



Please ask for: Wendy Rowe
Extension No.: 4584
Email: wendyrowe@cannockchasedc.gov.uk

21 June, 2021

Dear Councillor,

Economic Recovery Scrutiny Committee

4:00pm, Tuesday 29 June, 2021

Council Chamber, Civic Centre, Cannock

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

Yours sincerely,

Bob Kean
Interim Managing Director

To: Councillors:

Thompson, Mrs. S.L. (Chairman)
Kraujalis, J.T. (Vice-Chairman)

Dunnett, Ms. A.J.	Startin, P.D.
Frew, C.L.	Sutton, Mrs. H.M.
Haden, Mrs. P.K.	Wilkinson, Ms. C.L.
Johnson, T.B.	Wilson, Mrs. L.J.
Lyons, N.	Witton, P.T.
McCall, M.	

Agenda

Part 1

1. Apologies

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

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

(ii) To receive any Party Whip declarations.

3. Minutes

To note the Minutes of the meeting Promoting Prosperity Scrutiny Committee held on 17 March, 2021 (enclosed).

4. Introduction to the Role of the Economic Recovery Scrutiny Committee

Presentation to be given by Dean Piper, Head of Economic Prosperity and Nirmal Samrai, Head of Housing and Partnerships.

5. End of Year PDP & Recovery Performance Information

Copy of Report to Cabinet and appropriate End of Year Performance Information (5.1 – 5.27).

6. Economic Recovery Scrutiny Committee Work Programme 2021-22

Joint Report of the Head of Economic Prosperity and Head of Housing and Partnerships (Item 6.1 – 6.5) plus appendices.

Please note: Appendix 5 – To follow.

The jobs fair for the McArthur Glen designer outlet had been held virtually on 3 February due to the pandemic. This had proved successful with another event being held tomorrow. There had been a large number of applications for the various positions available and 80% of the successful candidates lived within a 15-mile radius of the outlet. The opening of the designer outlet had been delayed but it was anticipated it would open once non-essential shops were allowed to open on 12 April.

The regeneration of Rugeley Power Station was progressing with the demolition of the cooling towers being the next big event; this was proposed for 6 June. The application for an “all through school” from the John Taylor Academy Trust had been approved by the Department of Education. It would accommodate 1400 pupils, including nursery provision, and should be open by September 2023.

The Head of Housing and Partnerships advised that the Hawks Green Depot housing development was on track to deliver 44 homes (50% social housing) and to be completed by March 2022. The Aelfgar site would deliver 58 properties (50% social housing) and the aim was to obtain outline planning permission by April-June. A consultant had been appointed and a decision taken to pursue a “Passivhaus” scheme. The housing development proposed for Chadsmoor was progressing and would provide 42 properties (100% social housing). A commencement date was not yet known, and the location could not be shared at this stage.

Following this Members were offered the opportunity to ask questions. A Member asked when the town centre vacancy rates data would be available. The Head of Economic Prosperity confirmed that this would be able to be collected after 12 April once Officers were able to access the town centre to collect the data.

A Member asked how the consultation would take place in relation to the Local Plan and whether the comments made previously would be taken into account. The Head of Economic Prosperity explained that the comments made at the last stage of the plan had been noted and had fed into the next stage of the process. All interested parties, landowners and residents were encouraged to respond to this consultation. For those who had no access to the internet the plans would be made physically available to view during the consultation process which would finish at the end of April. This would be done in a Covid secure way. However, most of the consultation would be virtual via the Council’s website and people would be able to book a time slot with Officers via MS Teams or Zoom.

A Member asked if there was up to date data in relation to the increase in qualifications at NVQ level. The Head of Economic Prosperity confirmed the data was published annually and was not available when the report was prepared. He would check and advise Members accordingly outside of the meeting.

12. Covid-19 Recovery Action Plans Progress Update

Consideration was given to the progress updates as at 31 December 2020 for the Economic Recovery and Community Recovery Action Plans (Item 5.1 – 5.12).

The Head of Economic Prosperity led the Committee through the Economic Recovery Action Plan. He advised that it had been a challenging time and major investment projects had been delayed due to the impact of Covid-19. As part of the response phase

the Economic Development and Business Rates Teams had been processing business grants following an allocation of funding from the Government. This funding would assist businesses who had to close because of the national lockdowns. The Additional Restrictions Grant funding was being used to assist businesses who had not been mandated to close but had still been negatively affected by the pandemic. The processing of funding applications was a key priority for the Economic Development and Business Rates Teams.

The Committee was advised that, as non-essential retail and hospitality would potentially be allowed to open on 12 April, the Covid-19 Support Team would be supporting businesses to re-open in a Covid secure way and that social distancing measures were in place in all town centres.

The Economic Prosperity Strategy had been temporarily paused so that the Council could focus on supporting businesses impacted by the second wave of Covid-19 and to fully assess the impact of the pandemic on the local economy. This would re-start in the coming months.

He reiterated that the opening of the McArthur Glen Designer outlet had been delayed due to the pandemic, but it was anticipated it would open in April.

In terms of the Commonwealth Games, and in response to a question from a Member, he advised that an internal Project Group had been established to look at the preparations for the Commonwealth Games. The Council hoped to capitalise upon the mountain bike event on Cannock Chase in order to boost the visiting economy and tourism so that visitors returned to the District once the Games had ended.

The Head of Housing and Partnerships then took Members through the Community Recovery Action Plan which was focussed on rough sleepers and the homeless. She advised that 5 rough sleepers had been in temporary accommodation since November 2020. 19 rough sleepers had been assisted during the pandemic and placed in temporary accommodation. 14 individuals had been successful in securing alternative accommodation. Rough sleepers had been prioritised for the vaccine and this was due to take place this week. Funding had been secured to purchase 2 flats and work on these was progressing. The Government had provided a grant of £60,000 towards accommodation costs and £4,000 was being used per month to pay for housing costs.

Following this, the Chairman thanked Officers for their reports and brought the meeting to a close at 16:35pm.

CHAIRMAN

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

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

1 Purpose of Report

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

2 Recommendation(s)

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

3 Key Issues and Reasons for Recommendations

Key Issues

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

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

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

Reasons for Recommendations

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

4 Relationship to Corporate Priorities

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

5 Report Detail

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

Item No. 5.3





5.5 This report brings together progress relating to the PDPs and the Recovery Plans to give a comprehensive picture of achievements and the progress made during 2020/21.

5.6 Whilst the pandemic has had a considerable impact on the District and its residents, the Council has worked well in continuing to deliver on key projects at the same time as responding to the pandemic and supporting recovery from it. Overall:

- (i) 65% of the PDPs actions have been delivered and a further 15% are in progress and will be completed with only minor slippage. The remaining 20% of actions will be progressed in 2021/22; and
- (ii) 70% of the recovery actions have been delivered and a further 25% are in progress.

Priority Delivery Plans

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

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





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

5.9 The key projects progressed during 2020/21 were:

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





Recovery Action Plans

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

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

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

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

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

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

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

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

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

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

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

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

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

6.2 Legal

None.

6.3 Human Resources

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

6.4 Risk Management

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

6.5 Equality & Diversity

None.

6.6 Climate Change

None

7 Appendices to the Report

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

Previous Consideration

None

Background Papers





PDPs:

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

Recovery Strategy:

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

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



Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
7	5	1	0	13

Performance Indicators

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

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

Projects being progressed during 2020/21

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

Item No. 5.13

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





Item No. 5.14

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

Item No. 5.15

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

THE ECONOMY - RECOVERY ACTION PLAN

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

ECONOMIC RECOVERY - ACTION PLAN




Outcomes Required:



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





COVID-19 Impacts:





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





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






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




Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
			<p>Non essential retail and hospitality businesses (outdoor dining) re-opening on 12th April as part of Government roadmap. Officer Working Group has:</p> <ul style="list-style-type: none"> (i) Reviewed social distancing measures (ii) Supported businesses with risk assessments (iii) Ensured businesses comply with guidance (iv) Visits to all licensed premises 	
Economic	To ensure the public realm reflects Social distancing Policy and supports Town centres reopening (using Re-opening High Streets Safely Funding awarded by Government).	Economic Development Manager/ Waste & Engineering Manager	Social distancing measures (posters / floor markings) in place in all town centres. Measures kept under regular review. Non-essential retail and hospitality businesses are currently closed in line with Government restrictions but due to re-open on 12 th April.	
Economic	To support traders/shops via individual visits from Environmental Health Officers.	Food Safety & Licensing Manager Visits are on-going	<p>COVID Secure checklists issued to traders/businesses. Many businesses have re-opened and are displaying 'COVID-19 secure' certificates in shop windows.</p> <p>The COVID Support Team are working with businesses to ensure compliance with COVID regulations. Regular visits and patrols being carried out, some of which are being conducted jointly with Staffordshire Police.</p>	



Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic	<p>Identify funding and assistance available to support traders/businesses and signpost to appropriate support.</p> <p>Re-start grants.</p>	<p>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Payments to be made from April 2021.</p>	<p>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.</p> <p>Non-essential retailers and hospitality businesses to receive 'Re-start' grants from April 2021.</p>	<p></p> <p></p>
Economic	<p>Revisit proposed environmental improvements for Cannock Town Centre to assess if they are still appropriate in current climate</p> <p>(i) Improvements to street furniture and 'graffiti' art project.</p> <p>(ii) Proposed improvements to frontage of Prince of Wales Theatre under review – subject to survey</p> <p>(from Prosperity PDP).</p>	<p>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Complete by December 2020</p> <p>Survey complete. Report to Cabinet by June 2021.</p>	<p>Painting of street furniture and graffiti art project is now complete.</p> <p>Survey has identified a number of essential maintenance repairs that need to be prioritised ahead of cosmetic improvements.</p> <p>Will be reported to Cabinet in June 2021 as part of a wider report on corporate maintenance priorities.</p>	<p></p> <p></p>

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Business Support				
Economic	Identify opportunities for managed workspace / business hubs across the District <i>(from Prosperity PDP)</i>	Economic Development Manager Action to be carried forward to 21/22 PDP	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	Current marketing and PR is focusing on the availability of grant funding from the Additional Restrictions Grant scheme and the Re-start grants (to be paid from April 2021). In addition, marketing and PR of initiative to promote free membership to Federation of Small Businesses has been undertaken.	
Economic	Potential for targeted campaigns i.e. re-opening of town centres, tourism/hospitality, McArthurGlen opening	Economic Development Manager / Policy & Communications Manager	Publicity to coincide with the re-opening of town centres on 12 th April is being planned (linked to step 2 of Government roadmap). McArthurGlen Opening delayed due to national Covid restrictions – due to open w/c 12 th April in line with Step 2 of the Government's roadmap.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
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	The EDNA has been revised to take account of impact of COVID-19 and updated economic forecasts. The EDNA will be published as part of the next stage of the Local Plan i.e. the Preferred Options consultation.	
Economic	Refresh the Council's Economic Prosperity Strategy to ensure it takes account of the changed economic environment and identify evidence-based interventions for the medium to long term to ensure economic reset and recovery.	Head of Economic Prosperity / Economic Development Manager / Research & Information Officer	The refresh of the Strategy will take longer to carry out to enable the Council to focus on supporting businesses impacted by the 2 nd wave of COVID-19 and to fully assess the impact of the pandemic on the local economy. This will be carried forward to the 2021-22 PDP.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
	<ul style="list-style-type: none"> Disposal of land at Avon Road 		Cabinet has approved sale of the land. Disposal sale contract and planning consent will need to be obtained. Exchange/ completion during 2021	
Economic	Commission work to produce a Cannock Town Centre Masterplan (as part of Local Plan review)	Planning Services Manager	Brief being drafted for consultants. Action will carry forward to 2021/22 PDP.	
Major projects / investments				
Economic	McArthurGlen Designer Outlet West Midlands – continue to work with McArthurGlen to plan for opening and develop a marketing plan. (from Prosperity PDP)	Economic Development Manager / Policy & Communications Manager	Marketing & comms plan is being developed in close consultation with McArthurGlen	
Economic	Cannock Railway Station – progression of business case and design work necessary to facilitate transformation of Station (from Prosperity PDP)	Head of Economic Prosperity / West Midlands Rail Exec / Staffs CC	Strategic Outline Business case was presented to Cabinet on 28 th January. Approval given to move to next stage of design process. Action will carry forward to 2021/22 PDP.	
	Short term improvement works (utilising Section 106 funds): <ul style="list-style-type: none"> Totem signage Re-surfacing car park Cycle storage Murals on platforms and walkways 		Package of short term enhancements started on-site w/c 11 th January. Awaiting installation of totem signage and new cycle stores. Work to complete Q1 2021-22.	

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. Officers working to scope out economic development opportunities to maximise benefits of CWG to the District.	
Employment and skills				
Economic	Work with FE colleges to support local residents re-skill/up-skill Work with South Staffordshire College to progress Digital Skills Academy project	Economic Development Manager Funding application expected to be approved and grant agreement issued by end of 2020.	Funding Agreement signed for £0.5m by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project	
Economic / Community	Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.	By December 2020 (revised timescale by March 2021)	Officers continue to explore opportunities to participate in the scheme.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Progress indicator
Economic / Community	<p>Work with key partners to put in place responsive employment support for newly unemployed residents and those facing redundancy including disadvantaged groups and communities and young people.</p> <p>Mapping of employment and skills opportunities.</p>	<p>Economic Development Manager working with Department for Work and Pensions, GBSLEP and SSLEP.</p> <p>Report to Cabinet – November 2020.</p>	<p>Work with employers and partners (JCP etc) to secure local jobs for local residents linked to new economic opportunities.</p> <p>Participate in County wide Redundancy Taskforce.</p>	
Economic / Community	<p>Progress Connecting Communities project focused on Cannock North ward. This tackles unemployment and low pay in local communities.</p> <p>(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>	

Recovery Dashboard of Performance Measures

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

Joint Report of:	Head of Economic Prosperity Head of Housing & Partnerships
Contact Officer(s):	Dean Piper / Nirmal Samrai
Contact Number:	01543 464223
Portfolio Leader(s):	Portfolio Leader for Innovation & High Streets Portfolio Leader for District Development Portfolio Leader for Housing, Heritage & Leisure
Key Decision:	No
Report Track:	Economic Recovery Scrutiny Committee only

ECONOMIC RECOVERY SCRUTINY COMMITTEE

29 JUNE 2021

WORK PROGRAMME FOR 2021-22

1 Purpose of Report

- 1.1 To set out the draft work programme for the Economic Recovery Scrutiny Committee for 2021-22.

2 Recommendation(s)

- 2.1 That the Committee review the draft work programme for 2021-22 and advise on what they wish to include for the forthcoming year (see Appendix 5).

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Economic Recovery Scrutiny Committee is responsible for scrutinising the element of the Corporate Plan that relates to the priority for Economic Recovery and the supporting 3 Year Delivery Plan. An extract from the Corporate Plan

setting out details of the priority and strategic objectives is attached at Appendix 1. A copy of the 3 year delivery plan is attached at Appendix 2.

- 3.2 The services or functions of the Council falling with the remit of the Committee are set out at Appendix 3.
- 3.3 The Economic Recovery Scrutiny Committee is encouraged to identify corporate issues and/or ones that are a priority for local people and communities. If a matter is a recurring issue for the people you, as Councillors, represent, the likelihood is that it is something that the Committee should consider. The more relevant the issue is to local communities then the greater the likelihood of engaging those communities in the scrutiny process and of producing outcomes that will be visible to those communities you represent. Guidance on selecting reviews is included in Appendices 4A and 4B.
- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 5. Members are also encouraged to propose issues that could be included for consideration in the work programme. The work programme may be revised during the year as necessary.

Reasons for Recommendations

- 3.5 The scrutiny committee structure has been designed to ensure effective accountability for the delivery against the Council's priorities and strategic objectives set out in the Council's Corporate Plan 2021-24.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) It provides for effective scrutiny of the Council's priority for Economic Recovery.

5 Report Detail

Background

- 5.1 A new Corporate Plan for 2021-24 was approved by Council on 24 February 2021. The Plan sets out 3 priorities and this Scrutiny Committee is responsible for scrutinising Priority 1 – Economic Recovery and the supporting 3 year delivery plan.
- 5.2 The Economic Recovery Priority has 5 objectives:
- (i) Supporting Jobs, Enterprise and Skills
 - (ii) Reshaping our town centres
 - (iii) Increasing Affordable Housing
 - (iv) Well-designed communities
 - (v) Clean and green recovery

An extract from the Corporate Plan setting out details of the priority and strategic

objectives is attached at Appendix 1. A copy of the 3 year delivery plan is attached at Appendix 2.

Developing the Work Programme

- 5.3 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy of this has been circulated separately to Members. An extract from the toolkit relating to developing a work programme is attached at Appendix 4A and an extract from the LGA's guidance is attached at Appendix 4B.
- 5.4 In developing the work programme Members are encouraged to consider the following questions:
- Is the matter a concern to local people? (You may wish to reflect on topics raised with you when canvassing).
 - Is the issue an identified priority for the Council or partners?
 - Does the issue relate to an area of service with a trend in weak performance?
 - What difference could scrutiny make?
 - What would happen if you did not look at this issue?
- 5.5 The Work Programme can be revised during the year to reflect emerging priorities, but it is important to plan ahead and allow time for reports to be prepared and invitations to be sent to relevant parties.
- 5.6 Whilst it is for the Committee to determine what they want to include in the Work Programme, a draft Work Programme is attached at Appendix 5 to this report which includes some standing items (eg Performance Progress Reports) and some suggestions as to potential reviews.

Undertaking the Scrutiny reviews

- 5.7 Once Members have identified the matters they wish to scrutinise, consideration should be given to scoping the subject in more detail including the timing and method of scrutiny to be used. Support in this process will be given by the Lead Officer for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 6.
- 5.8 Members may wish to:
- Allocate the work to a small working group of Members to investigate the issue over a period of 2-3 months (this may involve visits to see how services are working in practice);
 - Invite expert witnesses to give their views;
 - Seeking the views of service users and/or the general public.
- 5.9 Members should also consider what they can do to support the review eg:
- Undertaking research eg via the internet;
 - Seeking the views of ward members or specific interest groups

Reporting on Scrutiny Reviews

- 5.10 In addition to reporting to the Committee on the outcome of any reviews, the Committee may wish to make recommendations to Cabinet or another Committee.
- 5.11 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's Work Programme.

6 Implications

6.1 Financial

Any costs to be incurred in undertaking any review will need to be contained within existing budgets.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

None

6.5 Equality & Diversity

The Council has a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering work programme items, especially when undertaking reviews of policy, the scrutiny committees must always consider whether their recommendations may impact differently on various individuals/sections of the community.

6.6 Climate Change

None

7 Appendices to the Report

Appendix 1: Extract from the Corporate Plan – Priority 1 Economic Recovery

Appendix 2: 3 Year Delivery Plan for Economic Recovery

Appendix 3: Overview of services falling with the Committee's remit

Appendix 4A: Extract from the Council's Scrutiny Toolkit

Appendix 4B: Extract from the LGA Guidance on Scrutiny Work Programming

Appendix 5: Draft Work Programme 2021/22 – TO FOLLOW

Appendix 6: Template for scoping a scrutiny review

Previous Consideration

None

Background Papers

Corporate Plan 2021-24 – Report to Cabinet 28 January 2021

3 Year Delivery Plans 2021-24 – Report to Cabinet 1 April 2021

Cannock Chase Council

Our Corporate Plan 2021-24

Priority 1 - Supporting Economic Recovery

Why this is important:

The District is facing an unprecedented challenge in dealing with and recovering from the economic recession caused by COVID-19. The recession is highly likely to lead to increased levels of unemployment within the District at a level which has not been seen for decades. Key sectors in the District such as retail, leisure and hospitality are particularly vulnerable to the ongoing effects of the pandemic and are likely to be adversely impacted.

The Council has a key role to play in supporting the economic recovery of the District and to enable the creation of new job opportunities, help existing businesses to survive and grow, new businesses to start-up, and to attract new investment.

The Council has an important part to play in its role as a place shaper in planning for future growth and opportunities to create new jobs, affordable new homes and re-purpose our town centres.

Major investments such as the McArthurGlen Designer Outlet West Midlands and Rugeley Power Station continue to be critical in supporting the economic recovery of the District.

Access to affordable housing is key to creating sustainable, prosperous communities. A lack of affordable housing affects household budgets, health and education and the ability to gain and sustain employment. The Council wants to provide housing options to meet our residents' needs. Genuinely affordable housing is needed for those on different incomes. Rented accommodation is in high demand in the District and intermediate housing has a role to play for those who do not have access to social housing and cannot afford the private market.

The result will be:

- The District's economy will recover from the effects of the pandemic and capitalise upon opportunities to create green new jobs.
- Our residents will be able to access new employment and skills opportunities.
- Our town centres will be re-shaped and existing sites will be re-purposed.
- There will be an increase in affordable housing for our residents.
- There will be increased business confidence and investment.

Objective 1.1 - Supporting jobs, enterprise and skills

How we will deliver this:

- (i) Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands
- (ii) Provide advice and support to local businesses to help them grow and new businesses to start-up
- (iii) Work with partners to put in place responsive employment support for newly unemployed residents
- (iv) Work to increase skills levels of residents and improve access to employment opportunities
- (v) Ensure Cannock Chase District has a sufficient supply of employment land and workspace for small businesses

Measures:

- Unemployment rate
- Youth unemployment
- NVQ 3 / 4 attainment rates
- Number of businesses supported
- Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College

Objective 1.2 - Reshaping our town centres

How we will deliver this:

- (i) Promote key Council owned sites in the Cannock Town Centre Development Prospectus
- (ii) Develop a Cannock Masterplan to identify wider opportunities for reshaping the town centre
- (iii) Progress plans for the regeneration of the former Multi-Storey Car Park / Indoor Market site
- (iv) Identify opportunities to reshape Rugeley Town Centre – capitalising upon the re-development of Rugeley Power Station
- (v) Review the Council's car parking strategy

Measures:

- Town Centre vacancy rates
- Number of residential units consented / completed in Town Centre
- Commercial and non-retail floorspace consented / completed

Objective 1.3 - Increasing affordable housing

How we will deliver this:

- (i) The £12m Housing Investment Fund will enable the Council to deliver in the region of 100 new Council properties for rent
- (ii) Work with Planning Services to ensure the Local Plan includes the necessary provisions for affordable housing contributions as part of the planning process

Measures:

- Number of Council homes delivered
- Number of Affordable Housing units delivered per annum
- Updated Local Plan policies for affordable housing

Objective 1.4 Well-designed communities

How we will deliver this:

- (i) Adoption of a new Local Plan for the District by the end of 2023
- (ii) Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments
- (iii) Support our towns and parishes to plan their neighbourhoods
- (iv) Ensure our local communities secure benefits from new developments and investment in local infrastructure

Measures:

- Housing completions
- Employment land developed
- Neighbourhood Plans adopted
- Amount of CIL / S106 funds secured / allocated

Objective 1.5 Clean and green recovery

How we will deliver this:

- (i) Support our clean growth ambition by identifying and supporting businesses and sectors that can deliver green jobs and investment
- (ii) Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions
- (iii) Promotion of clean growth initiatives delivered by partners to local businesses
- (iv) Work towards developing zero carbon homes (passivhaus standard) on Council housing developments
- (v) Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation

Measures:

- Reduction in carbon emissions
- Green businesses supported / 'green jobs' created
- Number of passivhaus homes delivered
- Energy efficiency levels achieved in new Council housing developments
- Number of retro fit completions

**Corporate Plan 2021-24 – 3 Year Delivery Plan
Priority 1 – Supporting Economic Recovery**

1.1 Supporting jobs, enterprise and skills

Projects and Actions	2021-22	2022-23	2023-24
1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands			
Promotional leaflet production to coincide with opening	✓		
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	✓		
Ongoing local recruitment and extension of Retail Skills Academy initiative		✓	
Secure Phase 2 development and expansion of the facility including additional car parking.			✓
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> • Business case development / design • Submit bids for funding 	✓	✓	
2. Supporting local businesses			
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	✓		
Full allocation of Government funded Covid business support programmes i.e. Local Restrictions Support Grant, Additional Restrictions Grant focusing on businesses affected by the pandemic and lockdown restrictions	✓	✓	

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up	✓	✓	
Secure resources to enable continued business support delivery in the District, working with LEPs, Staffordshire County Council & other key partners.		✓	
Expand Federation of Small Business Membership in District to help survival rates of businesses	✓		
3. Support for newly unemployed residents			
Working in partnership with LEPs, DWP, Staffordshire County Council to proactively respond to redundancy announcements	✓	✓	✓
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	✓		
4. Increasing skills levels and access to employment opportunities			
Roll out of Digital Skills Academy courses in District by South Staffs College		✓	
Engagement with expanding and new employers to assist with local recruitment initiatives	✓	✓	✓
By working in Partnership give people the skills they need to support the growth of the low carbon economy			✓
5. Ensure sufficient supply of employment land and workspace for small businesses			
Explore feasibility of encouraging more managed workspace in the District	✓	✓	
Employment land allocations to meet employment needs to 2038 in emerging Local Plan: Minimum 44 ha employment land requirement (EDNA refresh 2020)		✓	

1.2 Reshaping our town centres

Projects and Actions	2021-22	2022-23	2023-24
1. Identify external funding / investment opportunities			
Identify external funding opportunities	✓		
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	✓	✓	✓
2. Regeneration / reshaping of Cannock Town Centre			
Cannock Town Centre Prospectus <ul style="list-style-type: none"> Engagement with private sector securing investment for identified Cannock Prospectus sites Refresh Prospectus 	✓		✓
Land disposal at Avon Road	✓		
Business case for demolition of MSCP and Indoor Market site to Cabinet	✓		
Identify development delivery options for MSCP site		✓	
Develop a Cannock Masterplan <ul style="list-style-type: none"> Procure consultants to undertake masterplan production Present masterplan and delivery options to Cabinet 	✓	✓	
3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station			
Progress delivery of Aelfgar site to deliver new social housing	✓	✓	
Identify options for the Rugeley Market Hall and adjoining land	✓	✓	

Projects and Actions	2021-22	2022-23	2023-24
Identify options for addressing vacant units in Rugeley Town Centres	✓	✓	
4. Review the Council's car parking strategy			
Undertake parking review across the District	✓		
Develop a Car Parking Strategy		✓	

1.3 Increasing affordable housing

Projects and Actions	2021-22	2022-23	2023-24
1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent			
Hawks Green – complete development	✓		
Aelfgar Development Scheme: <ul style="list-style-type: none"> • Start on Site • Completion 	✓		✓
Chadsmoor Development – <ul style="list-style-type: none"> • Planning submission • Start on Site • Completion - date to be confirmed as project progresses 	✓	✓	
Continue to identify a pipeline of sites			✓
2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions			

Projects and Actions	2021-22	2022-23	2023-24
Emerging Local Plan will update affordable housing contributions with new viability evidence	✓	✓	
Undertake revision of affordable housing policies in line with Local Plan timetable	✓	✓	
3. Work with partners / Affordable Housing Registered Providers			
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	✓		

1.4 Well-designed communities

Projects and Actions	2021-22	2022-23	2023-24
1. Adoption of a new Local Plan for the District by the end of 2023			
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	✓	✓	
2. Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments			
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	✓		
Ensure that developments provide an increase in electric charging points / infrastructure		✓	✓
3. Support our towns and parishes to plan their neighbourhoods			
Progress current and future Neighbourhood Plans within the district.	✓	✓	✓
4. Ensure our local communities secure benefits from new developments and investment in local infrastructure			
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	✓	✓	

1.5 Clean and green recovery

Projects and Actions	2021-22	2022-23	2023-24
1. Support our clean growth ambition by encouraging green jobs and investment			
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	✓	✓	✓
2. Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions			
Work with Engie and John Taylor Multi Academy Trust to progress plans for All Through School	✓	✓	
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings	✓		
First phases of housing development – progress planning applications		✓	✓
3. Work towards developing zero carbon homes (passivhaus standard) on Council housing developments			
Aelfgar Development Scheme – undertake a design and build procurement based on passivhaus principles	✓		
Muldoon Close Scheme - undertake a design and build procurement based on passivhaus principles		✓	
4. Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation			
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5-year cyclical programme to establish and monitor 100% of stock	✓	✓	✓
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	✓	✓	✓

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
30 Year Business Plan – Develop 30-year business plan incorporating retrofit programme		✓	
Participate in a joint bid to pilot full retrofit of properties to gain an understanding of new technologies and measures required for our stock	✓	✓	✓

**Services/Functions falling within the
Economic Recovery Scrutiny Committee's remit**

Service Area	Sub Area
Economic Development	
Economic Development	<ul style="list-style-type: none"> • Economic Prosperity Strategy • Town Centre Regeneration including Car Parking Strategy • Development of McArthurGlen Designer Outlet Village • Re-development of Rugeley Power Station • Promoting the development of key investment sites • Working with partners to increase the skills of local people and reduce unemployment amongst 18-24 age groups • Engaging with local businesses; encouraging expanding businesses to employ local people; support new businesses to start and grow • Business support grants to local companies • Work with Local Enterprise Partnerships • Work with West Midlands Combined Authority
Planning Services	
Planning Policy	<ul style="list-style-type: none"> • Development of Local Plan • Conservation Area policy guidance and management plans • Administration of Community Infrastructure Levey • Neighbourhood Plans • Monitoring implementation of planning policy • Transport related issues
Development Control	<ul style="list-style-type: none"> • Planning Applications • Enforcement

Service Area	Sub Area
Building Control (Shared service with Stafford BC)	
Building Control	<ul style="list-style-type: none"> • Checking of plans and inspection of work on site • Dangerous structures • Control of demolition
Corporate Property	
Estates management	<ul style="list-style-type: none"> • Estates Section – Managing the Council’s non-residential portfolio; valuations; lettings; lease management; rent reviews; disposals; acquisitions; rent recovery; development of appraisals
Building Maintenance	<ul style="list-style-type: none"> • Maintenance Section – day to day responsive repairs; maintenance of Council owned Assets; accommodation moves; major building / refurbishments works; building compliance; management of contractors; stock condition surveys
Markets management	<ul style="list-style-type: none"> • Rugeley Market • Cannock Street Market • Prince of Wales Market
Housing	
Affordable Housing	<ul style="list-style-type: none"> • Delivery of new social housing schemes
	<ul style="list-style-type: none"> • Housing Investment Fund

DEVELOPING THE WORK PROGRAMME

Members have a key role to play in developing the work programme for the Scrutiny Committees and it is important that manageable programmes are developed. The Scrutiny Committees will need to filter potential items of work; to be selective and to prioritise.

Given the limited resources available, in particular the constraints on member and officer time, it is unrealistic to select more than a few items for intensive review. Realistically, a single committee cannot undertake more than two in-depth reviews per year.

In developing the work programme Members are encouraged to consider the following questions:

Public interest – the concerns of local people should influence the issues chosen. Things to think about include:

- Any issues raised with you when canvassing;
- Have any surveys or research undertaken by the Council identified any concerns
- is the issue an identified priority for the Council or partners

Ability to change - priority should be given to issues that the Committee can realistically influence. Think about what difference Scrutiny could make and what would happen if you did not look at this issue.

Performance: priority should be given to areas in which the Council and Partners are not performing well. You should consider, the scale of the underperformance, whether it is a one off or whether there is an ongoing issue. Has the service been flagged up in an external inspection report for poor performance?

Extent: priority should be given to issues that are relevant to all or a large part of the District

Replication: work programme must take account of what else is happening to avoid duplication or wasted effort

Work programmes should be determined at the start of each municipal year and reviewed and revised regularly. Any reviews not started or completed by the year end can be referred for consideration as part of the following year's work programme. The best advice is to start small, learn what works well and what does not and then be more ambitious. It is far easier to add items to the workload than to remove them.

Stage 1: Agree the Issue

The first step is for scrutiny members to be sure that the subject to be reviewed is significant. Undertaking in-depth reviews is resource-intensive – of member and officer resources. Investing such a high level of resources should only be undertaken for **high priority issues**. The following are criteria which could be used to ‘check’ a topic against, to ensure that it would make a worthwhile review:

- Issue identified by members as key issue (through members’ surgeries and other constituency activities);
- Performance issues within a service (e.g. significant under or overachievement of targets);
- Service considered to be important by the community (through market research, citizens’ panels and so on);
- High level of user/general public dissatisfaction with service;
- Public interest issue highlighted in local media;
- High level of budgetary commitment to policy/service area;
- Persistent financial issues e.g. significant under or overspends.
- Council corporate priority area;
- Central government priority area;
- Issue raised in Inspection Reports
- Issue referred by the Cabinet or the Audit & Governance Committee
- New government guidance or legislation.

Stage 2: Determine the nature of member involvement

The committee will need to decide how members will drive the review. There are three possible approaches to member involvement:

- The whole committee investigates the issue;
- A task and finish working group is established to drive the investigation;
- Individual or paired members drive the review.

Vital to the whole review activity is that members take full control of which policy problems and solutions are explored and how that exploration takes place. Members need to take responsibility for, and ownership of, the outputs and outcomes of reviews.

Stage 3: Scoping Exercise

There are 4 key issues to consider when scoping the review:

- What are the core questions the review is seeking to answer? (no more than 3)
- What is the purpose of the Review? (in one sentence)
- What will not be included?
- What is the timescale?

Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?

Scrutiny Review Template

Review Title
Scope of the Review / Terms of Reference
Reason(s) for Scrutiny
Membership of the Review Group
Key Tasks / Review Plan
Sources of Evidence
Timescale