation. The SAC is managed by Stafford Borough Council, therefore receipts from CCDC and expenditure will be reflected in their IFS.
ii)	○ The amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide	£0	
iii)	○ The amount of CIL spent on administrative expenses pursuant to	£54,043	5% of CIL receipts

2. Community Infrastructure Levy Report 2019/20

regulation 61 , and that amount expressed as a percentage of CIL collected in that in accordance with that regulation			
121A(1)(h)	In relation to CIL receipts, whenever collected, which were allocated but not spent during the reported year, summary details of the items of infrastructure on which CIL (including land payments) has been allocated and the amount of CIL allocated to each item	Rugeley Leisure Centre ATP Extension - £310,000 Rugeley Town Train Station Access - £162,500	See 3. Community Infrastructure Projects for further details of these projects.
PARISH & NON-PARISH PAYMENTS			
121A(1)(i)	The amount of CIL passed to-		
i)	o Any parish council under regulations 59A or 59B	£57,731	Rugeley Town Council - £4,377 Hednesford Town Council - £46,859 Bridgtown Parish Council - £1,693 Brindley Heath Parish Council - £4,080 Brereton & Ravenhill Parish Council - £722
ii)	o Any person under regulation 59(4)	£0	
121A(1)(j)	Summary details of the receipt and expenditure of CIL to which regulation 59E or 59F applied during the reported year:		
i)	o The total CIL receipts that regulations 59E and 59F applied to	£73,850	Cannock East Ward - £70,881 Cannock South Ward - £2,792 Rawnsley Ward - £177
ii)	o The items of infrastructure to which the CIL receipts to which regulations 59E and 59F applied have been allocated or spent, and the amount of expenditure allocated or spent on each item	£0	
121A(k)	Summary details of any notices served in accordance with regulation 59E including -		
i)	o The total value of CIL receipts requested from each parish council	£0	
ii)	o Any funds not yet recovered from each parish council at the end of the reported year	£0	
121A(1)(l)	The total amount of -		

2. Community Infrastructure Levy Report 2019/20

i)	o CIL receipts for the reported year retained at the end of the reported year other than those of which regulation 59E and 59F applied	£858,384
ii)	o CIL receipts from previous years retained at the end of the reported year other than those to which regulation 59E or 59F applied	£1,386,522
iii)	o CIL receipts for the reported year to which regulation 59E or 59F applied retained at the end of the reported year	£73,850
iv)	o CIL receipts from previous years to which regulations 59E or 59F applied retained at the end of the reported year	£159,911

CIL Regulations Explained

Regulation 59A

This regulation applies to that part of a chargeable development within the area of a local council. If a chargeable development falls within a local council area, the district council must pass on 15% of this receipt to the relevant local council (this is 25% if a neighbourhood plan has been adopted for that area). These receipts are transferred to local councils twice a year, in April and October. The following local councils fall within Cannock Chase District:

- o Rugeley Town Parish
- o Hednesford Town Parish
- o Bridgtown Parish
- o Norton Canes Parish
- o Cannock Wood Parish
- o Brindley Heath Parish
- o Brereton & Ravenhill Parish

Regulation 59B

This regulation applies when a charging authority has accepted a payment in kind. Any payments to a local council relating to a land or infrastructure payment must be paid to the local council as a monetary payment.

2. Community Infrastructure Levy Report 2019/20

Regulation 59(4)

For the purposes of this regulation, any reference to applying CIL includes a reference to causing it to be applied, and includes passing CIL to another person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure.

Regulation 59E

This regulation applies for when a charging authority has served a notice on a local council to repay some or all of CIL receipts for one of the following reasons:

The local council has:-

- a) Not applied CIL funds to support the development of its area within 5 years of receipt (this is down to the collecting authorities discretion, local councils can bank receipts towards bigger projects)
- b) Has used CIL receipts for purposes that do not fit in with the following definition *'the provision, improvement, replacement, operation or maintenance of infrastructure or anything else that is concerned with addressing the demands that development places on an area.'*

Regulation 59F

This regulation applies where a chargeable development does not fall in a parished area. The charging authority may use 15% of this CIL to support the relevant area by funding –

- a) The provision, improvement, replacement, operation or maintenance of infrastructure or;
- b) Anything else that is concerned with addressing the demands that development places on an area

The following areas in Cannock Chase District are unparished:

- Cannock East Ward
- Cannock South Ward
- Cannock West Ward
- Rawnsley Ward

The 15% neighbourhood portion for these areas will be allocated in consultation with the relevant ward members and delivered dependant on the relevant team's capacity and resources.

2. Community Infrastructure Levy Report 2019/20

Regulation 61

A charging authority may apply CIL to administrative expenses incurred in connection with CIL. This shall not exceed 5% of the CIL receipts received.

3. Community Infrastructure Levy Projects

The projects within this chapter have been allocated CIL funds during 2019/20.

Rugeley Town Train Station Pedestrian/Cycle Access Route

The project proposes to introduce a new pedestrian/cycle shared-use access route onto platform 2 at Rugeley Town Station from Horsefair. This would link to an existing footpath access from Sandy Lane and provide a continuous connection between Sandy Lane and Horsefair enabling access to platform 2 at the station from both directions. The station currently has a stepped footbridge between the two platforms presenting a barrier for some mobility impaired users, especially those in wheelchairs.

The new route will formalise an existing unmade route and open up access to the station, encouraging sustainable travel. The surface will be sealed, drained and the route will be appropriately lit with associated CCTV and fencing for improved security.

Benefits

The completion of the electrification work on the Chase Lane has enabled new journey opportunities for all stations along the Chase Line including Rugeley Trent Valley. Footfall at Rugeley Town has increased nearly 12% in the last decade. Recent improvements to the Chase Line also include increase to line speed, longer trains with more seating, more space for bikes and offering direct routes to Birmingham International, Coventry, London, Stafford etc. In addition, electrification and line speed increases have allowed for journey time reductions into Birmingham.

This project was identified as a priority within the Rugeley Town Centre Area Action Plan as part of connectivity enhancements required to improve connectivity to the rail station from Rugeley Town Centre and its supported by the Cannock Chase district Integrated Transport Strategy.

The scheme will provide improved access to the town centre retail and employment sites from the station and vice versa as well as forming an important linkage to other parts of the sustainable travel network supporting access to local jobs and employment locations such as Towers Business Park. It will reduce social exclusion and severance by enabling easier access to the station especially for mobility impaired users and those with pushchairs and luggage that may be unable to readily use the existing stepped footbridge and access between platforms.

The new route will provide a continuous pedestrian link between Sandy Lane and Horsefair. To change platforms at the station some mobility impaired users, especially those using wheelchairs, are required to travel approximately 1130metres, however with the new route in place this is reduced by over 50% to approximately 530metres, offering significant user benefits. This new route would also provide direct access to the platform for all users. CCTV, lighting and fencing will provide security for users and enable the route to be used throughout the year.

Rugeley ATP Extension

The proposals comprise the development of a fenced full-sized floodlit 3G Artificial Grass Pitch (AGP) plus goal recesses and a spectator area (or two 9v9 or four 5v5 pitches), a refresh of changing facilities at Rugeley Leisure Centre including creation of official changing space, together with internal and external equipment storage and additional parking provision.

The project will establish the Councils 3rd full size AGP facility in the district as identified in the Councils Playing Pitch Strategy (PPS) (2009) and new PPS adopted by Cabinet on 13th June 2019. This development is supported by the 2018 Football Facility Plan.

Benefits

3. Community Infrastructure Levy Projects

The most significant tangible outcome resulting from investment is that it will meet evidenced need for an additional AGP in Cannock Chase District, will increase participation in the 14-25 year old age group and be delivered via a funding partnership between the Football Association, Cannock Chase Council and Inspiring Healthy Lifestyles.

Other key outcomes are delivery:-

- of a site that offers high quality community facilities (indoor and outdoor) that are designed in accordance with Sport England and Football Association technical guidelines
- of a facility with the capability to provide a range of outdoor activities in order to engage and attract all age groups in the community
- of a facility that can provide development opportunities for young people
- of a facility that has the ability to increase participation levels and promote healthy and active lifestyles across all age groups
- of meeting the sporting and recreational need following the loss of facilities a Rugeley Power Station

In addition to increasing participation the project has the potential to use sport as a tool to regenerate and revitalise the wider community, helping to address issues relating to health, anti-social behaviour, education and environmental improvement.

The Council's current arrangement with its culture and leisure services partner, Wigan Leisure and Culture Trust (WLCT) (aka Inspiring Healthy Lifestyles) includes the management of this site and facility and as such they offer a number of sports development opportunities such as community sports coaches, sports volunteer programmes, coach education and development, sports leadership courses, club accreditation, a 50% concessionary discount card schemes for carers, those on low incomes or aged 60 and over etc. and information and promotion, all of which will underpin and support this project.

4. Section 106 Agreements Report 2019/20

Table 3 sets out how much S106 has been collected, where it has been allocated and how it was spent during the 2019/20 financial year. *Note- amounts are rounded to the nearest £1.*

Table 3		
	AMOUNT	EXPLANATORY NOTE
The total amount of money to be provided under any planning obligations which were entered into during the reported year	£216,478	
The total amount of money under any planning obligations which was received during the reported year	£468,733	
The total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority	£1,743,687	
Summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the reported year, including details of—		
○ In relation to affordable housing, the total number of units which will be provided	205	205 affordable housing units have been secured via S106 agreements during 2019/20.
○ In relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided		This information will be revealed in Staffordshire County Council's IFS.
The total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure	£1,222,054	
The total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)	£174,722	
In relation to money (received under planning obligations) which was allocated by the authority but not spent during the reported year, summary details of the items of infrastructure on which the money has been allocated, and the amount of money allocated to each item	Amount Allocated	Infrastructure Project
	£218,960	Rugeley Pedestrian Cycle Linkage
	£2,670	Reallocation Arthur Street Play Area
	£121,290	MUGA Laburnum Avenue
	£114,890	Heath Hayes Park/Pitch Refurbishment
	£18,476	Hednesford Park Improvements
	£48,330	Fortescue Lane Play Area
	£186,927	Penny Cress Green Play Area
	£112,000	Rugeley ATP
	£115,024	Town Centre Enhancements
£22,806	Nature Park Scheme	
£74,362	Cannock Chase Special Area of Conservation	

4. Section 106 Agreements Report 2019/20

	£186,320	Parks & Open Spaces Project Manager
In relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of—		
○ The items of infrastructure on which that money (received under planning obligations) was spent, and the amount spent on each item	Expenditure	Infrastructure Project
	£550	Penny Cress Green Play Area
	£10,000	Hatherton Canal Works
	£8,000	Tree Works at Elmore Park
	£1,680	Bollards at Ravenhill Park
	£5,500	Cannock Town Centre Prospectus
	£32,335	Town Centre Enhancements
	£60,322	Cannock Chase Special Area of Conservation
	£56,335	Maintenance
○ The amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part)	£0.00	
○ The amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations	£5,309	
The total amount of money (received under any planning obligations) during any year which was retained at the end of the reported year, and where any of the retained money has been allocated for the purposes of longer term maintenance (“commuted sums”), also identify separately the total amount of commuted sums held	£3,804,456	S106 Allocated to Maintenance - £532,204 Commuted Sums retained end of 2019/20 £532,204

5. CIL Infrastructure List

Table 4 identifies the list of projects intended to be funded by CIL receipts. When CCDC's CIL Charging Schedule was adopted the regulations prohibited CIL and S106 contributions being used for the same piece of infrastructure, however as of 1st September 2019 this is no longer the case. The amended regulations now allow Councils to use CIL and S106 receipts for the same piece of infrastructure, as well as removing the limit on how many S106 contributions are used for a single infrastructure project (previously five S106 agreements per project).

In June 2020, stakeholders with projects identified on the CIL infrastructure list were asked to provide an update on their projects, in preparation for the production of the IFS in order to ensure we had up to date information.

Table 4

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Conduit Road to Albutts Road mineral line	Norton Canes	Upgrade stoned path to cycleway to connect existing cycleway routes	Cannock Chase Integrated Transport Strategy -99a	£48,000
Norton Canes Community Centre	Norton Canes	Pitch Improvements	PPG17 Open Space Sport & Recreation Facilities Studies-129, 129a, 129b	£98,000
Heath Hayes Park	Heath Hayes East & Wimblebury	Pitch Improvements	129, 129a 129b	£300,000
		Ancillary Facilities -Changing Rooms	129, 129a, 129b	£700,000
		Car Parking	129, 129a 129b	£200,000
		Refurbish Tennis Courts/Fencing	129, 129a, 129b	£90,000
Hednesford Park	Hednesford	Pitch Improvements	129,129a, 129b	£200,000
Hednesford-Rawnsley mineral line	Hednesford/Rawnsley	Create cycleway on former mineral line to provide off road safe route from Rawnsley to Hednesford and linking into the Chase.	99a	£100,000

5. CIL Infrastructure List

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Cannock Park	Cannock West/South	Replace 2 space nets, 2 multi units and resurface wet pour.	129, 129a, 129b	£120,000
		Refurbish heating system for showers, re-tile showers and refit changing rooms	129,129a, 129b	£40,000
Avon Road (former MEB sub station)	Cannock South	Install new Local Equipped Area for Play (LEAP) area	129, 129a, 129b	£100,000
Laburnum Avenue Recreation Ground	Cannock South	Pitch Improvements	129, 129a , 129b	£98,000
Green Lane	Western Springs	Pitch Improvements	129, 129a, 129b	£150,000
Former Cannock Stadium	Cannock North	Elements of Phase 2 of Site Redevelopment -Pitch and Drainage improvements, Fencing, Artificial Grass Pitch (AGP), Access, Social Picnic Areas	129, 129a 129b	£750,000
Old Fallow Road	Cannock North	Pitch Improvements	129, 129a, 129b	£98,000
Rugeley Leisure Centre Artificial Turf Pitch Extension (ATP)	Hagley	Extend ATP into full size pitch and lighting upgrade	129, 129a, 129b	£400,000
Elmore Park	Western Springs	Dredge lake and stabilise banks	Rugeley Town Centre Strategic Flood Risk Assessment-117	£500,000
Brereton mineral line	Brereton and Ravenhill/Rugeley Town	Create cycleway on the Brereton and Ravenhill Way from Rugeley Town station car park to the Cannock Chase Area of Outstanding Natural Beauty	99a	£50,000

5. CIL Infrastructure List

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Land south of A5190 Norton Canes	Whole District	Develop new Burial Space for south of District	Internally generated evidence of need for additional burial space.	£1,000,000
Cannock Chase Special Area of Conservation (SAC) Mitigation Measures excluding review of access network, signage and path repairs	Whole District	Measures to mitigate impacts of increased recreational pressure upon the Cannock Chase SAC arising from new housing developments within the District. Costs for CCDDC currently approx 1/5 of £2m for entire SAC partnership area.	145-149 (inclusive)	£400,000
Heath Hayes and Wimblebury Parish	Heath Hayes and Wimblebury	Expansion of existing primary school provision by up to 210 additional places in the Heath Hayes and Wimblebury Parish.	Planning of School Places and Education Planning Obligations Policy-88, 89	
Rugeley and Brereton	Rugeley/Brereton	Land acquisition and associated costs to provide additional primary school places in Rugeley (in addition to the proposed primary education infrastructure to be located within the Rugeley Power Station site)	88,89	
•Hednesford (Town) •Rugeley (Town)	•Hednesford •Rugeley	Replacement of temporary accommodation with permanent accommodation	88, 89	
TOTAL COST OF EDUCATION ITEMS				

5. CIL Infrastructure List

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Cannock Train Station	Cannock East	The station is in need of a transformational upgrade and associated investment to provide a modern and inviting facility for rail passengers and visitors to the area, and to complement the new and exciting near by McArthurGlen Designer Outlet Village (MGDOV).	99a	TBC
Rugeley and Hednesford town train stations	Rugeley and Hednesford	Upgrades to Cannock, Rugeley and Hednesford train stations to support Chase Line improvements.	99a	TBC
Five Ways Island	Heath Hayes East and Wimblebury	Delivery of Five Ways Junction Improvement (part of Local Pinch Point Package Programme)	99a	£300,000
Rugeley Town Centre (Hagley Park)	Rugeley	Measures related to Rugeley Town Centre Flood Alleviation Scheme ¹	117	£200,000
Hednesford, Rugeley, Brereton and Norton Canes	Hednesford, Rugeley, Brereton and Norton Canes	Initial programme to replace bus shelters (15), bins (15) , benches (15) and provide cycle racks (3)	Internally generated evidence of need for upgrades.	£121,000
TOTAL PROJECT COST				£7,430,281

Details of evidence referenced

Reference 88: Planning of School Places (SCC annual)

¹ Main flood alleviation scheme delivered 2017. Measures relate to potential sustainable drainage systems associated with the scheme.

5. CIL Infrastructure List

Reference 89: Education Planning Obligations Policy (SCC 2008/9)

Reference 99: A Staffordshire Local Transport Plan 3 (SCC 2011)

Reference 117: Rugeley Town Centre Flood Risk Assessment (Halcrow 2009)

Reference 129: PPG17 Open Space Sport and Recreation Facilities Audit Incorporating 129a and b as below

Reference 129a: Indoor and Outdoor Sport facilities study (CCC 2010)

Reference 129b: Open Spaces Assessment (CCC 2009)

Reference 145: Evidence base relating to the Cannock Chase SAC and the Appropriate Assessment of Local Authority Core Strategies (November 2010)

Reference 146: Cannock Chase SAC Visitors Survey (2012)

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Report of:	Head of Technology
Contact Officer:	Peter Kendrick
Telephone No:	01785 619274
Portfolio Leader:	Corporate Portfolio Leader
Key Decision:	No
Report Track:	Cabinet: 12/11/20

Cabinet
12 November 2020
Technology Desktop Infrastructure Replacement – Permission to Spend

1 Purpose of Report

- 1.1 To seek Members' approval to replace the desktop devices with laptops.
- 1.2 To seek Members approval to fund the replacement from the IT Reserve.

2 Recommendations

- 2.1 The Cabinet approves the purchase of appropriate laptop devices to enable officers to work from home, the Civic Centre or any other suitable office.
- 2.2 Permission is requested to spend £204,000 from the IT Reserve. This is to support the profile of the workforce as reported to the Leadership Team on 17 December 2019 and subsequently amended in June 2020 due to the impact of Covid19.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The computers on the desktop should be replaced with laptops to enable staff to work at any desk and in any office at the civic centre and our other offices. We also wish them to be able to work electronically in meetings. A laptop will also be required to allow staff to work remotely which will mean their homes and the offices of other partners and councils.
- 3.2 We expect to make greater use of video conferencing and computer-based training. We will buy laptops that have the capability to support these systems.
- 3.3 The expected lifecycle of new machines running the most recent software (Windows 10) has improved over the last 4-5 years. The software will be supported by Microsoft until at least 2025.

- 3.4 In a similar way the laptop hardware itself is expected to last longer than its predecessors due to there being few moving parts (apart from the keyboard).
- 3.5 Future application systems (Council Tax, Finance, HR) are likely to demand lower processing power than their current versions. This again will extend the useful life of any new laptop.

Reasons for Recommendations

- 3.6 The current desktop hardware is almost at the end of its life and will probably become increasingly faulty.
- 3.7 Since the Leadership report was written in December 2019 the use of video meeting and remote working has increased and we are now almost entirely dependent on these technologies.
- 3.8 It is important to give officers the appropriate tools to support their work within the council.

4 Relationship to Corporate Priorities

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

Corporate Plan for 2018-2023. Page 25

"The Council will ensure it has a robust medium-term financial plan and will proactively engage with Government on the proposals for a new funding regime in local government from 2020. The Council will work in partnership with all public bodies to maximise the benefits delivered by public funds."

- (i) To maximise the benefits delivered by public funds, it is important that staff have the appropriate tools to ensure that they work and communicate in an efficient way.

5 Report Detail

- 5.1 The office desktop hardware such as PCs, Laptops and Thin clients need to be replaced every four to five years. The replacement is required due to –
 - Wear and tear of the physical hardware
 - Processing power and memory to run the newer software
 - Meeting optimal hardware requirement from software suppliers vendors
 - Old underlying operating system becoming a cyber risk, end of life and unsupported software
- 5.2 There is no on-going budget to replace these assets. There has been a similar issue with the replacement of Microsoft Office 2010.
- 5.3 The combination of a standard PC/laptop, Windows 10 and Office 365 will be suitable to support staff requirements for a period of five to six years. Other

emerging technologies may demand more processing power than these new laptops. This would in some cases require another refresh, but this is likely to be required due to general wear and tear on the devices after 5 years of usage.

- 5.4 The previous profile of the workforce has significantly changed since the original work to establish the requirement for laptops. In December 2019 the plan was for the replacement of 110 desktop PCs and 231 laptops. This would have required purchasing 341 devices. This has now changed to 183 laptops because 92 have been bought since March 2020 and 90 were purchased prior to that. There are an additional 24 laptops required to be purchased because the devices cannot now be shared and there is no 'hot desking' at the current time.
- 5.5 The cost for the remaining laptops is £135,420. The cost of the laptops bought since March 2020 is £68,080.

6 Implications

6.1 Financial

The report requests permission to drawdown funding from the IT reserve for the purchase of laptops. This is both historical as purchases have been made since March 2020 and forward looking to replace for all staff. The budget request is based on replacement of 275 laptops at £740 each totalling £203,500. Of this amount 92 (£68,080 cost) have already been purchased.

6.2 Legal

None

6.3 Human Resources

Computer equipment and particularly laptops and tablets must be used in line with Health and safety guidance.

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

Data must be kept secure. It is generally agreed by the Cyber security community that a key defence is to ensure that we use modern software and devices that are built to withstand attacks from hackers. The council's policy and the Government's requirement is to use only devices and software that are maintained and updated on a regular basis.

6.7 Risk Management

Cyber security is a strategic risk and is on the register (C8)

6.8 **Equality & Diversity**

None

6.9 **Best Value**

None.

Background Papers

None.

Report of:	Head of Housing and Partnerships
Contact Officer:	Nirmal Samrai
Telephone No:	01543 464210
Portfolio Leader:	Community Safety and Partnerships
Key Decision:	No
Report Track:	Cabinet: 12/11/20

Cabinet

12 November 2020

Covid-19: Task Force and Community Hub Response – March to July 2020

1 Purpose of Report

- 1.1 To inform Members about the community support response to the COVID-19 emergency and the lessons learned.
- 1.1 To obtain Cabinet approval for grant allocation to Support Staffordshire.

2 Recommendation(s)

- 2.1 To note the work of the Council's Community Vulnerability Hub and the local voluntary sector in section 3.
- 2.2 To note the lessons for the Council learned during the response to the COVID-19 emergency in section 4.
- 2.3 To recommend that Cabinet approve a grant allocation of £8,350 to Support Staffordshire for a period of 12 months to deliver an additional 5 hours per week support to the Voluntary Sector within the District.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The initial response to the COVID-19 emergency focussed on the need to address vulnerable residents (including those shielding) accessing food and the provision of personal protective equipment (PPE). The Council addressed this by quickly mobilising the Community Vulnerability Hub. Appendix 1 provides an overview of the Community Emergency Response network for the District.
- 3.2 The Council had statutory duties to meet – in particular contacting and supporting vulnerable housing tenants, homeless and rough sleepers. A key

action was to secure accommodation for rough sleepers and homeless people in the District.

- 3.3 Structures were established at County level through the Local Resilience Forum (LRF) – in particular to co-ordinate the emerging food distribution arrangements. The LRF organised meetings of the co-ordinating organisations which, enabled knowledge sharing.
- 3.4 Staffordshire County Council contacted those shielding (those deemed to be “clinically extremely vulnerable”) and self isolating people who had requested assistance, ensuring their immediate needs were being met. Cases were passed to District and Borough Councils for further support. The County Council referred 168 cases to Cannock Chase. People were signposted to organisations for support with shopping, pharmacy/prescriptions and befriending services.
- 3.5 Cannock Chase benefitted from the early work of local “mutual aid” organisations – in particular Chase Coronavirus Support Network (CCSN), Heath Hayes and Wimblebury Support Group – and from the well established Cannock and Rugeley Foodbanks and the Salvation Army. Regular meetings were held with these organisations and with Support Staffordshire, to discuss issues and share learning. The presence of these very active organisations was extremely valuable and meant that the Council food resources were used as a last resort. Support was also provided from Inspiring Healthy Lifestyles (IHL) volunteers who were furloughed during this period.
- 3.6 At the request of the Government, Council Officers telephoned 500 local people who were shielding to encourage them to register for Government support; these were people who had not responded to many attempts by Government to contact them.
- 3.7 Drawing on a large number of Council service records, 4,700 local people who might be considered vulnerable were contacted by letter to offer assistance. 3,600 people who had not responded to this letter were telephoned by District Council Officers; the vast majority of those contacted did not need assistance though the contact was appreciated by most.
- 3.8 There were some very positive aspects to the response phase:
 - the Hub was mobilised very quickly and demonstrated how the Council can collaborate across services and with external partners;
 - staff involved in the response work were very flexible and had a strong “can do” attitude. During the course of the lockdown response phase, up to 50 Council staff were involved in various tasks, including staff seconded to work at Cannock Foodbank and support with transporting food donations and making deliveries;
 - particularly complex IT challenges were met – including provision of equipment necessary for people working from home in support of the Hub;
 - local networking through partner organisations helped to reach people who might otherwise have been missed.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Improving Community Well-Being priority – specifically the objective Supporting Vulnerable People.

5 Report Detail

Shielding

- 5.1 There were difficulties and confusion in the early stages about which parts of the local, County and national systems were supporting specific people. The NHS shielding list was not received until 25th April and was of poor quality. The shielding list was “dynamic” with people being added to and taken off the list throughout as guidance changed and different parts of the NHS made decisions. Shielding ended in July 2020 although the list of Clinically Extremely Vulnerable people has been maintained by the NHS.
- 5.2 In September 2020 the County Council confirmed that the District Council will have access to this list; which will enable the Council to respond to resident's calls if they are calling because they need additional support (second wave, local lockdown). **This list provides a core list of those deemed most vulnerable due to their clinical condition and support should be offered to those on this list that have no access to family, friends or neighbour support.** The Government has indicated that the delivery of free food and essential items parcels will not be part of any future shielding. People on the list should still be encouraged to register for assistance because this would give them priority for having medication delivered, priority for delivery slots for online supermarket shopping and access to the support of NHS volunteer responders – this is for a range of support including personal shopping and befriending phone calls.

Data issues

- 5.3 Identifying our own vulnerable local people in addition to the shielding list was key to ensuring the Council's response to the COVID-19 emergency was going to ensure support reached those most in need. As detailed above access to the shielding data and County Council information was particularly difficult. The Council therefore undertook a comprehensive review of all its data, 17 work streams, to provide an integrated vulnerable persons list.

The creation of the list was very time consuming in bringing the individual records together and the lack of the standard national Unique Property Reference Number on NHS data did not facilitate a matching process.

Subsequently, having access to the various workstreams enabled more targeted lists to be produced – e.g. Over 70 and living alone.

In accordance with the Recovery Work Stream Action Plan, arrangements are in place to create an updated vulnerable persons list as and when required enabling an overarching list and targeted list to be produced within a two day turnaround period.

- 5.4 The list will not be comprehensive since it can only be created by examining certain data characteristics. The information obtained to date from the existing list will be populated into the new list, with the proviso of it being backward looking. Local knowledge of Members and Officers can also be useful to identify people in need of support who might not appear on the Council service records. Town and Parish Councils may also be able to help with this.
- 5.5 There may be examples of individuals having to self isolate for short fixed periods of time – either due to workplace or other outbreaks. Options need to be offered to those that do not have access to friends, family or neighbour support – and this is best done at the point of contact from Test and Trace or other contacts. People can be offered short-term (3 weeks) prioritisation for supermarket delivery slots and also signposted to local support (foodbanks and so on). Options can also be shared on social media and the Council's website.

Voluntary Sector Legacy

- 5.6 Across the whole system there has been a significant increase in volunteering – the capacity in the system in excess of what was needed. Locally, the District Council was lucky to have CCSN and Heath Hayes and Wimblebury Support Group active so early in the emergency. Well resourced and organised foodbanks in Cannock and Rugeley both saw increases in demand. The Salvation Army also saw an increase in demand for their support.
- 5.7 The County Council has switched their emergency response from local distribution arrangements managed by themselves to local “anchor” organisations – and CCSN is currently undertaking those deliveries in Cannock Chase, with stock held at foodbanks and the Salvation Army.
- 5.8 The District Council was able to use these existing support mechanisms to lead on assistance and in the future the use of local voluntary organisations to do any local food distribution will be invaluable during any second wave or local lockdown.
- 5.9 The creation of the Council's own vulnerability hub enabled an overarching co-ordinating mechanism to be put in place and enabled resources to be redirected to where they were required rather than duplicated.
- 5.10 It is however recognised that the nature of a second wave or local lockdown may be different with the vast majority of previous volunteers remaining in work rather than in lockdown and contingency plans are currently being looked at.

Vulnerability Hub

- 5.11 The Community Vulnerability Hub as detailed earlier has been mothballed since 17th July. The mothballing process ensured that its infrastructure remained in place enabling the Hub to be reactivated as appropriate.
- 5.12 Staff are on standby however, the staffing of the Hub will remain flexible to reflect the requirements of critical services and the exact role of the Hub in the future

- 5.13 A training package exists for call handlers enabling additional staff to be brought into the Hub as appropriate

Future Voluntary Activity

- 5.14 Whilst the voluntary groups that were formed have scaled back their operations, Support Staffordshire has been working with Rugeley Community Churches and Cannock and Hednesford Churches of the Salvation Army to enable them to take on the role of “anchor organisations” within the District, overseeing the support operations in their parts of the District should the need arise. The County Council hosts the “Doing our bit” system to enable and encourage people to register as volunteers and be matched with volunteering opportunities.
- 5.15 There is also the option to refer residents to NHS Volunteer Responders – to support the just over 4,100 residents registered on the SPL for the District. However, a localised response is the preferred option to signpost residents.
- 5.16 Two of the biggest emerging issues are around loneliness and grass-roots community groups at risk of disappearing. Support Staffordshire has been encouraging the establishment of local “Good Neighbour” schemes and has also been linking in with known group leads to find out how they can offer to support residents by operating differently in innovative ways i.e. silver surfers, book swaps, befriending, gardening, dog walking etc.
- 5.17 The District Council does not currently have the capacity to support the development of groups, therefore it is recommended that Cabinet approves the funding request from Support Staffordshire to deliver on engaging with voluntary groups within the District. This would enable these groups to make a quicker recovery and to encourage and facilitate the formation of new groups to meet local needs. Support Staffordshire currently has one part time Social Action Officer that works with Chadsmoor communities and a Senior Locality Officer (32 hours per week) who also covers Newcastle, Stafford and South Staffordshire (Appendix 2).
- 5.18 Subject to approval of this report a Service Level Agreement will be agreed and signed by both parties.
- 5.19 A schedule of support groups will be maintained by the Council to assist with signposting in the future.

Clinically Extremely Vulnerable – Government Guidance (October 2020)

5.20 General

Going to shops and pharmacies

Consider shopping or going to the pharmacy at quieter times of the day. You must wear [face coverings](#) in all shops unless you are exempt.

You might also want to ask friends, family or volunteers to collect medicines for you.

The NHS Volunteer Responders programme is available to help support those who need it. Volunteers can collect and deliver shopping, medication and other essential supplies. Call 0808 196 3646 between 8am and 8pm, 7 days a week to self-refer or visit www.nhsvolunteerresponders.org.uk for further information.

High areas

Going to shops and pharmacies

You are advised to significantly reduce your shopping trips. Where possible, you should consider shopping online. If you do need to go to the shops, try to do so at quieter times and maintain strict social distancing.

You are advised to ask people in your household or support bubble to collect food and medicines for you. If you need more help with accessing food or medicines, [NHS Volunteer Responder](#) are still available to assist you.

Very high areas

Shopping

You are advised not to go to the shops. Use online shopping if you can, or ask others to collect and deliver shopping for you (friends and family, or [NHS Volunteer Responders](#)).

If you cannot access food, your local authority can offer support. You will receive further information about how to request support from your local authority in the shielding notification letter we will send to you if your area is advised to shield.

Medicines

You are strongly advised not to go to a pharmacy because the risk of exposure to the virus is significantly higher in your area.

If friends and family are not able to collect your medicines for you, then you will be eligible for free medicines delivery. Please contact your pharmacy to inform them that you are clinically extremely vulnerable and need your medicines delivered, and they will arrange this free of charge.

- 5.21 At the time of writing this Report the County Council have scheduled a Second Wave Planning Meeting (22.10.2020).

The latest guidance also confirms *“In line with outbreak management planning, upper tier councils should take the lead in making plans and co-ordinating outcomes data, working with lower tier councils – which in many areas have played an important role in delivering support for CEV individuals”*.

The Head of Service will provide Members with a verbal update on the outcome of discussion with the County Council.

The Council are reviewing staffing resources required to handle additional calls should a major incident be declared.

6 Implications**6.1 Financial**

The estimated cost of the Hub operation from March to July was £90,000, mainly in salary costs of staff re-assigned to Hub work plus a small amount spent on food stock. Surplus food has been donated to a local charity for distribution to those in need.

There are financial implications as set out in this report. Grant allocation of £8.350 to Support Staffordshire to fund 5 additional hours per week.

No specific provision exists for the grant to Support Staffordshire and will require Cabinet approval. The expenditure reflects the Council's response to COVID-19 and if approved will be reflected in the monthly returns to MHCLG.

6.2 Legal

LRF/emergency response powers and duties/ Covid-19 Act.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

Data management and confidentiality issues were overseen by the Council's Information Manager.

6.7 Risk Management

The risk of fraudulent calls on support was managed by an assessment of needs on a case by case basis by Housing Officers.

6.8 Equality & Diversity

None.

6.9 Best Value

During the course of the work, Officers who were unable to undertake their normal duties were re-assigned to undertake "safe and well" phone calls to local people and to inform them about the support available from the Council and others. This ensured that Officers were able to continue to contribute to this high priority work of the Council.

7 Appendices to the Report

Appendix 1: Cannock Chase Coronavirus Emergency Response – system diagram

Appendix 2: VCSE Pledge for Local Authorities.

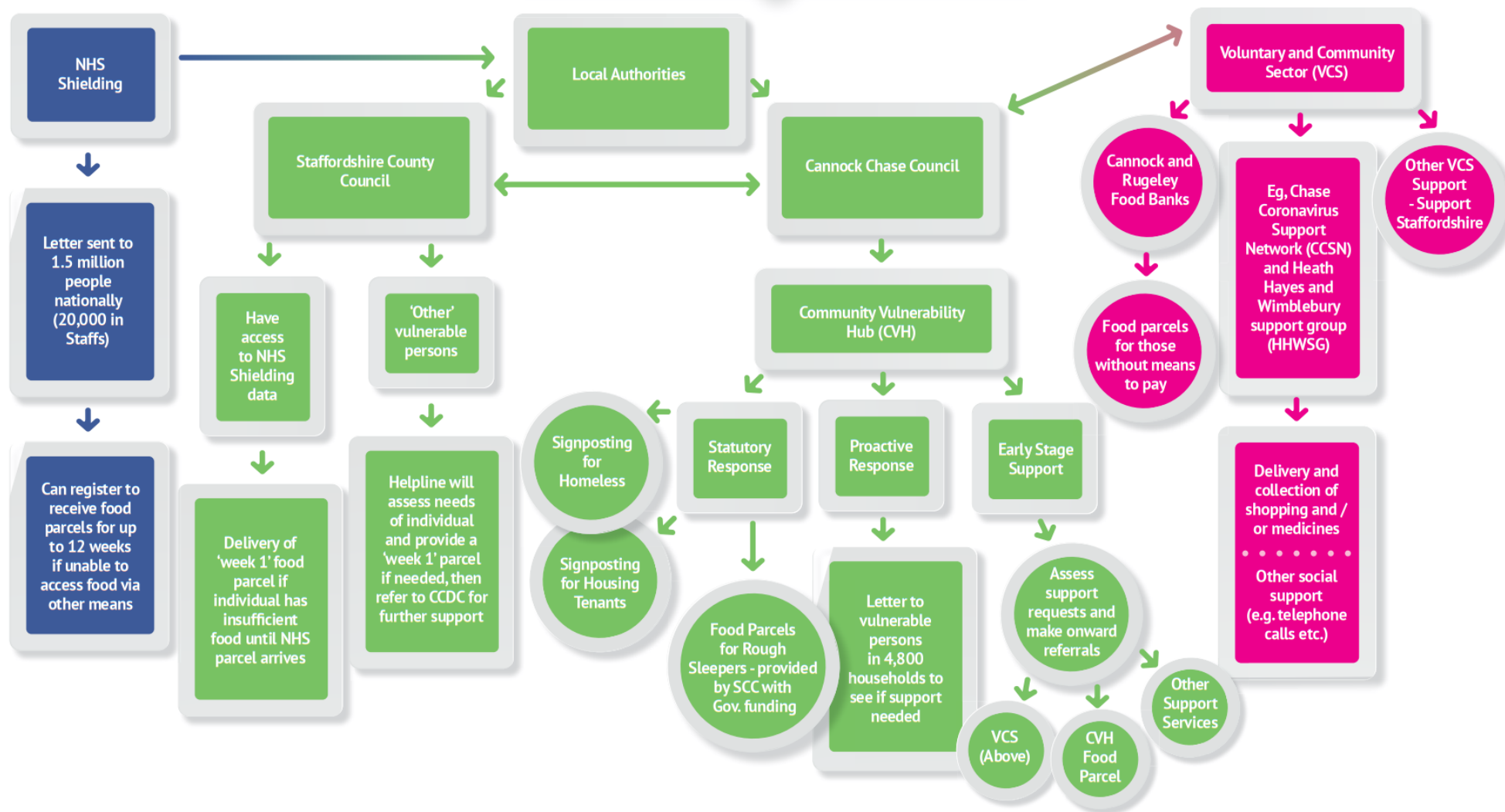
Previous Consideration

None

Background Papers

None

Cannock Chase Coronavirus Emergency Response





Voluntary, Community and Social Enterprise Sector Pledge for Local Authorities

- a. We recognise and value the critical role of the voluntary, community and social enterprise (VCSE) sector in the local community, including but not limited to providing an important array of local services to our residents.
- b. We share many aims for improving the lives of local people, with the VCSE sector and as such commit to working together where possible, to achieve those joint aims.
- c. We recognise the role of VCSE organisations in providing insight and connecting us to communities of place, interest and identity with whom we may wish to consult and collaborate. We will do our best to engage the sector in a fair and timely manner.
- d. Where we seek formal representation from the sector we will do so in a fair, transparent and accountable manner.
- e. We recognise that in some cases, from time to time, some VCSEs may disagree with particular public policies or the ways in which we decide to deliver services. We recognise their independence from statutory and political structures and their right to disagree. Where possible we will continue to work with such organisations in a mutually constructive way, bearing in mind the wider aims which we may share.
- f. We recognise that many charities, larger community organisations and social enterprises are professional organisations delivering high quality services and should be thought of as businesses and employers as well as 'voluntary sector', especially in terms of local economic planning.
- g. Where we commission, procure or contract with the VCSE sector, we will do so in a fair, proportionate and transparent way. Where relevant we will include in our procurement proper measures of social value in addition to value for money, including where appropriate 'buying local'. Where appropriate we will use innovative forms of procurement rather than relying upon the standard competitive tender alone.
- h. As a large and complex 'sector' we recognise the value of working closely with relevant umbrella bodies from Team Staffordshire, to maximise our ability to have a wide and open dialogue with as much of the VCSE sector as possible.

Garry Jones
Chief Executive
Support Staffordshire

Cllr George Adamson
Leader of the Council
Cannock Chase District Council

Dated: XXst XXXX 2020



Report of:	Head of Housing and Partnerships
Contact Officer:	Christian Hawkins
Telephone No:	01543 456805
Portfolio Leader:	Housing
Key Decision:	No
Report Track:	Cabinet 12/11/20

Cabinet**12 November 2020****Budget Provision to Subsidise Funding to Optimise the Usage of Existing Solar PV Energy Installations****1 Purpose of Report**

- 1.1 To consider budget provision to subsidise funding for a battery storage project to optimise the usage of existing solar photovoltaic energy generation systems on Council owned dwellings.

2 Recommendations

- 2.1 That approval for funding for the project is granted.
- 2.2 That the Head of Housing and Partnerships is authorised to agree on the conditions of the project with Beat the Cold and Chase Community Solar.
- 2.3 The list of properties to be included in the project will be restricted to Council owned properties agreed by the Head of Housing and Partnerships and will be determined on the basis of their suitability for inclusion in the project.

3 Key Issues and Reasons for Recommendation

- 3.1 The project will assist with the development of energy efficient technology to help reduce reliance on fossil fuels.
- 3.2 Information on how energy generated from Solar PV Panels can be more efficiently utilised and providing education to the Cannock Chase Council tenants on how to more efficiently use their solar PV installation.
- 3.3 On average occupiers utilise less than half the amount of electricity generated from photovoltaic (PV) panels. Batteries will enable occupiers to store the energy for times when the PV panels are not generating, that is, during hours of darkness.

4 Relationship to Corporate Priorities

- 4.1 This scheme supports the Council's Corporate Priority of 'Community Wellbeing', specifically the Strategic Objectives of 'Supporting Vulnerable People' and 'Promoting Attractive and Healthy Environments'.
- 4.2 The scheme supports the motion detailed from Council on 17th July 2019, where Council agreed to "the expansion of community energy to keep the benefits of our local energy generation in our local economy", to meet "carbon neutrality by 2030" and to "Continue to work with partners anchored in the area to deliver carbon reductions and grow the local economy".

5 Report Detail

- 5.1 In 2015 Chase Community Solar Limited, in collaboration with the Council, delivered the installation of Solar Photovoltaic Panels on 314 bungalows within Cannock Chase Council's housing stock, supported by the Cabinet report 'Provision of Photovoltaic (Solar) Panels to Further Council Owned Properties' submitted on 20th March 2014.
- 5.2 Chase Community Solar Limited is an Industrial and Provident Society which is a locally funded community based organisation which benefits from the feed-in Tariffs relating to the energy generated. Since the Solar PV panels were initially installed, Chase Community Solar has undertaken consultation with the tenants regarding the use and effectiveness of the installations. This consultation highlighted that two thirds of our tenant's are interested in further energy saving technologies.
- 5.3 The company ethos is to invest back into the local community, which led to Green Energy Networks Ltd approaching them regarding a 'Sandbox' trial in 2018. A Regulatory Sandbox is an approved method of permitting the controlled trial of an innovative business model, which in this case relates to the use of technology managing shared battery storage from electricity generated locally by Solar PV panels.
- 5.4 The Council approved the 'sandbox' trial during a meeting of Cabinet on 8th November 2018. Funding for the 'Sandbox' trial did not materialise and as such the project did not commence.
- 5.5 Chase Community Solar have now been approached by Beat the Cold to put forward a bid for funding to install battery storage to store energy generated by existing PV panels and not consumed at the time of generation. The project is to be known as the 'Cannock Senior Solar Self-Consumption' project.
- 5.6 In October 2020 Chase Community Solar approached the Council regarding the project to bid for £190k – £250k to deliver the installation of 75nr batteries to Council owned bungalows with existing PV equipment, in 2021.

- 5.7 To enhance the bid and show support to having the project carried out for Cannock Chase tenants, Cannock Chase Council have been asked to contribute £50k to the funding.
- 5.8 The bid for funding through the 'Energy Redress scheme' will be undertaken by the charity 'Beat the Cold' with whom we have a number of connections with corporately.
- 5.9 Chase Community Solar will carry out monitoring in order to report back the success of the project.
- 5.10 The potential benefit is an Increase in 'free electricity' for participating tenants with Solar PV panels.

6 Implications

6.1 Financial

The project requires a contribution of £50k to support the £200k - £250k project for Cannock Chase residents and enhance the bid. Should the bid be unsuccessful there will be no commitment required by the Council.

There will be a cost of administering / providing support to the scheme on behalf of the Council. It is felt this can be managed within existing staffing levels.

6.2 Legal

Contracts must be let according to the Procurement Regulations. Legal agreements will need to be drafted to cover the obligations imposed on all parties involved in the project, including provisions for funding and agreed specifications for the equipment and its installation.

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

The project will require liaison with the tenants in the properties and the sharing of personal data. Chase Community Solar has knowledge of the Data Protection Act 1998 and the General Data Protection Regulation 2016/679 and will be required to enter into a further Data Processing Agreement with the Council prior to being passed any personal data.

6.7 Risk Management

The benefits to the tenants could be variable and require the tenants input however in the longer term it will assist in the knowledge we have in decarbonising our homes and meeting our agenda for carbon neutrality by 2030.

The Construction Design Management Regulations 2015 will apply to this scheme and hence, it will need to be administered in the same manner as any other construction / building contract.

In the event of an unsuccessful bid the project will not proceed and no financial obligation will be placed on the Council

6.8 Equality & Diversity

None

6.9 Best Value

None

7 Appendices to the Report

None.

Previous Consideration

None

Background Papers

Cabinet Report, 8 November 2018 – Participation an in OFGEM Approved ‘Sandbox’ Trial to Optimise the Usage of Existing Solar PV Energy Installations