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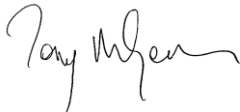
10 November, 2020

Dear Councillor,

**PROMOTING PROSPERITY SCRUTINY COMMITTEE
4.00 PM WEDNESDAY 18 NOVEMBER, 2020
TO BE HELD REMOTELY**

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:

Davis, Mrs. M.A. (Chairman)
Hewitt, P.M. (Vice-Chairman)

Bennett, C.	Stretton, Mrs. P.Z.
Dudson, A.	Sutherland, M.
Fisher, P.A.	Todd, Mrs. D.M.
Fitzgerald, Ms. A.A.	Wilkinson, Ms. C.L.
Layton, A.	Witton, P.T.
Startin, P.D.	

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 receive the Minutes of the Promoting Prosperity Scrutiny Committee held on 13 November, 2019 (*Enclosed*).

4. Covid-19 Update

The Managing Director will provide a verbal update.

5. Homelessness Charter – Motion from Council 9 September, 2020 and Housing First Project

At the Council meeting on 9 September Members considered a motion in relation to homelessness. It was resolved that:

(A) The motion and existing Homelessness and Rough Sleeping Strategy be referred to the appropriate Scrutiny Committee to develop a comprehensive and local policy that will include Members from all parties and ideas.

(B) The Council further resolves to commit to hold a stakeholder event to bring together local voluntary organisations, other local public authorities and partners to consider local issues and help deliver relevant elements of the Housing, Homelessness and Rough Sleeping Strategy.

Janet Baldasera, Strategic Housing and Tenancy Services Manager, will deal with this item and also provide an update on the Housing First Project.

(A copy of the motion is attached at Annex 1. A copy of the Homelessness and Rough Sleeping Strategy is attached at Annex 2).

6. Promoting Prosperity Priority Delivery Plan Performance Update – Q1 and Q2 2020/21

To receive the latest performance information (Item 6.1 – 6.8).

7. Covid-19 Recovery Strategy

A copy of the Council's Covid-19 Recovery Strategy, as approved by Cabinet on 15

October 2020 is attached, along with the relevant recovery action plans for the Committee's consideration (Item 7.1 – 7.26).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
PROMOTING PROSPERITY SCRUTINY COMMITTEE
WEDNESDAY 13 NOVEMBER, 2019 AT 4.00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Davis, Mrs. M.A. (Chairman)
Councillors Sutherland, M. (Vice-Chairman)

Fisher, P.A.	Todd, Mrs. D.M.
Layton, Mrs. A.	Wilkinson, Ms C.L.
Newbury, J.A.A.	Witton, P.T.

8. Apologies

Apologies for absence were received from Councillors A.S. Boucker, Ms. A.A. Fitzgerald, P.M. Hewitt and P.D. Startin along with Councillor Mrs. P.Z. Stretton who was undertaking Civic duties in Datteln.

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

No declarations of interests or party whip declarations were received.

10. Minutes

The Chairman advised that Council on 4 September, 2019 had approved some changes to the Conservative Group's membership of the Scrutiny Committees. This meant that Councillor Ms. A.A. Fitzgerald had replaced Councillor Mrs. H. Sutton on this Scrutiny Committee.

With regard to Minute 7 the Committee noted that it had been necessary to change the review topic of one of the Working Groups that had been agreed at the meeting. The Working Group would now be reviewing the Rent Arrears Recovery Procedure instead of the Housing Allocations Process.

RESOLVED:

That the minutes of the meeting held on 3 July, 2019 be approved as a correct record.

11. End of Year Promoting Prosperity Priority Delivery Plan Performance Update

Consideration was given to the Quarter 2 performance information for the Promoting Prosperity Priority Delivery Plan (PDP) (Item 4.1 – 4.10 of the Official Minutes of the Council).

The Head of Economic Prosperity and the Head of Housing and Property Services led Members through the information explaining that overall progress had been good this Quarter.

Reference was made to the vacancy rates in Cannock town centre which had risen slightly above the national rate of 12%. The Head of Economic Prosperity confirmed that high streets across the country were having a difficult time and a number of businesses had closed in Cannock in recent months. The Working Group to review Cannock town centre occupancy rates, which had been set up by the Scrutiny Committee, would be considering the reasons for the higher vacancy rates and looking at ways to assist.

The Committee noted that there were a number of factors involved in the higher vacancy rates. Retailers were facing challenging times in town centres and this was not just confined to Cannock; it was a national trend. The increase in online shopping was having an effect on town centre businesses and town centres would need to function in a different way in the future. The importance of incorporating living accommodation in any town centre improvements was noted.

With regard to employment levels the Committee noted that the slight increase since last October was not due to job losses but the changes to the way claimants were measured following the introduction of Universal Credit.

The Head of Economic Prosperity explained that producing the business case for the Cannock railway station upgrade was behind schedule due to the length of time it had taken West Midlands Railways to successfully procure a suitable consultant to develop the outline business case. A consultant had now been appointed and the Council would be working with partners to develop the business case. He confirmed that the outline business case should be completed by the end of Quarter 4 and any major upgrade to the station would not be completed before the opening of the McArthurGlen Designer Outlet next September. However, there were a number of short term cosmetic improvements to the station that could be considered before next September (these would not form part of the business case). These included improving signage and involving Community Groups to clear litter.

The Head of Economic Prosperity confirmed that the consultants would be considering a number of options when developing the business case. This would include how to make the station more accessible, how to improve the platform and develop an attractive route from the station to the Designer Outlet. The business case would look at the detail and how to fund these improvements.

The Committee noted that work on the McArthurGlen Designer Outlet was progressing well and it was on track to be completed in August 2020 and open in the September. 40 to 45% of the units had already been let to high quality retailers and it was anticipated 75 to 80% of the units would be let by the time it was open.

Members were advised that the Duke of Kent had attended the Engineering Skills Academy launch event on 24 October and they noted that the take up of courses was promising.

The Committee noted that the Economic Prosperity Strategy had been drafted and would be submitted to Cabinet in December for formal adoption. Engagement with stakeholders and Members would then commence in order to deliver the priority actions.

Officers were working through the planning application with Lichfield District Council in relation to the Rugeley Power Station site. The demolition programme was on track to be completed by the end of 2020 with the start of a 10 year build programme commencing in 2021.

The Head of Housing and Partnerships confirmed that the Council had invested £12.9m to provide additional affordable homes across the district. Negotiations were ongoing to purchase a piece of land owned by Staffordshire County Council. The Hawks Green Depot site was progressing well, 51% of the site was being released for housing and 44 new homes would be provided.

The Chairman raised concern regarding traffic in that area and sought confirmation about where the exit would be located once the new homes had been built. Officers advised that discussions with the highway authority would take place through the planning process and the County Council would be seeking to mitigate the impact of the development on the highway.

12. Cannock Town Centre Regeneration and Occupancy Rates Working Group and Rent Arrears Recovery Procedure Working Group – update from Chairs

Cannock Town Centre Regeneration and Occupancy Rates Working Group - update

In the absence of Councillor P. Hewitt, Chairman of the Working Group, the Head of Economic Prosperity provided the Committee with a verbal update on the work undertaken so far by the Cannock Town Centre Regeneration and Occupancy Rates Working Group.

He explained that the Working Group had met on 15 October and had received a presentation from Debbie Harris, the Economic Development Manager. The Working Group had indicated support for 4 areas; these included:-

- Car Parking – to consider improving the ways to pay for parking to encourage people to stay longer (i.e. pay by card, contactless and pay-by-phone), to consider whether the car parks were situated in the right place and whether the plans within the Town Centre prospectus would affect the number of

parking spaces available, and also to consider the fee structure.

- ASB/Drug Activity – the Group discussed whether this fell under their remit or that of the Community Scrutiny Committee – the Group could note the current position and issues but not explore this in detail.
- High Rents – to invite estate agents and landlords to the Working Group to understand the high rents and compare rents in other towns
- Town Centre Partnership – to invite representatives to the Working Group to understand the role of the partnership and their plans to increase footfall

The Head of Economic Prosperity confirmed that the Working Group would therefore concentrate on 3 of the issues given that the ASB/Drug Activity issue fell under the remit of the Community Scrutiny Committee. The next meeting would be held in either December or January when car parking would be discussed. Mike Edmonds, Head of Environment and Healthy Lifestyles and Joss Presland, Waste and Engineering Services Manager would be invited to attend.

A Member made reference to a question he had asked at a previous meeting regarding the number of Council houses being built in the District in comparison to the number of registered housing providers building in the District. The Head of Economic Prosperity commented that this was not discussed at the Working Group meeting but confirmed that no new dwellings had been developed in the town centre.

The Head of Housing and Partnerships referred the Councillor to the information contained in the PDP on page 4.3. This indicated that 19 new dwellings had been provided by the Council and 32 new dwellings had been provided by registered housing providers. The Head of Economic Prosperity added that there were aspirations in the Cannock Town Centre Prospectus to ensure living accommodation was provided in the town centre.

A Member sought confirmation about the plans for the shops (whose leases were up next year) and the garages at St Michaels Drive in Rugeley. The Head of Economic Prosperity confirmed that the shop leases fell under the remit of the Property Services team. He would provide information to the Member concerned outside of the meeting. With regard to the garages the Head of Housing and Partnerships advised that this site had been considered for houses 2 years ago but the proposed scheme was not cost effective. The site remains on the list of site for future potential development; however the larger sites would be considered first.

Rent Arrears Recovery Procedure Working Group - update

Councillor Mrs. M. Davis, Chair of the Working Group then referred to the Rent Arrears Recovery Procedure Review. The Group had met on one occasion and it had proved to be a positive meeting. The Head of Housing and Partnerships explained that Members had considered the information provided to them by officers that outlined the lengthy process involved in recovering rent arrears.

The Group supported the following actions:-

- Amending and streamlining the letters currently sent out, keeping them simple and referencing any help available to tenants
- Communicating with tenants via email/text messages and increasing home visits
- Consider the introduction of an In-house Debt Advisor along with the resources involved
- Investigate alternatives to the Home Contents Insurance Scheme
- Supporting the work done to promote the Discretionary Housing Payment – ensuring the allocation is spent each year

Members noted that the Working Group was due to meet again next Thursday 21 November, 2019.

RESOLVED:

That the Head of Economic Prosperity liaise with Property Services and provide further information to Councillor P.A. Fisher regarding the shops at St Michaels Drive, Rugeley.

The meeting closed at 5.00 pm.

CHAIRMAN

EXTRACT FROM COUNCIL MINUTES 9 SEPTEMBER, 2020**39. Motions Received under Council Procedure Rule 6**

- (i) Consideration was given to the following Motion, submitted in accordance with Council Procedure Rule 6, by Councillor P.E. Woodhead, Leader of the Chase Independents and Green Group:

“Homelessness Charter

This motion will complement the Homelessness and Rough Sleeping Strategy and Action Plan that was updated in October/November 2019 with regard to Rough Sleeping provision. The revised Strategy incorporates the new outreach service which is based on Housing First principles and is designed to assist entrenched rough sleepers exit homelessness permanently, ending the cycle of homelessness. It will also seek to build on the work undertaken during the Covid-19 pandemic as part of the Government’s “Everyone’s In” Programme.

Council commits to adopting the following Homelessness Charter, and notes that when it refers to those who are ‘homeless’ it includes those who are without shelter of any kind - ‘rough, or street sleepers’ as well as individuals and families who have a roof over their head but no security of tenure, such as sofa surfers and those in temporary accommodation. The terms Roofless or homeless at home are also common terms used to refer to homeless people.

Cannock Chase Council believes that everyone has the right to a warm and secure home that they can afford to live in.

The Council does, and will continue, to respect and uphold the rights of anyone who is experiencing homelessness of any kind.

The Council does not and will not contribute in any way to the harsh and inhumane conditions too often experienced by people who do not have a place to call home and commits to improving the living conditions of people who are homeless and to lessen the impact of the negative effects of homelessness.

This council believes that it is essential to re-state that every person who is experiencing homelessness is entitled to the same treatment as any other resident in the District. No one should be denied rights because they are experiencing homelessness.

To this end Cannock Chase Council will make effective the following rights where it is within its legal powers to do so: -

1. Homelessness prevention

Each person has the right to access the help and support they need, including financial planning, to avoid homelessness. All individuals have the right to access any support services to which they are eligible and meet the criteria that may help them stay in their home be it due to a mental or physical health, financial or addiction issue.

2. The Right to Housing

If a person does find themselves without a home, their most important right is to exit

homelessness. Services supporting access to appropriate housing must be accessible to all homeless people who are eligible and meet the relevant criteria for assistance.

3. The Right to Shelter

Where housing cannot be immediately provided, there must be access to decent emergency accommodation for anyone finding themselves without shelter. The Council is committed to ensuring that emergency accommodation will be sourced so that no one is forced to sleep rough.

4. The Right to Use Public Space

People who find themselves without a home will have the same right to use public space. Like all other citizens these public spaces can only be accessed for the purposes for which they are intended and in accordance with any appropriate bylaws. They have the right to move freely within it, to rest in it and expect to stay safe whilst there.

This includes, but is not limited to, access to pavements, parks, public transport and public buildings.

5. The Right to Equal Treatment

All Council employees and services uphold the right to equal treatment for all including those who find themselves homeless.

6. The Right to a Postal Address

The Council shall work with other agencies and organisations to secure that homeless people who need one have an accessible address such as an electronic address e.g. e-mail address

7. The Right to Emergency Services

The right to emergency services (where the Council has influence) – social services, health services, the police and the fire service without fear of being discriminated against because of their housing situation or their physical appearance.

8. The Right to Vote

Homeless people are entitled and able to register to vote. If they do not have a correspondence address a specific registration form is available from:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/711758/Register-to-vote-if-you-havent-got-a-fixed-or-permanent-address-England-and-Wales.pdf

This form can be made available in hard copy by the Council.

9. The Right to Data Protection

People who find themselves homeless have the right to data protection. Their data will only be shared by public and other services with their consent, or only for other lawful purposes allowed by law. People who find themselves homeless have the right to exercise control over their personal details.

10. The Right to Privacy

The right to privacy must be respected and protected to the fullest extent possible. The Council is committed to working to ensure that all emergency accommodation

provided can deliver on this right.

11. The Right to Survival Practices

The right to carry out practices necessary to survival within the law. While the Council strives for a District in which such practices are not necessary, The Council will proactively signpost those in need to specific services, voluntary support agencies and foodbanks etc. as circumstances dictate.

12. The Right to Respect for Personal Property

People who are homeless should have their belongings, including tents and sleeping bags, respected by everyone including public servants.

13. The Right to Life

The right to life requires public authorities to take measures to preserve life. If a person who is homeless dies, in each case there should be a public investigation in order to understand the causes of death, what might have prevented it and following this the Council will work with partners to put processes in place to effect any necessary change. The Council will make all reasonable efforts to trace family and friends in these circumstances.

The following amendment was moved by Councillor J.T. Kraujalis, Housing Portfolio Leader, which was duly seconded:

“That the motion and existing Homelessness and Rough Sleeping Strategy be referred to the appropriate Scrutiny Committee to develop a comprehensive and local policy that will include Members from all parties and ideas.”

A vote was then taken on the amendment, which was carried. This then became the substantive motion.

An amendment to the new substantive motion was then moved by Councillor Miss O. Lyons, Leader of the Opposition, which was duly seconded:

“That the Council further resolves to commit to hold a stakeholder event to bring together local voluntary organisations, other local public authorities and partners to consider local issues and help deliver relevant elements of the Housing, Homelessness and Rough Sleeping Strategy.”

A vote was then taken on the amendment, which was carried.

RESOLVED:

That:

- (A) The motion and existing Homelessness and Rough Sleeping Strategy be referred to the appropriate Scrutiny Committee to develop a comprehensive and local policy that will include Members from all parties and ideas.
- (B) The Council further resolves to commit to hold a stakeholder event to bring together local voluntary organisations, other local public authorities and partners to consider local issues and help deliver relevant elements of the Housing, Homelessness and Rough Sleeping Strategy.



HOUSING, HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2018-2023

Version 2.0 October 2019

Version control

Version	Changes	Approval	Date
1.0	Original	Cabinet	25 January 2018
2.0	Rough Sleeping update	Cabinet	14 November 2019

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1. Foreword

I am pleased to introduce the Cannock Chase Housing, Homelessness and Rough Sleeping Strategy 2018-2023, which covers our housing objectives and plans for the next five years.

Housing is fundamentally about people and communities, not just bricks and mortar. We want to make sure that our residents have access to high quality homes that will support them in leading happy and fulfilling lives.

The Housing, Homelessness and Rough Sleeping Strategy focuses on what we want to achieve for our residents and our housing priorities for the District. We are confident that positive changes can be made, even in these challenging times and look forward to working in partnership to achieve our shared aims.

I would like to thank all partners who have contributed to the production of this strategy.



Councillor John Kraujalis
Housing Portfolio Leader

2. Introduction

The Housing, Homelessness and Rough Sleeping Strategy sets out our plans for the improvement of housing and support needs across Cannock Chase for the next 5 years. The document has been developed in consultation with partners and follows on from the progress of the previous Housing Strategy.

The Housing, Homelessness and Rough Sleeping Strategy will:

- fully reflect the wider vision of the authority and its partners;
- reflect a clear and evidenced approach;
- provide a strong focus on how partners will deliver their commitments, including the infrastructure needed to support housing growth.

The Housing, Homelessness and Rough Sleeping Strategy contains information about the housing market, demographic issues, the needs of particular groups, priorities, achievements and actions. This document will help to deliver the strategic housing priorities for the District and sits alongside a number of Council policies including the Sustainable Community Strategy 2011-2021.

The key aims of the Strategy are:

- To increase the supply of Affordable Housing;
- To improve the maintenance and management of existing housing;
- To promote the provision of suitable accommodation, information and advice to prevent and reduce homelessness and rough sleeping.

3. Profile of Cannock Chase

Cannock Chase District is situated on the northern edge of the West Midlands conurbation and is the second smallest District in Staffordshire after Tamworth, covering a total area of 7,888 ha. Over 38% of the District is situated within the Cannock Chase Area of Outstanding Natural Beauty between Hednesford and Rugeley/Brereton. The population of the District, according to the ONS 2016 estimate, is 98,500 of which 96.5% are White British. Population estimates predict that the District population will reach 105,000 by 2037. A substantial aspect in this growth is the expansion of residents aged over 65 which is projected to increase from 17.9% of the current population to 27.4% in 2037. There are approximately 41,500 dwellings in the District, of which 69% are owner occupied, 17% are social rented and 12% are privately rented.

Many of the towns and communities in Cannock Chase developed around the industry of coal mining. Following the closure of the last remaining pit in 1993 there has been investment in the local infrastructure and the development of a broad base of new employers across sectors such as high-technology, heavy industry, distribution, services and retail. However, a legacy of the industrial heritage in the District can be seen in many social indicators such as health and unemployment, representing some of the worst levels in Staffordshire.

Life expectancy at birth in the District is significantly lower than the England average for both men and women. Healthy life expectancy is also a problem in Cannock Chase, with males and females both expected to spend significantly more time in ill or poor health compared to regional and national averages.

Health profiling also indicates that the issue of obesity remains significant amongst children and adults in the District. The Cannock Chase Locality Profile for 2016 produced by the Staffordshire Observatory found that around 29% of children aged four to five in Cannock Chase have excess weight (overweight or obese) with rates being higher than the national average. Around seven in ten adults have excess weight (either obese or overweight) which is higher than the national average. The proportion of people who are obese in Cannock Chase is also higher than the England average.

Disability Living Allowance levels in Cannock Chase exceed the rates at regional and national level. Half the wards in the District have claimant levels for DLA of around 6-8% of the working age population, above the 5% national average.

Qualification levels for the working age population in the District are substantially behind comparators, with the gap widening further up the qualifications scale. Only 12.8% of the District's population is qualified to degree level, approximately half the ratio for county and regional analysis and over 17% below the national average.

4. The Strategic context

4.1 The National Housing Policy Agenda

The **Housing and Planning Act 2016** is a major piece of legislation for the housing sector as it sets the future direction for government housing policy. New measures are set out below but the details behind these measures are not yet known and will be set out in Regulations that aren't available at the time of writing this Strategy.

- **Starter Homes**

The Government have introduced a new form of housing called "Starter Homes". The Act includes Starter Homes within a proposed amendment to the affordable housing definition. However, this is subject to further secondary legislation and an updated National Planning Policy Framework definition coming into force. They will be categorised as affordable housing and will be sold to first time buyers between the ages of 23 and 40, at 80% of their market value. After discount each starter home will cost no more than £250,000 outside London and £450,000 in London. The Government will restrict the sale and sub-letting of these properties and will set its plans out in regulations.

Local authorities have a duty to promote the supply of starter homes to support housing delivery under section 4 of the Housing and Planning Act 2016.

- **Voluntary Right to Buy for Housing Associations**

The Housing and Planning Act gives the Secretary of State the power to pay Housing Associations to compensate them for discounts provided to tenants who exercise the Right to Buy Housing Association property (funds to come from the sale of higher value Council homes – see below).

- **Forced Sale of Higher Value Council homes**

The legislation imposes a duty on local authorities to consider selling all empty homes that become vacant, which are above a certain value threshold (which will be set in Regulations). Local authorities will be required to pay a levy to Central Government which reflects the value of the empty homes above the threshold on an annual basis. The Government will deduct a sum from the value due to be paid, which reflects the administration costs, and the sum which reflects the debt portion of the property, which the local authority can keep, but the remainder has to be paid directly to Government.

UPDATE NOTE: In the Social Housing Green Paper - A new deal for social housing, August 2018 – Government confirmed that it would not bring the Higher Value Assets provisions of the Housing and Planning Act 2016 into effect,

therefore Local Authorities are not required to make a payment in respect of their vacant higher value council homes.

- **Fixed Term Tenancies**

The Government have legislated to require that almost all new tenancies granted after the passage of a date to be set out in Regulations, will be Fixed Term Tenancies. Local authorities will have to set out their proposals for the length of tenancies they will grant, and the grounds on which they will either be renewed or not.

Tenancies can be as short as two years in exceptional circumstances; and they can be as long as ten year tenancies in some circumstances (e.g. for older or disabled tenants, or for households where there is a child in full time education). More detail will be set out in the Regulations, when available.

- **Private Rented Sector**

The Government have introduced a range of measures to enable local authorities to better intervene in the Private Rented Sector. This includes the ability for local authorities to establish a database of “rogue landlords” whose contraventions of regulations has been such that they are deemed not fit to own and manage housing. Local authorities can obtain “banning orders” preventing these landlords from owning and managing housing to let.

Welfare Reform and Work Act 2016

- **Social Housing Rents**

The Welfare Reform and Work Act 2016 requires all social housing landlords to reduce their rent by 1% each year until 2020. This has meant a reduction in HRA resources of £6.1 million over the next four years and has in effect removed £75.8 million of resources from the Councils 30 year HRA Business Plan.

The Government have recently announced that social rents will rise by CPI+1% for five years after 2020.

- **Welfare Benefits**

From November 2016 the Act reduced the total amount of benefit that a household can receive – this is known as the benefit cap. The maximum amount that a single person outside Greater London can receive is £13,400 and the maximum a family can receive is £20,000.

Welfare changes from April 2017 included housing benefit for 18-21 year olds being abolished and child tax credit claims limited to two children.

4.2 Corporate Strategic Context

Corporate Plan 2018-21

At the time of writing this Strategy the Corporate Plan 2018-21 was subject to the outcome of public consultation and Cabinet/Council approval. The document is due to be published in Spring 2018 and sets out the Council's priorities and focus for the future. This means being clear about the objectives for the District through what we deliver, how we work in partnership, and what we expect from our partners in other organisations.

The priorities that were being consulted on were:

- Promoting Prosperity
- Community Wellbeing

The proposed objectives for the Promoting Prosperity priority are:

- Increasing the amount of higher skilled jobs available in the District
- More diverse town centres with improved visitor economy
- Maximising the benefits of Mill Green Designer Outlet Village
- Access to employment opportunities
- Promoting an attractive business environment

The proposed objectives for the Community Wellbeing priority are:

- Opportunities for healthy and active lifestyles
- More housing choice and quality
- Sustaining safe and secure communities
- Supporting vulnerable people and places
- Promoting attractive and healthy environments

Sustainable Community Strategy 2011-21

Since the adoption of the Sustainable Community Strategy in 2008 there have been numerous significant changes, both nationally and locally, which have led the District's Local Strategic Partnership (LSP) to review its functions and structures. This has resulted in a refresh of the Sustainable Community Strategy. The new agreed vision of the partnership is that "By 2021 Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity". The LSP also agreed upon two new overarching priorities:

- Improved Health
- Increased Economic Opportunity

Local Plan

The Local Plan will help shape the way in which the physical, economic, social and environmental characteristics of the District will change between 2006-2028. It sets local planning policy and is used to determine planning applications within the District, alongside the National Planning Policy Framework. It is also supported by Supplementary Planning Documents (SPD) where necessary to help implement policies and provide further detail and elaboration..

Local Plan (Part 1) was adopted in June 2014. This incorporates the Core Strategy which sets the strategic policies for sustainable development in the District. It has the following structure:

- District Profile – describing what Cannock Chase District was like in 2006 and identifying key issues and challenges
- Vision – anticipating what Cannock Chase District could be like in 2028 if challenges are met
- District Wide Objectives – fully justified and cross referenced to the Core Policies which will help to achieve them. The Core Strategy is ‘objectives led’ meaning that the successful implementation of Objectives will be essential in meeting the Vision
- Strategic Approach – guiding the distribution of development across Cannock Chase to help implement the Objectives
- Area Implications – giving greater detail for the main urban and rural communities
- Core Policies – to support the meeting of Objectives including levels of housing and employment growth as well as supporting infrastructure requirements and environmental protection measures
- Monitoring – setting out targets and indicators against which Objectives will be monitored

Local Plan (Part 1) also incorporates the Rugeley Town Centre Area Action Plan which is a strategy for the regeneration of Rugeley town centre and its environs. It identifies a number of ‘opportunity sites’ for development and detailed site policies to guide their delivery. There are also area wide policies on key topics e.g. a policy to help guide improvements to the public realm overall and a flood alleviation measures policy.

Site allocations and updates to strategy are to be provided either through Local Plan Part 2 or via a Local Plan review. The most up to date position can be found in the latest Local Development Scheme, which contains the work programme for the Local Plan. This can be viewed at www.cannockchasedc.gov.uk/planningpolicy.

5. Cannock Chase housing, homelessness and rough sleeping context

The 2012 Strategic Housing Market Assessment (SHMA) conducted for Cannock Chase identified an affordable housing requirement of 197 homes per annum, which equates to over 70% of the total identified housing requirement of 250-280 dwellings of all tenures in the same report. This clearly demonstrates the current shortfall of affordable housing in the District. The Government's proposed standardised approach to calculating local housing need was part of the consultation proposals for 'Planning for the right homes in the right places' and increased the Districts overall housing need to 295 dwellings per annum. At the time of writing this Strategy the outcome of the consultation process was not known.

The SHMA also identifies the shortfall in property sizes and the most acute need is for two bedroom dwellings. The Council's housing register shows a high demand for both 1 and 2 bedroom accommodation and in light of the social sector size criteria (bedroom tax), the demand on the Council's existing stock of smaller properties is even more pressured.

Home ownership in the District has decreased from 74% in 2001 down to 69% in 2011, according to Census data. There is an appetite for homeownership however affordability is an obstacle for many people in Cannock Chase due to the relatively low levels of income.

According to the 2016 Annual Survey of Hours and Earning (provisional results) the average annual income is £25,225, which is below regional and national averages. The average house price of £165,421 for Q2 2017 measured against the annual income is 6.6 times the amount typically earned. Banks have traditionally offered mortgages at around 4 times annual salary, more detailed affordability assessments are currently made by banks but they are typically lending at no more than 5 times annual salary for individuals and 3-4 times for couple/household salaries. Therefore a house price of £165,421 would require an individual annual income of £33k and around £47k for a couple/household, well above current average income figures for the District, which illustrates the affordability issues experienced by a large proportion of residents in Cannock Chase.

Levels of Private Renting in the District have risen significantly in the last 10-15 years, from 5% in 2001 and more than doubling to 11% in 2011, with this trend continuing to date. As a result of increasing unaffordability of homeownership, lack of supply of new homes to the market and a dwindling social rented sector, more and more households are turning to the private rented sector.

One of the Council's priorities is the maintenance of our housing stock. The Government set the target of achieving decent homes standard for social housing

stock by 2010, the Council achieved this and has maintained the total stock to the standard ever since. The Council's HRA Capital Budget delivers six major improvement programmes to maintain the standard. The six improvement programmes are listed in the table below alongside the 2016/17 performance and targets for 2017/18:

Key Task Area	Performance 2016/17	Target 2017/18
Replacement kitchens	54	60
Replacement bathrooms	310	260
Electrical upgrading	677	600
Gas Central Heating upgrades	321	275
External Envelope	710	635
Double Glazing	1146	525

Fuel poverty in the District has decreased in recent years, from 11.1% in 2012 down to 9.1% in 2014 (latest figures available). Cannock Chase does have one of the lowest levels in the West Midlands, but no one wants to see households struggling to keep warm and being unable to pay their utility bills.

Since the formulation of the last strategy, there have been two extra care schemes that have completed in the District – Vine Court in Bridgtown, Cannock, managed by South Staffordshire Housing Association; and Chasewood, off Longford Road, Cannock, managed by Wrekin Housing Trust. The Council work with the County Council to try to enable further extra care schemes in the District on appropriate sites where there is demand. Bromford have also delivered a 14 unit supported housing scheme (MyPlace) in Rugeley for people with learning disabilities.

Homelessness is a complex issue with no easy solution. Homeless people have extremely diverse needs and the available services need to be able to meet these needs. Prevention work plays a crucial part in tackling homelessness and should be the primary focus of present and future initiatives.

The major issues highlighted by the Homelessness Review 2016 were:

- **Shortage of affordable housing** – well documented issue, annual need calculated as 197 additional units.
- **Level of domestic violence and violence generally causing homelessness** – level of homelessness applications and acceptances during the past few years has remained high due to domestic violence. Again, the economic climate could create a more pressured home environment for some households with the level of domestic violence and violence increasing as a result;
- **Accommodation and support provision** – the continued and now complete removal of Supporting People funding has meant the closure of a number of services and put pressure on the few services that are able to

continue providing housing and homelessness related accommodation and support.

- **Young persons with housing need, particularly single homeless** – At any given time there are usually around 60-80 young people (under 25) that have live applications with Cannock Chase Housing who need accommodation in the District. There are also a number of vulnerable young people in the District, who have approached other agencies. Accommodation provision for young single homeless is very limited, with shortages in the provision of move on accommodation and support and a shortage of private rented stock of one bed/studio units and shared houses.

The Review also identified the following gaps in provision:

- **Move-on accommodation** – There are a number of young people who have entered supported housing and become ready to live independently only to find their route is blocked by the lack of move-on accommodation and support. There are a lack of accommodation options as well as limited tenancy support schemes (such as a specialist vulnerable young persons support scheme);
- **Accommodation provision for single homeless** – There are very few temporary accommodation options in the District, with no direct access accommodation in the District and only Rugeley Foyer offering temporary accommodation for young single homeless people.

The following were identified by the Review as potential issues as a result of recent policy announcements:

- New homelessness statutory duties arising from the Homelessness Reduction Act that will remove priority need categories. LA's may be required to provide everyone with 'meaningful support' rather than those just in priority need. This could have significant resource implications.
- Landlords further reducing the private rented supply for households claiming benefits as Universal Credit comes into force as they may not want to risk tenants not paying their rent, also further regulations and less attractive tax relief allowances laid down by Government which could put off would be landlords and force current landlords to reduce their portfolios.
- Households who depend on benefit payments could face affordability difficulties in light of the benefit cap (total amount of benefits they are able to claim) being reduced to £20k per annum.

Rough sleeping is the most visible form of homelessness and in Cannock Chase it is a relatively small occurrence. The estimate of rough sleeping in the District, required annually by Government, found 4 people rough sleeping on a given

night in November 2016. It has traditionally remained at this level for a decade. The proactive work of the Housing Options team endeavours to keep the level of homelessness and rough sleeping at a comparably low level.

The last estimate in the District found two people believed to be rough sleeping on the given night in November 2018.

The Homelessness Reduction Act places a new duty (from April 2018) on local authorities to help prevent the homelessness of all families and single people, regardless of priority need, who are eligible for assistance and threatened with homelessness.

Key measures in the Act include:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days, and clarification of the action an authority should take when someone applies for assistance having been served with a section 8 (1) or section 21 (2) notice. These provisions represent a shift in focus to early intervention, and aim to encourage local housing authorities to act quickly and proactively, addressing some concerns that some previously only intervened at crisis point.
- A new duty to prevent homelessness for *all* eligible applicants threatened with homelessness, regardless of priority need. This extends the help available to people not in priority need, with local housing authorities supporting them to either stay in their accommodation or help them find somewhere to live and should mean fewer households reach a crisis situation.
- A new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice. Those who have a priority need will be provided with interim accommodation whilst the Local Housing Authority carries out the reasonable steps.
- A new duty on public services to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless. It is hoped that this measure will ensure that a person's housing situation is considered when they come into contact with wider public services, and encourage public services to build strong relationships based on local need and circumstances.

Rough Sleeping – Update

In March 2018 MHCLG published their Rough Sleeping Strategy which set out plans to halve rough sleeping by 2022 and end it by 2027. The Strategy includes a range of commitments, intended both to help those who are sleeping on our

streets or currently at risk of doing so, and to lay the foundations for a system focused on prevention, early intervention, and a rapid rehousing approach to recovery.

Alongside the Strategy in March 2018, MHCLG announced the **Rough Sleeping Initiative**. Funding allocations totalling £30 million across 83 local authority areas were announced in June 2018, and a specialist team have been working closely with the areas to recruit staff, procure bed spaces and mobilise projects. In September MHCLG announced further funding for 2019-20 for these areas, setting aside £11 million to work with other areas in England. Overall, this will provide an additional £45 million of investment. The Rough Sleeping Initiative will fund over 500 new roles this year across the 83 areas, including rough sleeping coordinators, outreach workers and support workers, all working tirelessly to support people away from the streets and into recovery.

As part of the Rough Sleeping Initiative work, MCHLG launched further funding of up to £5 million to support local authorities and their partners to provide swift, bespoke interventions to rough sleepers in their area, as well as enhancement of existing services. The **Cold Weather Fund** particularly focused on the people who sleep rough who were unlikely to take up interventions that winter, either because services did not exist, or where there were barriers to individuals accessing or sustaining existing options.

It was recognised there was a gap in provision within the District and from late January 2019 to the end of September 2019, P3 were employed to provide a rough sleeper outreach service in the District. During this time P3 engaged with approximately 20 clients who were found on the streets or other hotspot areas and were suspected of sleeping rough.

P3 responded to reports of rough sleeping by offering assessment and solutions to support people found to be rough sleeping off the streets as quickly and sustainably as possible. P3 visited known hotspot areas and followed up existing referral cases working with each person to build a relationship, provide choices and options and encourage engagement. The help included assistance with accommodation, and also support to access drug and alcohol treatment, healthcare, assistance with benefits, reconnection to their local area/country.

A successful grant application was made to the Cold Weather Fund with a total of £5k received in 2018/19 and which has enabled the extension of the outreach service to Autumn 2019.

In the Rough Sleeping Strategy, MCHLG announced their intention to put in place structures to ensure local authorities and partners can prevent and quickly respond to rough sleeping in the longer term, through a rapid rehousing approach. This included funding for expert navigators who will support people

who sleep rough on their journey from the streets to settled accommodation; piloting new Somewhere Safe to Stay hubs in locations across the country, which will provide rapid assessment and support to people who are already, or at risk of, sleeping rough; funding to support the establishment of Local Lettings Agencies to source, identify or provide homes and advice for those who are homeless or at risk of homelessness; and funding for a new Supported Lettings programme, which will provide support funding to help individuals with low to medium support needs to maintain their accommodation and recover from sleeping rough. These four programmes, taken together, form the **Rapid Rehousing Pathway** programme. MHCLG invited expressions of interest from local authorities who wished to be early adopters of pathway funding in October 2018 and invited further bids in 2019.

Cannock Chase District Council and Lichfield District Council worked together to submit bids for the Rough Sleeping Initiative and the Rapid Rehousing Pathway Programme monies, the Councils were successful in receiving monies for use in 2019/20 and were awarded:

- Rapid Rehousing Pathway: £109,500
- RSI (Rough Sleeping Initiative) £50,000

Cannock Chase District Council and Lichfield District Council have appointed Spring Housing to deliver a Homelessness and Rough Sleeping Pathway to provide a homelessness pathway for entrenched rough sleepers. The contract commenced on 1 September 2019. It is envisaged that this pathway will contribute to a reduction in rough sleeping and repeat homelessness in both Districts by the end of 2020. This project will also contribute to both Councils' Housing and Homelessness Strategies.

In addition to the Central Government Grants the joint Homelessness and Rough Sleeping Pathway project is supported by resources from the FHSG (Flexible Homelessness Support Grant) and the Homelessness Reduction Act (HRA) New Burdens funding also awarded by MHCLG.

Spring Housing will develop the service in both Districts to provide services to entrenched rough sleepers with multiple and complex needs. Spring Housing will deliver a dedicated housing pathway for those individuals who are in need of accommodation. The pathway will include a seamless service provision from assertive street outreach, including engagement and assessment of need through to rapid rehousing options with ongoing support if required.

To bolster the provision of accommodation in both areas for these individuals, Spring Housing will procure and maintain at least five units of Housing First accommodation in both Districts at any one time (ten units in total). It is expected that this will be from the private rented sector. However, due to the size and availability of private rented properties within the Cannock Chase District, and whilst an approach will also be made to Registered Providers to assist in the

provision of suitable accommodation, it may be necessary to make available suitable Council accommodation.

The Homelessness and Rough Sleeping Pathway contract will be for a term of two years, with the possibility of two one-year extensions subject to the performance of Spring Housing and the availability of funding, solely at the discretion of CCDC and LDC.

6. Objective 1: Increase the supply of affordable housing

New homes are an essential element of economic growth, bringing in additional funding through community infrastructure levy, increased council tax receipts and job opportunities. The Government have stated that there is a need for 225,000 to 275,000 or more homes per year to keep up with population growth and to begin to tackle years of under supply.

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. Cannock Chase Council want 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 but cannot afford the private market.

The Council works proactively with Registered Providers to secure the delivery of affordable homes through planning gain and also has a programme to deliver 104 new Council homes. 65 homes will be delivered on the Moss Road re-development scheme and 39 homes on 11 former Council owned garage sites in the District.

Our Registered Provider partners have delivered 154 affordable homes for either rent or shared ownership since 2014/15.

Objective 1: Action Plan

- Ensure that housing schemes of more than 15 dwellings include 20% affordable housing and sites of 11 to 14 units make a financial contribution towards affordable housing provision in the District.

Resources: Officer time

Officer: Housing Strategy and Service Improvement Team Leader

- Monitor to completion the 39 units of affordable housing for rent on 11 Council owned sites.
Resources: GBSLEP / HCA / HRA / Officer time
Officer: Housing Strategy and Service Improvement Team Leader / Housing Strategy Officer
- Update evidence base on local housing need/affordability when the Government finalise their standardised approach to assessing housing requirements.
Resources: Officer time / General Fund
Officer: Housing Strategy and Service Improvement Team Leader / Planning Policy Manager / Principal Planning Policy Officer
- Assess Council owned land, including garage sites, for housing development potential or sale.
Resources: Officer time
Officer: Housing Property Services Officer
- Assess the implications of the proposed new definition of affordable housing to include a range of low cost housing opportunities when finalised via NPPF.
Resources: Officer time / General Fund
Officer: Housing Strategy and Service Improvement Team Leader / Planning Policy Manager / Principal Planning Policy Officer
- Assess the implications for the District of the Government proposals to amend the NPPF to introduce a policy expectation that housing sites will deliver a minimum of 10% affordable home ownership units.
Resources: Officer time / General Fund
Officer: Housing Strategy and Service Improvement Team Leader / Planning Policy Manager / Principal Planning Policy Officer
- Continue to source potential solutions / funding to provide housing on the Hawks Green Depot site.
Resources: Potential HCA funding / officer time
Officer: Housing Strategy and Service Improvement Team Leader
- Continue to work with our Registered Provider partners and the Homes and Communities Agency to maximise affordable housing delivery in the District.
Resources: HCA / Officer time
Officer: Housing Strategy and Service Improvement Team Leader
- Continue to work with Staffordshire County Council to enable further provision of extra care accommodation across the District.
Resources: Officer time

Officer: Housing Strategy and Service Improvement Team Leader

- That an options appraisal be undertaken to increase social housing based upon the housing needs of the district and land availability as part of a £12million capital investment programme.

Resources: HRA / Officer time

Officer: Head of Housing and Partnerships

7. Objective 2: To improve the maintenance and management of existing housing

While the Council has most direct control over the quality and management of its own homes, it is also committed to doing all it can to promote and enforce higher standards for homes of all tenures. In particular there are issues with the quality of some private rented homes in the District, where some landlords are failing to adhere to statutory standards and tenants are living in unfit and potentially dangerous conditions. We need more private rented homes, but we also need existing and new private rented homes to be the right quality. For both social and private sector homes, we also need to ensure appropriately adapted homes are available that meet the needs of physically disabled people.

Objective 2: Action Plan

- Complete the redevelopment of the Moss Road estate, including open space and play areas, and environmental improvement works.
Resource: HCA / HRA / Officer time
Officer: Housing Strategy Officer
- Improve and maintain the quality of homes owned by the Council by implementing the HRA capital programmes, including replacement kitchens, replacement bathrooms, electrical upgrading, gas central Heating upgrades and external envelope works.
Resource: HRA / officer time
Officer: Housing Property Services Manager
- Fundamental review of the Council's 30-year Housing Revenue Account Business Plan to reassess the impact of the 4-year 1% rent reduction and revised Government rent setting policy of CPI+1%
Resource: Officer time
Officer: Head of Housing and Partnerships
- Improve the quality and reliability of homes in the private rented sector through the work of the Council's Private Sector Housing Team, including:

enforcement action to maintain satisfactory standards in private residential properties; inspections and action under the Housing Health and Safety Rating System (HHSRS); enforcement action on residential drainage; managing the Disabled Facilities Grant - to adapt homes to allow people to stay in them; managing the Council's assistance to private owners to undertake urgent repairs; home security measures to vulnerable people; and dealing with empty properties in the district and bringing them back into use.

Resource: General Fund / CLG via Staffordshire County Council Better Care Fund / Officer time

Officer: Environmental Protection Manager

- Make the best use of existing homes through adaptations to Council properties. Where possible we follow up referrals from Social Care and Health to provide effective long-term solutions to tenants housing requirements taking into account their individual circumstances.

Resource: HRA / Officer time

Officer: Housing Property Services Manager

- Introduce and implement Neighbourhood Plans for the three neighbourhood areas.

Resource: Officer time

Officer: Estate Management Team Leader

8. Objective 3: To promote the provision of suitable accommodation, services, information and advice to prevent and reduce homelessness and rough sleeping.

The Council engages in many activities with partners to reduce and prevent homelessness including debt and financial advice. The general year on year trend for the number of people accepted as homeless and in priority need does fluctuate but has decreased. In 2016/17 there were 38 households accepted as homeless in priority need, which had increased from the previous year (2015/16) of 19 but has come down from 51 at the time of the last strategy in 2010/11. 'Loss of rented accommodation' followed by 'Violent Breakdown in Relationship involving partner' are the two most common reasons for homelessness in the past four years.

Objective 3: Action Plan

- Provide effective housing advice to those threatened with homelessness to sustain their existing accommodation if at all possible.

Resource: CLG / Officer time

Officer: Housing Options team

- Continue to build relationships with local landlords via the Landlords Forum and offer a range of packages and incentives to enable households to move into or remain in the private rented sector.
Resource: CLG & Homelessness Prevention Funds / Officer time
Officer: Housing Options Team Leader
- Develop a 'Difficult' to Let Policy and introduce a scheme for hard to let flats to accommodate single people in the District aged under 35.
Resource: Council accommodation / Officer time / Registered Provider
Officer: Housing Strategy and Service Improvement Team Leader
- Implement the requirements of the Homelessness Reduction Act.
Resource: CLG / Officer time
Officer: Housing Options team
- Proactively work with other local authorities to pursue government bids for funding.
Resource: Officer time
Officer: Housing Options Team Leader
- Establish joint working protocols with hospitals/prisons etc. to ensure an effective and efficient referral process.
Resource: Officer time
Officer: Housing Options Team Leader
- Ensure that Discretionary Housing Payment use is maximised to prevent homelessness.
Resource: DHP / Officer time
Officer: Housing Options / Housing Benefits
- Ensure the Council's Allocations Policy is regularly reviewed to make the best use of the Council's housing stock and housing those in greatest housing need:
Resource: Officer time
Officer: Strategic Housing and Tenancy Services Manager
- Continue to develop Tenancy Sustainment Services for prospective new Council tenants and homelessness applicants to ensure tenancies are maintained in the long-term.
Resource: CLG / Officer time
Officer: Strategic Housing and Tenancy Services Manager

- That an Action Plan is implemented to maximise the use of the New Burdens and Flexible Homelessness Support Grant funding for Homelessness Services and Prevention Support Work.
Resource: CLG / Officer time
Officer: Housing Options Team Leader
- Continue to deliver the Severe Weather Accommodation Protocol (SWEP) to provide temporary accommodation to rough sleepers during periods of severe weather.
Resource: Homelessness Prevention Funds
Officer: Housing Options Team Leader
- Manage delivery of a Rough Sleeper Outreach Service to bridge the gap in provision before a Homelessness and Rough Sleeping Pathway and Housing First accommodation project is implemented.
Resource: MHCLG Cold Weather Fund & Homelessness Prevention Funds / Officer time / Support Provider
Officer: Housing Strategy Officer / Housing Options Team Leader
- In partnership with Lichfield District Council, develop the Homelessness and Rough Sleeping Pathway and Housing First accommodation project in the two districts.
Resource: New Burdens & Flexible Homelessness Grant Funding and MHCLG Rough Sleeper Initiative Fund / Officer time / Support Provider
Officer: Strategic Housing and Tenancy Services Manager / Housing Options Team Leader

9. Contact

Strategic Housing
Civic Centre,
Beecroft Road,
PO Box 28,
Cannock,
Staffordshire,
WS11 1BG.

Telephone: 01543 462621

Fax: 01543 464211

Email: strategichousing@cannockchasedc.gov.uk

আপনি অনুরোধ জানালে এই কাগজপত্রগুলোর বাংলা অনুবাদের ব্যবস্থা করা যেতে পারে।

如有要求的話我們可將此文件翻譯成中文

વિનંતી કરવાથી તમને આ દસ્તાવેજ તમારી માતૃભાષામાં મળી શકે છે.





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یہ دستاویز آپ کی زبان میں، گزارش پر دستیاب کی جاسکتی ہے۔

Ten document jest dostępny na żądanie w twoim języku

This document can be provided in braille, on audio cassette tape/disk, **Large print** and in other languages on request to Cannock Chase Council on 01543 462621.

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			
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 $\frac{3}{4}$ (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 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	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				X
	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

Cannock Chase District Council

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

COVID-19 Recovery Road Map and Strategy

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

Appendix 1 – Response and Recovery Roadmap Diagram

Appendix 2 – Financial Recovery Action Plan

Appendix 3 – Economic Recovery Action Plan

Appendix 4 – Community Recovery Action Plan

Appendix 5 – Organisational Recovery Action Plan

Appendix 6 – Dashboard of Indicators

1. Introduction

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

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

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

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

2. Objectives

The Council's Strategy for Recovery aims to:

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

3. Approach To Recovery

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

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

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

4. Planning for Response and Recovery

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

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

The movement through each Phase will be dependant upon gathering and evaluating information to determine the impact of Covid 19 and interventions required. This will be particularly important for the Reshaping phase. The Council is now effectively in the Restoration Stage nevertheless the Council must be in a position to move back into Response as the need arises.

A diagram illustrating the Response and Recovery stages can be found at Appendix 1.

(i) Response

This stage covers the immediate response to the pandemic and any subsequent waves either nationally or locally. The driver being to maintain the delivery of essential services, whilst protecting the community and our employees.

Timeline – short term - ongoing.

(ii) Restore

This focusses on restoration of the Council's services that had to be suspended or reduced at the outset of the lockdown. It also includes supporting the local economy / businesses to re-open. This phase is particularly time sensitive and often necessitates a prompt response to Government announcements.

Timeline – short to medium term – this will largely be determined by the Government's Roadmap / announcements to lift restrictions.

(iii) Reshape

The pandemic provides an opportunity to look differently at our local community, to build on the volunteering and community spirit that has been evident over the last few months. The impact of lockdown on the local economy will present a challenge and the need to re-think the Economic Prosperity Strategy and the plans for our town centres.

There will also be a need to re-think the services that the Council provide and the way that they are provided; this will be driven by both the Council's finances and the increasing use of technology and the move to homeworking that has been adopted over the last few months. This will take some time to plan and develop and will require a greater understanding of the impact that the pandemic has had.

Timeline – medium to longer term. Much of this work will be included in the new Corporate Plan but planning for this will take place over the next few months.

These three stages will overlap. The ability to "Respond" will continue for some time yet, alongside the restoration of services. Planning for the future and the reshaping of the community, the local economy and our services is in its infancy. It is important to note that we may need to move backwards between the stages if the Country enters a national lockdown again or if a lockdown comes into effect due to a local outbreak.

The gathering of data, engaging with our community and local businesses to understand the impact that the pandemic has had will be essential. It will inform both the restoration and reshaping phases of recovery. We will need to reflect on our plans at regular intervals, to check our direction of travel and adapt where necessary. This will be particularly important in the event of a second wave of the pandemic. An important element of this work, will be the development of a dashboard of indicators to monitor changes over the coming months in key areas. The Dashboard will attempt to provide local and national evidence of the impact of COVID-19 on the vulnerable, Businesses, Town Centres , Services and the wider economy and to unemployment levels.

Funding and the Council's finances will be central throughout the Council's response and recovery. Whilst the Council has received some funding from the Government to offset the loss of income during lockdown, it is still anticipated that there will be significant shortfall in the current year and uncertainty lies ahead. There will be opportunities to bid for funding to support specific projects but there will also be a need to look at the Council's costs and ongoing revenue commitments.

5. The Council's 4 Work Streams for Recovery

The Council has identified 4 work streams that will form the basis of our recovery strategy for the District:

1. Financial
2. The Economy;
3. The Community; and
4. The Council (Organisational)

As with the three stages of response and recovery, these four work streams will interlink and overlap.

(i) Financial Recovery

The Council's Medium Term Financial Strategy will need to be reviewed. Aside from additional funding received to support the local response to the pandemic, It is unknown at this time what the Government's plans are regarding local government funding in the short to medium term. Funding for 2020/21 effectively only deals with the loss of income however the Council is expected to meet the first 5% of income loss and 25% of the loss thereafter. In relation to 2021/22 and future years greater uncertainty exists. Whereas the review of Fair Funding and implementation of 75% Business Rates will not now take place in 2021/22, other details of the 2021/22 settlement are not known. In particular the Government are considering the treatment of Business Rates growth to date and no news is available about the replacement of the New Homes Bonus (Housing Growth) incentive scheme.

The financial impact of COVID-19 is likely to be ongoing and 2021/22 is likely to bear the brunt of this with the loss of income, including our leisure partner, from sales fees and charges expected to be material. An interim financial strategy is likely to be required for 2020-21 to 2021-22 pending a medium term strategy that reflects the ongoing impact of COVID 19 and the new funding regime being developed for local Government.

(ii) Economic Recovery

It is anticipated that the economic impact of the COVID-19 pandemic will be significant. Figures released by the Office for National Statistics (ONS) showed that the UK Gross Domestic Product (GDP) was estimated to have fallen by a record 20.4% in Quarter 2 (April to June) 2020, marking the second consecutive quarterly decline after it fell by 2.2% in Quarter 1 (January to March) 2020. This means the UK economy is now in recession and there is considerable uncertainty as to how quickly the economy will recover following the easing of lockdown restrictions over the summer. The District's economy has been adversely impacted by the recession, with unemployment increasing significantly. Unemployment is expected to increase further once the Government's Coronavirus Job Retention scheme (furlough) closes at the end of October.

It is highly likely that the pandemic will have a significant impact on key sectors within Cannock Chase, but at present it is not fully known if these impacts will be short term or lead to longer term structural change. These sectors include retail/wholesale, tourism/hospitality, transportation and storage, construction and manufacturing. Furthermore, the District has a large percentage (98%) of small businesses (with less than 50 employees) and these businesses are particularly vulnerable at this time.

One of the key actions will be to review and refresh the Council's Economic Prosperity Strategy, which was only approved by in January 2020, to ensure that 'economic recovery' is included as a key objective/priority. Resources that have been allocated to the Strategy may need to be reviewed/re-allocated to ensure that they are directed to recovery.

The Council will work closely with the LEPs, West Midlands Combined Authority and other key partners to ensure that its recovery framework is strategically aligned and to lobby for Government investment to support the region to rebuild its economy.

(iii) Community Recovery

Building and restoring confidence of the community as a result of the impact of the pandemic on their day to day lives will be essential over the coming months. This work stream will include the practicalities of dealing with the impact that COVID-19 has had on the community e.g. loss of life, increases in Anti-Social Behaviour (ASB), domestic violence. There is also an opportunity to build on the positive elements that have emerged in terms of volunteering and community spirit.

(iv) Organisational Recovery

The pandemic has also had a significant impact on the Council as an organisation, both in terms of its delivery of services to the community and with regards to employees and Members.

The Council has and continues to face a number of changes and challenges in the return to “normal” operations. The main focus has been on planning for the restoration of services and dealing with backlogs of work that have accumulated for those services that had to be partially or fully suspended. This is still ongoing as lockdown has been gradually released and this is particularly relevant to the recovery arrangements of our key contractors such as IHL who deliver services to the wider community.

The move to homeworking as lockdown came into effect is being reviewed and arrangements are being put into place to allow employees to be able to work from Council sites, as necessary and in accordance with social distancing requirements. Suitable arrangements are also being put in place to allow customers to have face to face access to services in a safe environment.

Consideration will need to be given to what a return to “normal” will be moving forward; it is likely that a “new normal” will emerge. We will need to identify the changes we have made over recent months that have worked well for the Council and our Customers and we would like to keep. Further work will need to be done to embed and improve these. There is also an opportunity alongside this to consider what other changes we might want to make. .

6. Action Plans

A high level action plan has been prepared for each of the four work streams split over the 3 stages of response and recovery.

The action plans contain a “Priority RAG Rating” for each action; this gives an indication as to the strategic importance of the actions and their contribution to the delivery of the roadmap and the future of the Council/District. The criteria is:

- Red – High priority, very time sensitive (needs to be completed for a specific deadline or affects deadline for other activities)
- Amber – Medium priority, timetable in place to meet deadline but no immediate urgency
- Green – Low priority.

Financial Recovery Plan – Appendix 2

Economic Recovery Plan – Appendix 3

Community Recovery Plan – Appendix 4

Organisation Recovery Plan – Appendix 5

Each work stream will develop its own detailed action plans as recovery work develops but the high level action plans will be the ones that will be used to report on progress.

7. Dashboard of Indicators

Each work stream has a suite of indicators that will aim to measure our performance and the impact that COVID-19 is having on the District. The indicators have been consolidated to form a dashboard that will be monitored, reported on and monitored regularly. The dashboard is given at Appendix 6.

8. Key Projects

In addition to the specific work on response and recovery, the Council has a number of key projects which were planned for before the pandemic and these are set out in the Priority Delivery Plans (PDPs) for 2020/21. The key ones which are critical to the future recovery of the Council and the District are:

- Opening of McArthurGlen Designer Outlet West Midlands
- Rugeley Power Station
- Cannock Town Centre regeneration
- Waste Management Strategy/Contracts
- IHL Contract
- Hawks Green Rationalisation Works
- Hawks Green Housing Development
- Aelfgar Housing Development - Rugeley
- Chadsmoor Housing Development
- Development of a new cemetery

Performance in delivering these projects will continue to be monitored via the performance management arrangements for the PDPs but will also be factored in to aspects of the Recovery Strategy where appropriate, in particular the Financial Recovery work planning.

9. Governance Arrangements

A Recovery Overview Board has been established to oversee Recovery and comprises:

- The Leader of the Council;
- The Deputy Leader;
- The Group Leaders; and
- The Cabinet Members for Economic Development & Planning, Health & Wellbeing and Environment & Climate Change
- The Managing Director
- Heads of Service/Work Stream Leads

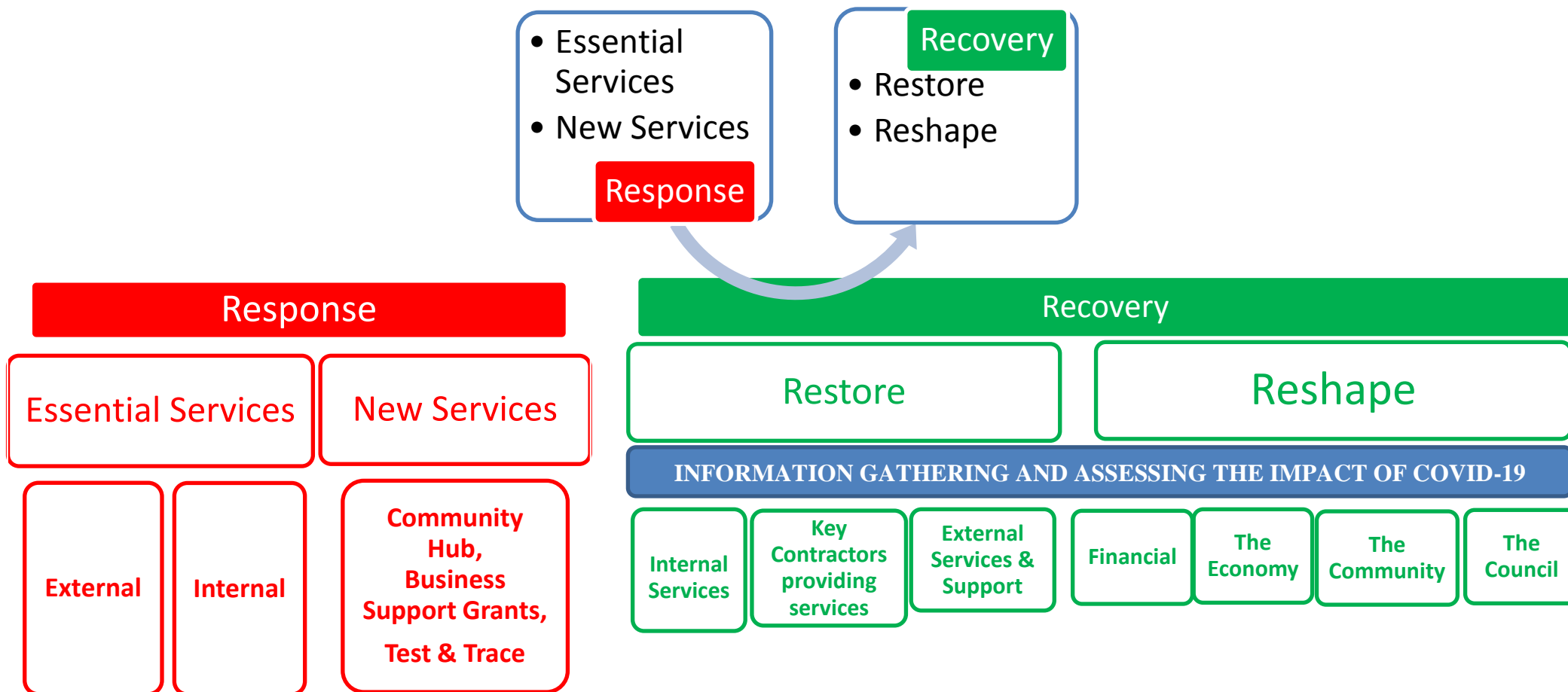
Key decisions are referred to Cabinet and/or Council for approval in accordance with the requirements of the Constitution.

The Corporate Scrutiny Committee will take the lead on scrutiny of the Council's response and recovery plans.

The 4 work streams will each be led by a Head of Service:

- Financial Recovery – Head of Finance
- Economic Recovery – Head of Economic Prosperity
- Community Recovery – Head of Housing and Partnerships
- Organisational Recovery – Head of Governance and Corporate Services

COVID-19 Response and Recovery Roadmap



ITEM NO. 7.

THE ECONOMY - RECOVERY ACTION PLAN

Phase 1 - Response

- Administration and payment of Business Grants
- Administration and payment of Discretionary Grants
- Administration of Business Rates Holiday relief
- Suspending recovery of Business Rates Arrears
- Signposting businesses to other funding support initiatives

Gather information and determine the Impact of COVID-19 to inform Phases 2 and 3

Phase 2 – Restoration

- Supporting local business in resuming their business activities– advice from Food Safety & Licensing Officers and Economic Development teams
- Working with businesses to ensure that they are COVID-19 secure – management of outbreaks in business premises through Local Outbreak Control response
- Work in town centres – social distancing signage, management of queueing, operation of markets, street cleansing and cleaning of bus stations
- Determine Impact of COVID-19 – now and into the future – depending on future spikes in COVID-19 cases
- Monitor key business indicators for the District

Phase 3 – Reshaping

- Long term reshaping of the District's economy
- Working in partnership to get unemployed residents back into work or training opportunities
- Review of Economic Prosperity Strategy in light of changing economic conditions
- Review of regeneration plans for Cannock Town Centre
- Identifying opportunities to reshape and transform the District's economy
- Accelerating the 'clean growth' agenda and creating new green jobs

ECONOMIC RECOVERY - ACTION PLAN

Outcomes Required:

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

COVID-19 Impacts:

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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.	Completed
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.	Completed

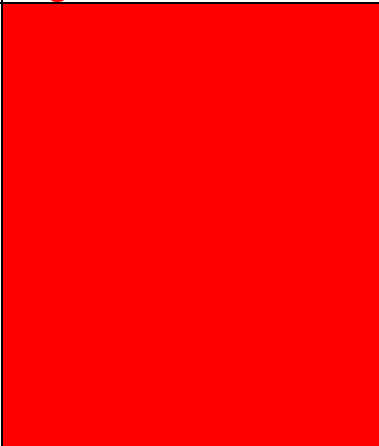

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 2 – Restore				
Town Centre and High Streets				
Economic	Support the town centres to re-open and adapt to the Governments COVID-19 Secure guidance. <ul style="list-style-type: none"> • Street market • Non essential • Hospitality 	Economic Development Manager	Re-opened on 19 th June Re-opened on 15 th June Hospitality industry has mainly re-opened in line with Government guidance.	Completed Completed
Economic	To ensure the public realm reflects Social distancing Policy and supports Town centres reopening (using Re-opening High Streets Safely Funding awarded by Government).	Economic Development Manager / Waste & Engineering Manager	Social distancing measures (posters / floor markings) in place in all town centres Measures kept under regular review.	
Economic	To support traders/shops via individual visits from Environmental Health Officers.	Food Safety & Licensing Manager Visits are on-going	COVID Secure checklists issued to traders/businesses. Many businesses have re-opened and are displaying 'COVID-19 secure' certificates in shop windows.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Economic	Identify funding and assistance available to support traders/businesses and signpost to appropriate support.	Economic Development Manager / Cannock Town Centre Partnership Officer	Mapping of COVID-19 support measures ongoing and signposting as necessary i.e. GBSLEP 'Click and Drop' initiative, Retail 'webinars', Staffordshire County Council – PPE Starter packs for micro-businesses.	
Economic	<p>Revisit proposed environmental improvements for Cannock Town Centre to assess if they are still appropriate in current climate</p> <p>(i) Improvements to street furniture and 'graffiti' art project.</p> <p>(ii) Proposed improvements to frontage of Prince of Wales Theatre under review – subject to survey.</p>	<p>Economic Development Manager / Cannock Town Centre Partnership Officer</p> <p>Complete by December 2020</p> <p>Survey complete. Findings now being investigated further – decision on how to proceed by December 2020.</p>	<p>Improvements to street furniture being progressed and 'graffiti' art project is now complete.</p> <p>Survey currently being undertaken to test fixings on frontage of theatre – this will inform whether improvements to signage / lighting can proceed and at what cost.</p>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Business Support				
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.	
Economic	Potential for targeted campaigns i.e. re-opening of town centres, tourism/hospitality, McArthurGlen opening	Economic Development Manager / Policy & Communications Manager	<p>Publicity to coincide with the re-opening of town centres has been done.</p> <p>Further promotion will be done as and when necessary.</p> <p>McArthurGlen Opening now delayed until early 2021.</p>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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	Priority RAG Rating High / Medium / Low
Economic	Refresh the Council's Economic Prosperity Strategy to ensure it takes account of the changed economic environment and identify evidence-based interventions for the medium to long term to ensure economic reset and recovery.	Head of Economic Prosperity Economic Development Manager Research & Information Officer September 2020 to January 2021	EDNA and data from Economic Dashboard will inform the refresh of the Strategy.	High
Economic	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	Head of Economic Prosperity	Climate Change Baseline study has been produced by AECOM as part of the Local Plan evidence base. The findings from the study will feed into the refresh of the Economic Prosperity Strategy.	Medium
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	High

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Economic	<p>Progress regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence.</p> <ul style="list-style-type: none"> Undertake technical analysis regarding full demolition of MSCP and Indoor Market and present business case to Cabinet. 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>Report to Cabinet for approval to dispose 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>	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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	Priority RAG Rating High / Medium / Low
Economic	Commonwealth Games 2022 – capitalise upon the mountain biking event on Cannock Chase and work with Forestry England to secure legacy through improved 'blue grade' trail, play area and facilities for local residents /visitors	Head of Economic Prosperity Head of Environment and Healthy Lifestyles Mountain biking event – July / August 2022	Report to Cabinet in September 2020 – full funding package now in place to allow project to proceed.	
Economic	Rugeley Power Station – completion of demolition/ progression of planning applications / commence build programme. (from Prosperity PDP)	Planning Services Manager / Development Control Manager (planning related actions) Demolition complete early 2021 Construction work expected to start on-site during 2021	Amended Planning application incorporating 'all through school' proposal was approved by CCDC Planning Control Committee on 22 nd July 2020. Decision from Department for Education on 'All through school' application expected by end of 2020.	

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Employment and skills				
Economic	<p>Work with FE colleges to support local residents re-skill/up-skill</p> <p>Work with South Staffordshire College to progress Digital Skills Academy project</p>	<p>Economic Development Manager</p> <p>Economic Development Manager</p> <p>Funding application expected to be approved and grant agreement issued by end of 2020.</p>	<p>Funding of £0.5m has been provisionally allocated by Stoke-on-Trent & Staffordshire LEP to deliver the Digital Skills Academy project</p>	Medium
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>	High

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
	Explore potential for Council to participate in Government Kickstart scheme and encourage local businesses to take on placements.	By December 2020		
Economic / Community	Progress Connecting Communities project focused on Cannock North ward (from Prosperity PDP).	Economic Development Manager	Project has been extended by WMCA to December 2021.	
Environment				
Economic	To identify opportunities to support the Council's aim to become net carbon neutral by 2030	Head of Economic Prosperity	Climate Change Baseline study has been produced by AECOM as part of the Local Plan evidence base. The findings from the study will feed into the refresh of the Economic Prosperity Strategy.	

COMMUNITY RECOVERY ACTION PLAN
ROUGH SLEEPERS AND THE HOMELESS

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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)	Completed
	Engage with rough sleepers/homeless to secure alternative settled and sustainable accommodation	Strategic Housing Manager	5 Rough Sleepers/homeless persons rehoused in to 4 units of settled furnished accommodation – Housing First Project (Rough Sleeping and Homelessness Pathway – Spring Housing)	Completed

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
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)	