

**Please ask for:** Matt Berry

**Extension No:** 4589

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8 July, 2020

Dear Councillor,

**CABINET**

**4:00 PM ON THURSDAY, 16 JULY, 2020**

**MEETING TO BE HELD VIA REMOTE ACCESS**

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

Yours sincerely,



T. McGovern,  
Managing Director

To: Councillors:

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

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# **A G E N D A**

## **PART 1**

**1. Apologies**

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

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

**3. Minutes**

To approve the Minutes of the meeting held on 18 June, 2020 (enclosed).

**4. Forward Plan**

Forward Plan of Decisions to be taken by the Cabinet: July to September 2020 (Item 4.1 –4.2).

**5. Priority Delivery Plans – Outturn for 2019/20 and Revisions for 2020/21**

Report of the Head of Governance and Corporate Services (Item 5.1 – 5.43).

**6. Strategic Risk Register**

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.21).

**7. Housing Revenue Account – Creation of New Posts**

Report of the Head of Housing and Partnerships (Item 7.1 – 7.4).

**8. Updates from Portfolio Leaders**

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**CABINET**

**HELD ON THURSDAY 18 JUNE 2020 AT 4:00 P.M.**

**VIA REMOTE ACCESS**

**PART 1**

PRESENT: Councillors:

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

Prior to the commencement of the formal business, the Leader advised that Councillors Newbury and Pearson had been appointed to the Cabinet as the Environment & Climate Change and Crime & Partnerships Portfolio Leaders, respectively, and welcomed Councillor Newbury to his first Cabinet meeting.

**144. Apologies**

Apologies for absence were submitted for Councillor A.R. Pearson, Crime & Partnerships Portfolio Leader.

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

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

**146. Updates from Portfolio Leaders**

**Culture and Sport**

Rugeley Swimming Pool

The Portfolio Leader advised that in relation to the problems with the tiling at Rugeley swimming pool, of which Members were aware, the Council and Inspiring Healthy Lifestyles (IHL) had issued a joint press release last week about the problems. IHL had arranged for a pressure test of the pipework to be undertaken, followed by further investigations, after which more details would hopefully be known.

### Green Lane Play Area

The Portfolio Leader advised that Rugeley Town Council was pressing ahead with the works to the play area at Green Lane.

### Queen's Award

The Portfolio Leader advised that the Friends of Hednesford Park had been awarded the prestigious 'Queen's Award for Voluntary Service'.

The award was the highest that could be given to volunteer groups across the UK, with a total of 230 organisations receiving the award this year.

The award coincided with Volunteer's Week, which took place from 1 to 7 June. The award recognised the tremendous hard work and dedication put in by the volunteers who worked tirelessly to support the local community.

Particular thanks was given to Lynn Evans and the Team involved with the Friends of Hednesford Park, a sentiment which was echoed by the Leader of the Council.

### New Cemetery

The Portfolio Leader advised that contractors were due to start work on-site next week for the new cemetery at Hednesford Road / Norton Road.

## **Economic Development and Planning**

### Unemployment

The Portfolio Leader advised that sadly, the effects of the COVID-19 pandemic were now being felt within the local economy. The unemployment data for May was published on 16 June and showed that a further 980 residents were now out of work, bringing the total to 3,980. This equated to an unemployment rate of 6.3%, which was just under the national rate of 6.5%. Since March, 2,325 residents had become unemployed, with 14,800 of the District's workers furloughed – this position was expected to increase further. The Council would be working with key partners to help those affected and to also develop an economic recovery plan that could set out how the District's economy could get back on its feet.

### CCDC Discretionary Fund

The Portfolio Leader advised that the Council had launched a £1 million grant scheme to support small businesses. The first phase of the fund prioritised occupiers of shared spaces, market traders, bed and breakfast establishments who did not pay business rates, and charities who were not eligible for Small Business Rate Relief or grants – so far 30 applications had been received and small numbers of new applications were coming in each day. On 22 June, the fund would open up to more businesses – particularly focusing on small businesses with up to 50 employees and manufacturing/engineering sectors and protecting existing jobs was a key priority.

### GBSLEP Pivot and Prosper Fund

The Portfolio Leader advised that the Council was working with the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) to promote a number of new initiatives to support business recovery. A new £2 million 'Pivot and Prosper' fund had been launched today by GBSLEP which was available to businesses across the GBSLEP area, including Cannock Chase. The fund gave businesses the opportunity to apply for funding of up to £40,000 and was

designed to help businesses 'pivot' to new ways of working and change business models, to safeguard existing jobs as well as creating new jobs. Businesses in the District were encouraged to look at this opportunity further and contact the Council's Economic Development team or the GBSLEP Growth Hub for further information.

## **Housing**

### Hawks Green Depot Site

The Portfolio Leader advised that clearance works for the Council housing scheme at the Hawks Green Depot had completed, and re-organisation works had nearly finished.

## **Town Centre Regeneration**

### Re-opening of Town Centres

The Portfolio Leader advised that the town centres in the District had started to re-open with non-essential retailers opening their doors to shoppers from 15 June. The Council had worked with Staffordshire County Council to make the town centres as safe as possible, and installed signage to remind people of the need to maintain social distancing, as well as trying to remove any pinch-points on pavements so that shoppers had sufficient space to move around.

Officers had been out and about this week and working pro-actively with businesses and traders to ensure that their premises were safe and adhered to the COVID-19 secure guidelines and actively managed issues such as queuing of customers outside of the shops. Compliance had been very good and businesses had responded well to the challenge of adapting their premises and keeping their customers and staff safe, by putting in place one way systems, floor markers and protective screens at the tills.

Officers had visited well over 70 businesses during the last week and there was a number of photos on the Council's Facebook page. Over the next couple of weeks, Officers would be advising and supporting licensed premises, hairdressers, cafes/restaurants in anticipation of them re-opening on 4 July, subject to Government approval.

Finally, the Cannock Street market was due to re-open on 19 June, and Officers had worked with the operator, Sketts, to put in place all of the appropriate risk assessments, social distancing measures and a new layout to manage queuing safely. Initially there would be 20 traders and the location of the market was temporarily moving to Market Place to allow for adequate social distancing along Market Hall Street.

## **147. Minutes**

RESOLVED:

That the Minutes of the meeting held on 21 May, 2020, be approved as a correct record.

## **148. Forward Plan**

The Forward Plan of Decisions for the period June to August 2020 (Item 4.1 – 4.2 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period June to August 2020 be noted.

**149. Representatives on Outside Bodies 2020-21**

Consideration was given to the Report of the Managing Director (Item 5.1 – 5.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The appointment of representatives to outside bodies for 2020-21, as set out in the scheduled attached as Appendix 1 to the report, be approved.
- (B) Councillor A.R. Pearson be appointed as the substitute member on the Cannock Chase AONB Joint Management Committee for 2020-21.
- (C) Councillor Mrs. D.M. Todd be appointed as the substitute member on the Staffordshire Police, Fire and Crime Panel for 2020-21.
- (D) Councillor J.T. Kraujalis be appointed as the substitute member on the Staffordshire and Stoke-on-Trent Joint Waste Management Board for 2020-21.
- (E) Councillor Mrs. D.M. Todd be appointed as the first substitute member, and Councillor Mrs. P.Z. Stretton as the second substitute member, on the Staffordshire and Stoke-on-Trent Planning Forum for 2020-21.
- (F) The Managing Director, in consultation with the Leader of the Council, be authorised to make appointments to any additional outside bodies, as necessary, throughout the municipal year that would otherwise be determined by Cabinet.

Reasons for Decisions

Each year Cabinet was required to appoint representatives to a number of outside bodies as detailed in the scheduled included as Appendix 1 of the report. This was normally done at the first Cabinet meeting following the Annual Council meeting.

For practical purposes, i.e. the need to report the matter to Cabinet on every occasion, Cabinet was also requested to confirm the Managing Director's authority, in consultation with the Leader of the Council, to make appointments to any additional outside bodies, as necessary, throughout the municipal year.

**150. Review of Leisure Concessions to Serving Members of the Armed Forces 2020/21**

Consideration was given to the Report of the Head of Environment and Healthy Lifestyles (Item 6.1 – 6.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The contents of the report be noted.

(B) The leisure concessions scheme for serving members of the Armed Forces who were resident in the District for the 2020/21 financial year be continued, in accordance with the proposals set out in the report.

Reason for Decisions

Cabinet was recommended to continue with the offer of leisure concessions for serving members of the Armed Forces for 2020/21 in recognition of the commitment made by armed forces men and women to this country in their service throughout the world.

The meeting closed at 4:20 p.m.

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LEADER

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**FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: JULY TO SEPTEMBER 2020**

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

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

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

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

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

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
<b>July 2020:</b>						
Priority Delivery Plans – Outturn for 2019/20 and Revisions 2020/21	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	16/07/20	No	No		
Strategic Risk Register	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	16/07/20	No	No		
Housing Revenue Account – Creation of New Posts	Head of Housing and Partnerships / Housing Portfolio Leader	16/07/20	No	No		
<b>August 2020:</b>						
Final Accounts 2019/20	Head of Finance / Leader of the Council	13/08/20	No	No		
Housing Revenue Account – Final Accounts 2019/20	Head of Finance and Head of Housing & Partnerships / Housing Portfolio Leader	13/08/20	No	No		

**ITEM NO. 4.1**

<b>Item</b>	<b>Contact Officer / Cabinet Member</b>	<b>Date of Cabinet</b>	<b>Key Decision</b>	<b>Confidential Item</b>	<b>Reasons for Confidentiality</b>	<b>Representation Received</b>
Cannock Town Centre – Current Position & Future Options	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	13/08/20	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council)	
<b>September 2020:</b>						
Cannock Railway Station	Head of Economic Prosperity / Economic Development and Planning Portfolio Leader	17/09/20	Yes	TBC		

<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Judith Aupers</b>
<b>Telephone No:</b>	<b>01543 46411</b>
<b>Portfolio Leader:</b>	<b>Corporate Improvement</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 16/07/20</b>

**CABINET**  
**16 JULY 2020**  
**PRIORITY DELIVERY PLANS –**  
**OUTTURN FOR 2019/20 AND REVISIONS FOR 2020/21**

**1 Purpose of Report**

- 1.1 To advise Members on the position at the year end for 2019/20, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and present revised Priority Delivery Plans (PDPs) for 2020/21.

**2 Recommendation(s)**

- 2.1 To note the performance information relating to PDPs for 2019-20 as detailed at Appendices 1a-1d.
- 2.2 Cabinet is asked to recommend to Council that the revised Priority Delivery Plans for 2020-21 as detailed in Appendices 3a to 3d be approved.
- 2.3 To note the officer capacity issues and to agree the short to medium term solutions set out in 5.15.

**3 Key Issues and Reasons for Recommendations**

Key Issues

- 3.1 The overall position for the Priority Delivery Plans for 2019/20 indicates that in total, 79% of all actions have been achieved or are in progress with minor slippage. The detail for each of the PDPs is set out in the table at 5.3.
- 3.2 Considerable changes have occurred since the Cabinet approved the Priority Delivery Plans (PDPs) for 2020/21 on 18 March 2020. The Council has had to respond to the national COVID-19 pandemic. This has meant that with few exceptions, none of the approved PDP priorities for 2020/21 have been able to

be progressed so far this year. Consequently the PDPs need to be reviewed in light of the impact of the pandemic and the addition of “Supporting Recovery” as the overarching priority of the Council.

#### Reason for Recommendations

- 3.3 The Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against the strategic objectives set out in the Corporate Plan for 2018-23. These plans establish the actions, performance measures and timetables for delivery that are the basis of the Council’s quarterly and annual performance reporting framework.

### **4 Relationship to Corporate Priorities**

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

- (i) The Corporate Plan sets out the Council’s mission, priorities and strategic objectives for the period 2018-23, and is therefore a central element of the corporate priority planning process. The PDPs form the annual mechanism for reporting and monitoring progress in regard to these priorities.

### **5 Report Detail**

#### **Priority Delivery Plans 2019-20 – Year End Position**

- 5.1 The Council’s Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, setting out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council’s quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects / actions have provided a commentary on performance in delivering the PDPs for 2019/20 and a rating. A summary of progress, by rating, is given in the table below. This shows that 69.8% of actions have been delivered and a further 9.2% are in progress and will be completed with only minor slippage. Further details including the performance in Quarter 4 are included in Appendices 1a-1d.

Priority Delivery Plan	Cumulative progress in delivering actions – April 2019 to March 2020				
					Total number of actions
	Action completed	Work in progress but slightly behind schedule	Actions > 3 months / 1 Quarter behind schedule	Action / project to be closed	
Promoting Prosperity	<b>22</b> <b>(71%)</b>	<b>2</b> <b>(6.5%)</b>	<b>6</b> <b>(19.4%)</b>	<b>1</b> <b>(3.2%)</b>	<b>31</b>
Improving Community Wellbeing – Health and Culture & Sport	<b>11</b> <b>(91.7%)</b>	<b>0</b>	<b>1</b> <b>(8.3%)</b>	<b>0</b>	<b>12</b>
Improving Community Wellbeing – Environment, Partnerships and Community Safety	<b>13</b> <b>(68.4%)</b>	<b>1</b> <b>(5.3%)</b>	<b>5</b> <b>(26.3%)</b>	<b>0</b>	<b>19</b>
Corporate	<b>7</b> <b>(50%)</b>	<b>4</b> <b>(28.6%)</b>	<b>3</b> <b>(21.4%)</b>	<b>0</b>	<b>14</b>
<b>P</b> <b>TOTAL</b> <b>P</b>	<b>53</b> <b>(69.8%)</b>	<b>7</b> <b>(9.2%)</b>	<b>15</b> <b>(19.7%)</b>	<b>1</b> <b>(1.3%)</b>	<b>76</b>

### Priority Delivery Plans 2020-21

- 5.4 The Council's priorities and objectives are set out in the Corporate Plan - 2018-23. Whilst the priorities remained the same, the objectives were updated in March 2020 to bring the objectives for Promoting Prosperity into line with the themes set out in the Economic Prosperity Strategy and to add the objective regarding the Council's commitment to becoming net carbon neutral by 2030. Since the update in March 2020, and in response to the pandemic, Cabinet approved on 21 May 2020 "Supporting Recovery" as its overarching priority. A Recovery Overview Board has been established to oversee all work on this. The Council's current priorities and objectives are outlined in Appendix 2.
- 5.5 Considerable changes have occurred since the Cabinet approved the Priority Delivery Plans (PDPs) for 2020/21 on 18 March 2020. The Council has had to respond to the national COVID-19 pandemic. This has meant that with few exceptions, none of the approved PDP priorities for 2020/21 have been able to be progressed so far this year. Consequently the PDPs need to be reviewed in light of the impact of the pandemic.
- 5.6 The Council remains in response phase for COVID-19 and is also at the early stage of the recovery phase; the two will run in parallel for some time. Whilst the detail is not clear yet, the Council needs to prepare to deal with the very significant economic and financial consequences of the pandemic. Taking these all together, it places a significant pressure on officers across the Council in addition to their more routine duties.

- 5.7 As a result of COVID-19, there are also backlogs across some service areas in the Council that will need to be addressed but this could take some time to address as officer capacity is stretched across Response and Recovery. A significant amount of annual leave has had to be cancelled in order to prioritise officer capacity to deal with response so there is also a backlog of untaken leave across many service areas of the Council.
- 5.8 Like most Councils, Cannock Chase is significantly stretched in terms of officer capacity to address Response, Recovery and progress some of the Council's priorities. The impact of COVID-19 has exacerbated a pre-existing capacity issue. Consequently critical short term priorities linked to COVID-19 and the maintenance of essential Council services are being delivered, whilst other priorities are either not being delivered or are being delivered much more slowly.
- 5.9 The focus of the Council over coming months is on Recovery, alongside continuing to support the response, and hence in light of the above capacity issues there will need to be trade-offs between different priorities, some projects may take longer to deliver and it is unlikely that any new priorities can be progressed at the current time.
- 5.10 The Priority Delivery Plans have been reviewed in light of events over the last few months and the challenges that the Council and the District are facing in the coming months to allow resources to be prioritised to where they are most needed.
- 5.11 The Leadership Team has undertaken an initial assessment of the PDPs that were approved in March and, in consultation with the Recovery Overview Board, have identified proposals for consideration by Cabinet in relation to projects that could:
- Continue as planned;
  - Continue but with some slippage;
  - Need to be deferred; and
  - Need to be re-framed in the context of the recovery plans.
- 5.12 The assessment of each of the PDPs is set out in Appendices 3a-3d. This is a provisional assessment and may well change as work on the response phase continues and the recovery planning develops.
- 5.13 Those items from the 2020/21 PDPs that have been identified as needing to be considered and actioned as part of the Council's work on recovery, will be removed from the PDPs. Progress in delivering these will be reported on through the relevant recovery work streams.
- 5.14 As well as reviewing the PDPs, the Strategic Risk Register has been updated to reflect the impact of the pandemic on the Council and it's priorities; this is the subject of a separate report.

5.15 Capacity has been identified as a key strategic risk and the short to medium term solution is to progress the following:

- Recognise the critical need for officers to prioritise the response to and recovery from COVID-19;
- establish clear agreement with Cabinet on a revised set of PDP priorities for 2020/21; recognising that 2020/21 will be a year of limited delivery as a result of the impact of COVID-19;
- agree a moratorium on new projects and pieces of work unless agreed and resourced as a Recovery priority;
- Develop a financial recovery plan for 2020/21 and beyond that addresses the impact of COVID-19;
- Discuss /agree the appetite of Cabinet and Council in 2020/21 for a transformation programme including the necessary resources and expertise that will be necessary depending on the level of transformation;
- Progress the work in 2020/21 that has stalled on Climate Change to deliver a 10 year action plan and to have a greater degree of clarity than currently exists now on the resources and expertise required to deliver a major change programme;
- Conduct a review of management capacity in 2020/21 and present to Members for consideration taking into account the further clarification of the Council's priorities, a better level of clarity on the Council's financial position, ambition for transformation and the delivery of a climate change action plan during the 2020/21 financial year.

## **6 Implications**

### **6.1 Financial**

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

### **6.2 Legal**

None.

### **6.3 Human Resources**

None.

### **6.4 Section 17 (Crime Prevention)**

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

**6.5 Human Rights Act**

None.

**6.6 Data Protection**

None.

**6.7 Risk Management**

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

**6.8 Equality & Diversity**

None.

**6.9 Best Value**

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2019/20 include targeted actions that will contribute to Best Value within the District.

**7 Appendices to the Report**

Appendix 1: Year end position for 2019-20 for each of the PDPs

1a - Promoting Prosperity

1b - Improving Community Wellbeing – Health and Culture & Sport

1c - Improving Community Wellbeing – Environment, Partnerships and Community Safety

1d - Corporate

Appendix 2 Summary of the Council's Current Priorities and Objectives as revised in May 2020

Appendix 3 Revised PDPs for 2020/21

3a - Promoting Prosperity

3b - Community Wellbeing – Health, Culture and Sport –

3c - Community Wellbeing - Environment, Partnerships and Community Safety

3d - Corporate

**Previous Consideration**

None.

**Background Papers**

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

Corporate Priority Delivery Plans 2019/20 Report to Cabinet, 14 March 2019

Quarter 1 Performance 2019/20 Report to Cabinet, 19 September 2019

Quarter 2 Performance 2019/20 Report to Cabinet, 14 November 2019

Quarter 3 Performance 2019/20 Report to Cabinet, 27 February 2020

Priority Delivery Plans 2020-21 Report to Cabinet, 18 March 2020

COVID-19: Response of Cannock Chase Council and Partners Report to Cabinet,  
21 May 2020

**ITEM NO. 5.**

**Promoting Prosperity PDP 2019-20**

Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
<b>4 (40%)</b>	<b>4 (40%)</b>	<b>2 (20%)</b>	<b>0</b>	<b>10</b>

Cumulative progress in delivering actions – April 2019 to March 2020				
				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.	
<b>22 (71%)</b>	<b>2 (6.5%)</b>	<b>6 (19.4%)</b>	<b>1 (3.2%)</b>	<b>31</b>

Projects							
Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Establishing McArthurGlen Designer Outlet as a major visitor attraction and maximise the benefits it will bring to the District</b>							
<b>Implement all associated McArthurGlen S106 planning obligations</b>	Employ Town Centre Officer and Support Town Centre Initiatives	Evaluation of Partnership and Town Centre initiatives				✓	
	Improvements to Cannock Railway Station	Work with partners to develop outline business case	There have been delays in West Midlands Railways being able to successfully procure a suitable consultant for the Outline Business Case. An appointment has now been made and work on the OBC should commence in September 2019. Cabinet have approved a revised target for completing the OBC from Q2 to Q4	▲			▲
		Identify potential funding sources and submit bids for funding	Due to the slippage outlined above, Cabinet have approved a revised target for completing this action from Q3 to 2020/21	▲			
		Delivery / phasing plan agreed.	Due to the slippage outlined above, Cabinet have approved a revised target for completing this action from Q4 to 2020/21	▲			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Increase the skill levels of residents and the amount of higher skilled jobs in the District</b>							
<b>Work proactively with partners to increase skill levels and access to higher skilled jobs in the District</b>	Work with partners to establish retail skills academy	Commence delivery of Retail Academy courses		✓			
	Work with partners to establish and promote an Engineering Skills Academy	Funding confirmed – maximising bidding opportunities			✓		
		Launch event	Original launch event was cancelled at short notice and has been re-arranged for 24 <sup>th</sup> October		●	✓	
		Entrants / recruits commencing training				✓	
<b>Create strong and diverse town centres to attract additional customers and visitors</b>							
<b>Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of the McArthurGlen Designer Outlet can be captured</b>	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Investment Prospectus adopted by Cabinet			✓		
		Rugeley AAP review as part of the whole Local Plan review		September 2021			
	Cannock Town Centre Future High Streets Fund	Expression of interest submitted		✓			
		Develop full business case for funding (subject to our Expression of interest being shortlisted)	Unsuccessful round 1 bid. Round 2 is in 2020. Another bid will now be made in round 2. <b>Cabinet approved the rescheduling of this action to 2020/21</b>	✗			

Create strong and diverse town centres to attract additional customers and visitors (cont.)							
We will ensure our town centres are safe and welcoming for all visitors	We will review our Policy for commercial use of the Highway, in line with the recommendations of Cabinet	Review the current fee structure		✓			
		Investigate whether the enforcement of highways obstructions covered by the policy could be delegated from the County Council to the District Council		✓			
		Examine the feasibility of expanding the application of the Policy to cover the whole District			✓		
Increase access to employment opportunities							
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Connecting Communities (formerly Employment Support Pilot) in Cannock North area. This tackles unemployment and low pay in local communities.	Project evaluation		2020/21			
	In conjunction with partners embed local delivery of skills hub for unemployed and employed skill needs.	CCDC businesses benefit from advice and grants available from the LEPs					✓

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Create a positive environment in which businesses in the District can thrive</b>							
<b>Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from the McArthurGlen Designer Outlet.</b>	Produce a local Economic Prosperity Strategy	Draft strategic framework and send out for consultation with key stakeholders and local businesses		✓			
		Sign off by Cabinet. Formal adoption of strategy	Strategy was completed during December 2019; however it was decided to present this to Cabinet in January 2020 to coincide with Budget report.			●	✓
		Commence delivery / priority actions					✓
<b>Ensure there is an adequate supply of land for housing and employment</b>	Production of the new Local Plan and associated Supplementary Planning Documents.	Preferred Options consultation October 2019	The Local Development Scheme (LDS) has been reviewed and this has resulted in the revision of some of the target dates previously indicated. <b>Preferred option to be carried out in two phases, second one September/October 2020 – remainder of timetable as envisaged.</b>	Changed from October 2019 to <b>July/August 2020</b>			
		Proposed Submission consultation July 2020		Changed from July 2020 to <b>February 2021</b>			
		Submission of plan to the Secretary of State December 2020		Changed from December 2020 to <b>September 2021</b>			
		Examination in Public March 2021		Changed from March 2021 to <b>December 2021</b>			
		Adoption September 2021		Changed from September 2021 to <b>July 2022</b>			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Commencement of the regeneration of Rugeley power Station</b>							
<b>The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site</b>	Work with the land owner and Lichfield DC to progress the regeneration of the site in line with the strategic uses set out in the approved Supplementary Planning Document	Receive planning application		✓			
		Completion of demolition work		2021			
		Land remediation		2021			
<b>Increase housing choice</b>							
<b>The Council will invest £12.9m to provide additional affordable homes across the district</b>	Determination of sites: Property Services Team doing a trawl for sites and engaging with Land Agents	Cabinet report to approve sites identified and funding package	Lengthy negotiations with Staffordshire CC have resulted in the acceptance of an offer for land at the Aelfgar site in Rugeley. Subject to Cabinet approval in January the proportion of land in Staff CC's ownership will be purchased. A piece of Council owned land in Chadsmoor, Cannock will also now proceed as a site for housing.		●	▲	✓
		Soft Market Testing / Formal tender process through Homes England DPP3 panel	Procurement process for both sites to be determined, along with timescales, during 2020/21.			●	▲
		Tender award	As above			●	▲

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
		Cabinet report for scheme(s) approval	As above.				
	Complete garage site and other Council Owned Land Development Schemes	Completion of existing Council House Development on Garage Sites					
<b>Rationalisation of Hawks Green Depot site for potential housing</b>	Implementation of Stock Rationalisation Plan - operating existing Services and Parks and Open Spaces from within a rationalised space	Architects Report received – recommendations to be determined					
		Site Clearance of Services in preparation for land remediation	Site clearance in progress. On site issues and revisions together with covid-19 lockdown have delayed completion to end of Qtr 1 2020-21				
		Surrender 51% of the Site for housing development	Site clearance and covid-19 lockdown delayed surrender and start on site of Housing Development to Qtr 1 2020-21.				
	Hawks Green Depot Review for potential housing development	Receive outcome of funding bid to WMCA and SSLEP – <i>Grant offer of £900k received from WMCA (SSLEP bid unsuccessful)</i>					
		Cabinet report to approve funding package	In June 2019 Cabinet approved the housing scheme, permission to spend and the use of Dudley MBC Construction Framework to appoint a contractor.				

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
		Soft Market Testing / Formal tender process through Homes England DPP3 panel	No longer applicable.				
		Tender award	Contractor appointed via the Dudley MBC Framework on 12/12/19.			✓	
		Cabinet report for Hawks Green scheme approval	Scheme approved by Cabinet			✓	

**Improving Community Wellbeing PDP 2019/20 – Health, Culture and Sport**

Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet	
<b>5 (100%)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

Cumulative progress in delivering actions – April 2019 to March 2020				
				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.	
<b>11 (91.7%)</b>	<b>0</b>	<b>1 (8.3%)</b>	<b>0</b>	<b>12</b>

**Projects**

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
<b>Opportunities for healthy and active lifestyles</b>							
<b>To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)</b>	Produce Playing Pitch and Indoor and Outdoor facilities strategy	Finalise Strategy and report to Cabinet (13 June 2019)	Completed and reported to Cabinet on 13 June 2019	✓			
	Develop the ATP at Rugeley Leisure centre to full size	Finalise plan and submit planning application	Following adoption of the Playing Pitch Strategy in June, discussions with the Staffordshire FA are scheduled for August to discuss funding opportunities and options for planning submission. Planning application finalised for submission in January 2020	●		▲	✓
		Submit funding bid subject to planning application decision and appropriate funding opportunities being available					
<b>Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities</b>	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Undertake review - carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District in discussion with Sport Across Staffordshire and Stoke-on-Trent (SASSOT). Potentially leading to a strategy.	In discussion with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) to carry out research covering current leisure provision, benchmarking, to understand expectations of physical activity levels in our District. Potentially leading to a strategy. Cabinet approved revision of target from Q2 to Q4	▲			✓
		Prepare report on outcome of the study	Due to the slippage above, Cabinet has approved the revised target of 2020-21 for completion of the study.	▲			

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
	Commonwealth Games	Attend meetings of: (a) Communications (b) Transport (c) Forestry Commission (d) Steering Group		✓	✓	✓	✓	
<b>Opportunities for healthy and active lifestyles (continued)</b>								
<b>With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours</b>	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off		✓				
		Using current research, best practice and local insight, identify key settings and potential areas of influence (carried forward from 2018-19 plan)			●	✓		
		With Partners, and using the forthcoming LGA / PHE Whole Systems Approach Guide (due 2019), develop the Strategy	On 30.01.20 Cabinet formally approved the implementation of a District-wide health improvement programme 'Cannock Chase Can' which is included in the draft 2020-21 PDP					✓
		Identify and implement pilot projects to test the strategy (soft launch)		2020-21				
		Launch Strategy (to include and Engagement Event with partners, stakeholders)		2021-22				
		Monitor and review implementation		2021-23				

ITEM NO. 5.

**Improving Community Wellbeing PDP 2019/20 – Environment, Partnerships and Community Safety**

Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
<b>2 (28.6%)</b>	<b>0</b>	<b>5 (71.4%)</b>	<b>0</b>	<b>7</b>

Cumulative progress in delivering actions – April 2019 to March 2020				
				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.	
<b>13 (68.4%)</b>	<b>1 (5.3%)</b>	<b>5 (26.3%)</b>	<b>1 (5.3%)</b>	<b>19</b>

**Projects**

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities</b>							
<b>We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence</b>	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	With partners, identify key sources of local intelligence and implement data sharing mechanisms to ensure this can be effectively used to inform targeted compliance and enforcement (Year 2)	As a result of both the inactivity of the Stoke & Staffordshire RBG, and the restructuring of the Staffordshire Police Licensing function, it has not been possible to complete this project. We will, however, be revising our Licensing Policy during 2020 and this item is included within the draft 2020-21 PDP				
		Consult on revisions to taxi and private hire policy following completion of review in 2018-19	Work is continuing on policy revision and it is expected the consultation will commence in Q4				
		Monitor and review the implementation of revised policies, using shared local intelligence (Year 3)		<b>2020-21</b>			
<b>We will work with partners to deliver the Anti-Social Behaviour Strategy</b>	Raise awareness of the ASB Strategy	Local Strategic Partnership – Agenda Item for discussion					
		Publish approved Strategy and article in Core Brief / social media platforms					

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities (continued)</b>							
<b>We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children</b>	Launch `See Something Say Something Campaign`	Develop 12 month campaign calendar – based on local safeguarding themes and trends	Calendar developed and work scheduled however funding needs to be secured.				
		Recruit Safeguarding Champions	8 safeguarding champions identified and recruited, training to be delivered Feb 2020.				
		Roll out of concern cards	The partnerships team has received one concern card, but recognises that there is a need to continue to raise awareness and build on the `See Something Say Something` campaign				
		In conjunction with HR collate Safeguarding Training Data	There is no base line data recorded for safeguarding training locally. As a result all staff will be expected to complete Level 1 and a database will be populated as per the recent Equality & Diversity Training rolled out by HR.				

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4
<b>Sustaining safe and secure communities (continued)</b>							
<b>Upgrading CCTV technology</b>	Award Contract to specialist provider	New CCTV cameras installed and commissioned, fully operational	3 CCTV cameras are outstanding, due to access issues. Legal Services is addressing this issue with the landlord's lender in order to draw up permission to access protocol.	✓			
	Procure a maintenance contract to maintain existing CCTV cameras across the District	Project Team set up to consider the recommendations from CCTV Audit Report	IT and CCTV Manager have met to consider the audit report and will be taking the procurement of a maintenance contract forward when the new CCTV camera installations are fully commissioned	✓			
		Project Plan developed and Procurement of specialist provider	A specification has been drafted but needs further work. Discussions are taking place with Procurement Team in order to move this forward in 2020-21		●	▲	▲
		Award Contract to specialist provider	This is now likely to take place in 2020-21			▲	▲

Approach	Key Project	Milestone(s)	Action required	Q1	Q2	Q3	Q4	
<b>Promoting attractive and healthy environments</b>								
<b>To provide clean, well maintained and well managed streets, town centres and parks &amp; open spaces</b>	Car Park improvement schemes	Permission to spend report to Cabinet for 2 <sup>nd</sup> year of Car Park Improvement Programme	A report has been prepared detailing options for the Phase 2 improvements and will now be considered by Cabinet early in Q4					
		Delivery of schemes	Delivery of schemes will slip into 2020-21					
	Deliver priority s106 Projects	Appoint Project Manager						
		Actions to be determined for approved schemes	Revised target approved by Cabinet S106 Projects reported to Cabinet in Q3 and others identified as part of Cabinet Briefings in Q3					
	Deliver new cemetery for the District	Determine and secure professional services support (eg, Project Manager, QS etc)	Revised target approved by Cabinet. Project manager appointed in Q3.					
			Prepare drawings and specifications for new cemetery	Specifications completed for Civil works.				
		Tender, evaluate and appoint contractors	Tender and evaluation completed although appointment will slip into Q1 2020-21					

ITEM NO. 5.

**Corporate Priority Delivery Plan 2019-2020**

Delivery of actions for Q4				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
<b>2 (25%)</b>	<b>4 (50%)</b>	<b>2 (25%)</b>	<b>0</b>	<b>8</b>

Cumulative progress in delivering actions – April 2019 to March 2020				
				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.	
<b>7 (50%)</b>	<b>4 (28.6%)</b>	<b>3 (21.4%)</b>	<b>0</b>	<b>14</b>

**Projects**

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</b>							
<b>Giving choice to our customers in how they access our services</b>	Review the Council's digital requirements with regard to customer services/interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system	Commission a review of the Council's digital requirements with regard to customer services / interactions	Two submissions were received for undertaking this review but neither were considered to be suitable. Advice was sought from the LGA on potential organisations to undertake this work and options are being considered. Work will be rescheduled for 2020/21				
		Review to be undertaken by consultant	As the procurement process has not been successful, this work has slipped. Work will be rescheduled for 2020/21				
		Final report on outcome of the review	Due to the slippage in Q1 the target was original revised from Q3 to Q4 but due to further slippage this will now be completed in 2020/21				
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team	A set of Customer Service Standards have been drafted which will form part of the wider strategy.				
		Draft strategy for approval by Cabinet		<b>2020/21</b>			
	Procurement of a replacement for the CRM system	Identify requirements for new customer portal / CRM system and agree with Leadership Team		<b>2020/21</b>			
		Commence Procurement		<b>2020/21</b>			

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
<b>Making the best use of limited resources – managing our people, money and assets</b>								
<b>Managing our people, money and assets</b>	Development of an Asset Management Strategy	Recruit a Corporate Asset Manager	The role was offered to an individual in Q1 – but they withdrew in July; the post has now been offered to an internal candidate who has accepted. Appt. commenced in Q3.					
		Review Condition Surveys for all Council assets and properties	The Survey information will form part of the discussion with Leadership Team on the Strategy (initially Q4 and continuing into 2020)					
		Undertake Asset Review and prepare draft Strategy	Initial discussions on the Strategy will take place with Leadership Team in Q4, and the work will continue into 2020-21					
	Develop workforce development strategy, incorporating gender pay requirement	Scoping exercise to determine the development needs of the workforce						
		Review of scoping exercise with Heads of Service and Service managers to determine how to address workforce need	Scoping Exercise completed during quarter 3. Collecting workforce skill information is currently being finalised to determine appropriate mechanisms to address the workforce's development needs.					
		Develop content of the strategy and consult stakeholders	Workforce Development Strategy has been drafted but was not shared with the Council's Leadership Team during quarter 4.					
		Implement strategy including training as appropriate	In light of the COVID situation this Strategy will be reviewed as part of the Work stream groups to ensure the strategy continues to meet the needs of the organisation before implementing					

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Making the best use of limited resources – managing our people, money and assets</b>							
<b>Managing our people, money and assets - continued</b>	Delivery of the Environmental Services Review Outcomes	Preparation of a business case for bringing together the grounds maintenance and street cleaning services and aligning them in a combined service. To include a review of the operational model for grounds maintenance and in particular highways grounds maintenance.		<b>Due June 2020</b>			
		Undertake an options appraisal for bringing together the Environmental Health and Environmental Protection services together and transforming the service. As part of the transformation work, consideration will need to be given to the service model / level of service provided.		<b>Due June 2020</b>			
	Identifying potential savings options	Service review methodology to be determined and agreed with Leadership Team					
		Programme of Service Reviews to be determined	All service reviews are now to be completed to the same timetable and will not be done in phases				
		First phase of Service Reviews to be completed	The first stage of the service review process is now due to be completed by mid April 2020 rather than Q4				

**Corporate Plan - Priorities and Objectives****1. Supporting Recovery** (approved as the Council's overarching priority on 21 May 2020)

- (i) To understand the challenge of recovery across the District in the short, medium and long term, identifying impacts, critical areas of activity and key services.
- (ii) To maintain public trust and confidence in the effective co-ordination of recovery.
- (iii) To ensure that affected communities (of interest, geography, impact and others) are fully involved in the recovery process.
- (iv) To mitigate and manage the long-term impacts upon the resident population.
- (v) To support the economy, businesses, partners and infrastructure of the District to a position of stability and functionality in a constructive manner whilst seeking to support access to all opportunities for assistance and growth.
- (vi) To mitigate and manage the effects on the Council's budget and medium term financial plan.
- (vii) To seek to identify and embed the benefits of initiatives and developments that have arisen throughout the response to maximize the reach of new arrangements which replace pre-COVID-19 systems.
- (viii) To ensure that critical services are resilient and continue to operate effectively over the coming months alongside plans to clear backlogs in work that have accumulated during the response phase.
- (ix) To undertake a post incident debriefing and identify lessons learnt.

**2. Promoting Prosperity** (revised as per the Economic Prosperity Strategy)

- (i) Destination Cannock Chase
- (ii) A more productive economy
- (iii) Enterprising Cannock Chase
- (iv) Boosting Resident skills
- (v) Town Centres driving change
- (vi) Increase housing choice

**3. Improving Community Wellbeing**

- (i) Opportunities for healthy and active lifestyles
- (ii) Sustaining safe and secure communities
- (iii) Supporting vulnerable people
- (iv) Promoting attractive and healthy environments
- (v) To aim to become net carbon neutral by 2030 (added for 2020/21)

**4. Corporate** (These are taken from the Corporate PDP as this isn't a priority within the Corporate Plan)

- (i) Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services
- (ii) Making the best use of limited resources – managing our people, money and assets

Appendix 3a**Promoting Prosperity Priority Delivery Plan 2020/21 – Revised as at May 2020**

**The majority of the actions within this PDP will need to be reviewed as part of the Economic Recovery work stream and alongside a review of the Economic Prosperity Strategy. Consideration will need to be given to whether these actions remain a priority in light of the impact of COVID-19 or whether the Council will focus its efforts differently in the short to medium term. It is not possible to consider these items in isolation; they will need to be considered in the wider context of the Council's approach to Economic Recovery.**

Approach	Key Project	Comments	Timescale / Slippage
<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	Work will continue to develop a marketing plan to coincide with the opening of the Designer Outlet. The work will need to be linked in to the Economic Recovery work stream. The opening date of the Designer Outlet is likely to be delayed.	McArthurGlen to advise of revised opening date
	Marketing/ branding campaign	Initial economic impact analysis identifies that the visitor economy is likely to be adversely impacted by the pandemic and subsequent social distancing measures. Plans for the marketing campaign will be linked to the Economic Recovery work steam	Revised timescale to be determined as part of Economic Recovery planning - likely to slip to 2021/22
<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	This project will need to be reviewed as part of the Economic Recovery work stream and the review of the Economic Prosperity Strategy. The priorities of partners of will also influence future work on this. The Strategic Outline Business Case is currently being	Timescale to be reviewed following discussion with relevant partners and pending consideration as part of Economic Recovery planning

Approach	Key Project	Comments	Timescale / Slippage
		<p>produced by consultants on behalf of CCDC/Staffs CC and West Midlands Rail Executive. However, further work will be put on hold so that Cabinet can consider future actions in the context of wider Economic Recovery Planning given the risk of uncertainty regarding future needs, funding etc</p> <p>In the meantime, Officers are continuing to work with rail partners to explore potential for short term enhancements to the Station.</p>	
<p>Ensure that there is adequate supply of land for housing and employment</p>	<p>Production of the new Local Plan and associated Supplementary Planning Documents</p>	<p>It is not possible to carry out the public consultation as planned with social distancing arrangements in place. New guidance has been received on this and alternatives are being considered.</p> <p>There is a risk that slippage will mean that some work already done will need to be refreshed – there will be cost implications to this.</p>	<p>Work has slipped and the timetable will need to be revised</p>
<p>Identify key growth opportunities to inform our investment proposition and identify opportunities to create a clean growth economy</p>	<p>Commission a Growth Opportunities Study</p>	<p>The immediate focus will be to support businesses to survive and focus on vulnerable sectors. An analysis of growth opportunities will need to link to the Economic Recovery work stream.</p>	<p>Timescales for this work will slip and will be considered as part of the Economic Recovery work planning. Likely to slip to 2021-22</p>

Approach	Key Project	Comments	Timescale / Slippage
<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	Current project managed by Walsall College runs to July 2020; decision on whether to extend the project has been delayed by the West Midlands Combined Authority due to COVID-19.	Decision on whether to extend the project – Qtr 2
	Access to local jobs for local people	Jobs Fair for Designer Outlet likely to be delayed.	This is likely to slip and will depend on the revised opening date
<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	This work will need to form part of the Council's Economic Recovery plan – will need to identify whether physical workspace is the highest priority to support new start up businesses	Timescales for this work will need depend on the Economic Recovery work planning
<i>Town Centres driving change</i>			
Cannock Town Centre regeneration	Identify opportunities to bring forward sites in the Town Centre Development Prospectus	<p>The current lockdown and reduction in market confidence will require the Council to review its strategy for the re-development of the MSCP site. Procurement for development partner on hold pending more certainty on market conditions.</p> <p>The Council will need to review it's approach to the Town Centre development in light of the impact of COVID-19 and this will be a key element of the Economic Recovery work stream.</p>	To be reviewed as part of Economic Recovery work planning

Approach	Key Project	Comments	Timescale / Slippage
	Environmental improvements	Project to be reviewed as part of Economic Recovery plan. Schemes to be reviewed on an individual basis to determine desired outcome. Certain environmental improvements for Cannock Town Centre could progress subject to work being in compliance with social distancing measures. The focus currently is on supporting the town centre to re-open in line with the Government's plans and guidance for easing lockdown	Timescales for this work will slip and will be considered as part of the Economic Recovery work planning
Regeneration of Rugeley Power Station	Work with the land owner and Lichfield District Council to progress the regeneration of the site	Amended planning application incorporating 'all through school' proposal due to be received early May. Demolition work currently paused –awaiting further details as to when this work will resume and impact on timetable.	Awaiting revised timescale from the site owner
<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 commenced in 2019/20 on the rationalisation works and site setup for the redevelopment. However the lock down meant site works were suspended for approximately 5 weeks. Site work has now recommenced (May 2020), it may slow down progress early on with adherence to social distancing measures but the contractor is confident of meeting the existing completion target of March 2022.	Scheme should still be completed by March 2022.

Approach	Key Project	Comments	Timescale / Slippage
	Aelfgar	<p>The current lock down has slowed progress but work continues to progress the site, including:</p> <ul style="list-style-type: none"> <li>• progressing the Draft Contract and Transfer which involved negotiations regarding the overage conditions. No. of queries still outstanding to be resolved.</li> <li>• Commenced actions to obtain initial advice around procurement of a Passivhaus project and appointing a Passivhaus consultant.</li> </ul>	Timescale to be reviewed reflecting response and recovery requirements
	Chadsmoor	<p>The current lock down has slowed progress but work continues to progress the site, including commencing some initial site surveys to support the planning application, with an ecological survey in progress in Q1.</p>	Timescale to be reviewed reflecting response and recovery requirements

ITEM NO. 5.

**Appendix 3b**

**Community Wellbeing Priority Delivery Plan 2020/21 – Health, Culture and Sport – Revised as at May 2020**

Approach	Key Project	Comments	Timescale / Slippage
<i>Opportunities for healthy and active lifestyles</i>			
<p><b>To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)</b></p>	<p>Develop the ATP at Rugeley Leisure centre to full size.</p>	<p>Work has continued on this project and is on track with the original PDP targets. A bid has been submitted to the Football Foundation (FF) by the deadline of 17<sup>th</sup> April and tenders have been issued for a build contractor, with return a date in May.</p> <p>Subject to a successful decision by the FF panel on 9<sup>th</sup> July the project is still anticipated to be delivered in line with the current PDP quarterly targets. This work will be undertaken as part of the Organisational Recovery work stream.</p> <p>A dedicated project manager is in place to deliver this project</p>	<p>Delivery of this is subject to:</p> <ul style="list-style-type: none"> <li>• a successful Football Foundation decision on 9<sup>th</sup> July; and</li> <li>• contractors being able to start work</li> </ul> <p>There is a risk that the new facility won't be able to open when completed– this will depend on social distancing arrangements in place at the time</p>
	<p>Park Development - The Cema Norton Canes (Pennycress Green)</p>	<p>This project has been put on hold because of the lockdown. It has not been possible to commence consultation with local children and the community regarding the site due as planned but we are looking at other ways to undertake the consultation. This work will be considered as part of the Community Recovery work stream.</p>	<p>Revised timescale to be determined as part of the Community Recovery work stream and taking into account Government guidance on social distancing requirements. This project is likely to slip to 2021/22</p>

Approach	Key Project	Comments	Timescale / Slippage
	Park Development - Fortescue Lane	The focus has been on development of the new cemetery project and consequently progress has slipped. This work will be considered as part of the Community Recovery work stream.	Revised timescale to be determined as part of the Community Recovery work stream and taking into account Government guidance on social distancing requirements. This project is likely to slip to 2021/22
	Park Development - Green Lane	A License to occupy has been provided to Rugeley Town Council and the contractor started on site on 18 <sup>th</sup> May 2020.	No slippage anticipated although responsibility for the delivery of this project rests with the Town Council. There is a risk that opening the site may have to be put on hold depending on social distancing requirements in force at that time
	Stadium Phase 2	Following Cabinet's decision on 26 <sup>th</sup> March 2020 to develop Phase 2 of the scheme, the initial action will be to develop a phased plan and then to draw up specifications, tender and appoint contractors to deliver the improvements identified in 2021/22.	Implementation timetable for the elements of Phase 2 to be determined by Community Recovery work stream and social distancing policy

Approach	Key Project	Comments	Timescale / Slippage
<i>Opportunities for healthy and active lifestyles</i>			
<b>Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities</b>	Commonwealth Games – particular consideration of legacy options and issues	Virtual meetings continue to be held. A meeting was held on 17 March and the first meeting of the Venue Transport Working Group for Cannock Chase was held on 4 <sup>th</sup> May. Officers have received a request from Forestry England for financial support to establish a legacy project. A virtual meeting has been held and the Forestry Commission have been requested to provide more detail before a report can be submitted Cabinet.	Scheme dependant upon scheduling of international calendar for such events
	Physical Activity Review/Wellbeing Strategy	Work has not commenced on this project. Sport England is currently focussed on supporting local authorities and operators with their recovery plans. Project on hold and priority will be determined as part of Community Recovery work stream	Revised timescale to be determined as part of the Community Recovery work stream
<b>With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours</b>	Cannock Chase Can	Work is expected to continue on this project – the first step will be to recruit a Health Improvement Officer to manage the project. This work will support the Community Recovery work stream	Recruitment unlikely to be completed until Q3
	Health in All Policies	Work on this is dependent upon the recruitment and appointment to the officer linked to the Cannock Chase Can project above.  This work will support the Community Recovery work stream	Recruitment unlikely to be completed until Q3

ITEM NO. 5.

**Appendix 3c**

**Community Wellbeing Priority Delivery Plan 2020/21 - Environment, Partnerships and Community Safety – Revised as at May 2020**

Approach	Key Project	Comments	Timescale / Slippage
<i>Sustaining safe and secure communities</i>			
<b>We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence</b>	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Policy to be reviewed and will take into account any national requirements re COVID-19	Revised policy to be presented to Council in Q4.
<i>Support vulnerable people</i>			
<b>We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children (See Something Say Something)</b>	County Lines Initiative	Commissioning Loudmouth to deliver a programme to raise awareness to prevent young people being groomed by individuals.  Priority to be determined as part of Community Recovery work stream with consideration to Government social distancing policy and partnership priorities.	This project is subject to grant funding from the Police Commissioner.
	Prevent Project	Limited capacity across the teams to fully role out this project – See Something Say Something Campaign on-going To be considered as part of the Community Recovery planning	Timescale to be reviewed by Community Recovery work stream
	SPACE 2020	Project is due to be delivered during the 6 week school holidays but this can only go ahead if lock-down is eased and subject to compliance with Government guidance. Project is delivered by IHL & Achieving Goals and Dreams	Dependant on Police Commissioner Funding – decision to be reviewed June/July 2020

Approach	Key Project	Comments	Timescale / Slippage
<i>Promoting attractive and healthy environments</i>			
<b>To provide clean, well maintained and well managed streets, town centres and parks &amp; open spaces</b>	New Cemetery for the District.	Work has continued on this project and is on track with the original PDP targets. A contractor has been identified from the civil works and evaluations are nearing completion for the reception building. Updated report seeking additional capital and permission to spend report on Cabinet Agenda for May 2020.	No slippage is anticipated at this stage subject to Cabinet/Council decision to proceed in May and contractors being able to start on site by the end of June.
	Waste Strategy	The outcomes of the Government's Waste Strategy have not been progressed due to COVID-19 and so cannot be monitored as planned. Work is to be focused on developing interim plans and considering options to re-align existing waste contracts where possible, pending the above. This work will be undertaken as part of the Financial Recovery work stream	Timescales to be developed as part of interim planning
<b>Car Parks improvements</b>	New and improved ticket machines	Work has not yet commenced on this. Although this project should be considered as part of the Recovery work streams, the provision of non cash ticket machines is seen as a key element of response and recovery.	It is anticipated that there will be some slippage. Work to commence on the procurement process in Q2

Approach	Key Project	Comments	Timescale / Slippage
<i>To aim to become net carbon neutral by 2030</i>			
<b>Undertake analysis and public engagement to prepare a costed 10 year climate change emergency action plan</b>	Carbon Literacy training	On hold due to COVID-19	Timescale to be reviewed with training provider
	Commission baseline study and technical assessment	Work in progress	Will be completed in Q2
	Commission Citizen's Assembly and other engagement work to consider options and feed into action plan	Work in progress	Slipped to Q4
	10 year plan to reduce the carbon footprint of the District Council	Work in progress	Slipped to Q4

ITEM NO. 5.

**Appendix 3d****Corporate Priority Delivery Plan 2020/21 – Revised as at May 2020**

Approach	Key Project	Comments	Timescale / Slippage
<i>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</i>			
<b>Increasing the ways in which customers can access services</b>	Implementation of Customer Access Strategy	Work on this will be undertaken in conjunction with the Organisational Recovery work stream to take into account learning from the lockdown situation and changes to working arrangements	Timescales for this work will need to be revised as part of the Organisational Recovery work planning
	Procurement of new CRM system	Work will commence on this during 2020/21 as the current system needs replacing. This will be undertaken as part of the Organisational Recovery work stream to take into account learning from the lockdown situation and changes to working arrangements	Timescales for this work will need to be revised as part of the Organisational Recovery work planning
<i>Making the best use of limited resources – managing our people, money and assets</i>			
<b>Development of an Asset Management Strategy</b>	Develop a new Asset and Energy Management Strategy	<p>The scope of the work is to be limited to recovery and in particular the usage of our assets in the short-medium term as the Council recovers from the lockdown and adapts to social distancing working practices.</p> <p>A new Asset and Energy Management Strategy will need to reflect the issues arising from other work streams and also consider longer term vision and objectives.</p>	The interim strategy will form part of the Organisational Recovery work stream and timescales will be determined as part of the planning for this work
	Produce asset management plans for key Council assets	The production of asset management plans will need to be deferred to allow resources/capacity to be aligned to the work required as part of the Organisational Recovery and the delivery of the necessary compliance issues.	Defer to 2021/22 onwards

Approach	Key Project	Comments	Timescale / Slippage
<b>Maintenance and compliance issues – civic buildings</b>	Passive Fire Protection and Fire Door Repairs	Completion of on site contract works	Starting in mid May and planned to finish in Q2
	Toilets Refurbishment	Tender process for toilet refurbishment to commence in June with aim to have a contractor in place at the earliest September.	Completion date likely to be Q4 – work likely to take longer due to social distancing measures.
<b>Maintenance and compliance issues – other Council assets</b>	Multi-storey car-park mothballing and security issues	Ongoing until outcome of procurement process for re-development scheme is known. Issues to be considered as part of Economic Recovery work stream and procurement of Town Centre Partner.	Timescales will depend on Economic Recovery work stream
	Rugeley Boardwalk	The work on producing a feasibility study looking into potential for a replacement scheme is considered to be non critical at this stage with the capacity of Property Services focused on the immediate Organisational Recovery work stream activities. The financial position of the Council with regard to delivery of the capital programme and revenue initiatives is uncertain; priority at present is being given to essential maintenance works.	Defer to 2021/22
	Elmore Park toilets	This work is considered to be non critical at this stage with the capacity of Property Services focused on the immediate Organisational Recovery work stream activities. The financial position of the Council with regard to delivery of the capital programme and revenue initiatives is uncertain; priority at present is being given to essential maintenance works.	Defer to 2021/22

Approach	Key Project	Comments	Timescale / Slippage
<b>Managing our people</b>	Implementation of Workforce Development Strategy	The Workforce Development Strategy has been drafted and was due to be circulated for consultation with key stakeholders in Quarter 1 of 2020-21 however this will be need to reviewed in light of the repercussions of COVID-19 and the priorities for the development, recruitment and retention of our employees may change as a result	Timescale to be determined as part of Organisational Recovery work stream planning
	Communicate and launch Employee Health & Wellbeing Strategy	The approach to the Health & Wellbeing Strategy will need to be revisited in light of COVID-19 and this will be included in the Organisational Recovery work stream	Timescale to be determined as part of Organisational Recovery work stream planning
<b>Review of all services to identify opportunities to better align resources to priorities and to identify growth and savings options</b>	Service Reviews	It will be essential to continue work to identify savings and realign resources to priorities . Work on this will be undertaken in conjunction with the Financial Recovery and Organisational Recovery work streams	Timescales for this work will need to be revised as part of Financial Recovery planning
	Environmental Services Business Case	Work will continue on this in conjunction with the Financial Recovery and Organisational Recovery work streams	Timescales for this work will need to be revised as part of Financial Recovery Planning
<b>Replacement and upgrade of IT systems</b>	Planning system – interim solution.	Work is underway on the implementation and needs to be completed	Completion in Q4
	Exchange 365	Mailboxes migrated to new system. Work nearly complete.	Completion in Q2
	Office 365	New software to be installed and hardware to be rolled out. Some progress made on this during the lock down period to support home working.	Completion in 2021/22
	Finance system	The existing system will not be supported from 1 April 2021. The procurement process is underway and has reached the receipt of tender stage. Contingency plans are in place if market conditions do not provide an economic solution.	On target for contract to be awarded in 2020/21, subject to outcome of procurement process

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<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Judith Aupers</b>
<b>Telephone No:</b>	<b>01543 464411</b>
<b>Portfolio Leader:</b>	<b>Corporate Improvement</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Audit &amp; Gov Cttee: 29/06/20 Cabinet: 16/07/20</b>

**CABINET**  
**16 JULY 2020**  
**STRATEGIC RISK REGISTER**

**1 Purpose of Report**

- 1.1 To set out details of the Council's Strategic Risk Register as at 31 May 2020.

**2 Recommendations**

- 2.1 That Cabinet approves the strategic risk register and considers the progress made in the identification and management of the strategic risks.

**3 Key Issues and Reasons for Recommendation**

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

<b>Risk Colour</b>	<b>Number of Risks at 30 September 2019</b>	<b>Number of Risks at 31 May 2020</b>
Red	<b>1</b>	<b>4</b>
Amber	<b>4</b>	<b>3</b>
Green	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>5</b>	<b>7</b>

## 4 Relationship to Corporate Priorities

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

## 5 Report Detail

- 5.1 The Accounts & Audit Regulations 2015 state that:
- "A relevant body must ensure that it has a sound system of internal control which:-
- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
  - (b) ensures that the financial and operational management of the authority is effective; and
  - (c) includes effective arrangements for the management of risk."
- 5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

### Management of Strategic Risks / Opportunities

- 5.3 Central to the risk management process is the identification, prioritisation and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Priorities and Objectives.
- 5.4 A fundamental review of the strategic risks/opportunities facing the Council has been undertaken to take account of the impact that the pandemic and the lockdown arrangements are having. The risks have been scored and action plans put in place to ensure that they are managed effectively. A summary of the Council's strategic risk register as at 31 May 2020 is attached as **Appendix 1**.
- 5.5 The risk summary illustrates the risks / opportunities using the "traffic light" method i.e.
- |       |   |
|-------|---|
| RED   | risk score 12 and above (action plan required to reduce risk and/or regular monitoring) |
| AMBER | risk score 5 to 10 (action plan required to reduce risk)                                |

GREEN risk score below 5 (risk tolerable, no action plan required)

5.6 The number of strategic risks has increased from 5 to 7 and the key changes are summarised below:

- One risk has been deleted (risk 16) as the impact of the reform of Benefit payments has now stabilised;
- Three new risks related to the impact of the pandemic have been added;
- Four risks have been re-framed to reflect the effects of the pandemic.

5.7 The number of risks which have been scored as high (Red) has increased from one to four as a result of the pandemic and the lockdown arrangements:

- The Council's financial stability is adversely affected in the short and medium term (previously red risk);
- The economy of the District is adversely impacted;
- The Council's key contractors remain sustainable and continue to provide value for money; and
- The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery.

5.8 The detailed actions plans for each risk are set out in the full strategic risk register attached at **Appendix 2**. This includes a progress update. The action plans are closely aligned to the Council's Recovery plans and will be kept under review.

<b>6 Implications</b>
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6.1 **Financial**

None

6.2 **Legal**

None

6.3 **Human Resources**

None

6.4 **Section 17 (Crime Prevention)**

None

6.5 **Human Rights Act**

None

6.6 **Data Protection**

None

6.7 **Risk Management**

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

6.8 **Equality & Diversity**

None

6.9 **Best Value**

None

**7 Appendices to the Report**

Appendix 1 – Summary of Strategic Risks – 31 May 2020  
Appendix 2 – Strategic Risk Register – 31 May 2020

**Previous Consideration**

None

**Background Papers**

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

Cannock Chase CouncilSummary of Strategic Risk Register as at May 2020

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at Sept 2019	Residual Risk Score at May 2020	Direction of Travel over period reported
<b>RED RISKS</b>						
C1	The Council's financial stability is adversely affected in the short and medium term (Re-worded – previously risk reference 18)	Head of Finance	May 2020	<b>12 RED</b>	<b>20 RED</b>	↑
C2	The economy of the District is adversely impacted (Re-worded – previously risk reference 25)	Head of Economic Prosperity	May 2020	<b>9 AMBER</b>	<b>20 RED</b>	↑
C4	The Council's key contractors remain sustainable and continue to provide value for money (New Risk)	Head of Environment & Healthy Lifestyles	May 2020	<b>N/A</b>	<b>15 RED</b>	
C5	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery (Re-worded – previously risk reference 19)	Managing Director	May 2020	<b>9 AMBER</b>	<b>15 RED</b>	↑
<b>AMBER RISKS</b>						
C7	Failure to put in place safe working practices and social distancing measures to protect employees and the public (New Risk)	Head of Governance & Corporate Services	May 2020	<b>N/A</b>	<b>10 AMBER</b>	
C3	Failure to work in partnership to sustain support to vulnerable residents post Covid-19 (New Risk)	Head of Housing & Partnerships	May 2020	<b>N/A</b>	<b>9 AMBER</b>	

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at Sept 2019	Residual Risk Score at May 2020	Direction of Travel over period reported
C6	<p>Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks.</p> <p>The move to home working has increased the vulnerability to malware issues.</p> <p>Re-worded – previously risk reference 23)</p>	Head of Technology	May 2020	<b>9</b> <b>AMBER</b>	<b>9</b> <b>AMBER</b>	↔

**DELETED RISKS**

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at Sept 2019	Score at May 2020	Direction of Travel over period reported
16	Impact of Welfare Benefit Reform	Heads of Finance and Housing & Partnerships	April 2013	<b>9</b> <b>AMBER</b>	<b>2</b> <b>GREEN</b>	↓

**Key to Direction of Travel**



Risk has decreased



Risk level unchanged



Risk has increased

**Cannock Chase District Council – Strategic Risk Register as at 31 May 2020**

Ref No: C1	Risk: <b>The Council’s financial stability is adversely affected in the short and medium term</b>		
Risk Owner: Head of Finance		Portfolio: The Leader	
Consequences Of Risk: <ul style="list-style-type: none"> <li>Unable to provide desired levels of service</li> <li>Town Centre redevelopment proposals are impacted</li> <li>Council size becomes too small to sustain a viable organisation</li> </ul>			
Links To Priorities: <ul style="list-style-type: none"> <li>Supporting Recovery – Financial work stream</li> <li>Corporate PDP - Making the best use of limited resources – managing our people, money and assets</li> </ul>			
Gross Risk Score (ie without controls)		Likelihood: 4	Impact: 5
Residual/Net Risk Score (ie with controls)		Likelihood: 4	Impact: 3
Total Score: <b>20 – RED</b>			
Total Score: <b>20 – RED</b>			
Controls in Place <ul style="list-style-type: none"> <li>Medium term financial plan in place</li> <li>Annual Financial Plan and Medium Term Financial Strategy to 2022/23 in place</li> <li>The Revenue Budget for 2020/21 and indicative budgets for 2021/22 are effectively balanced with a deficit of £584,000 for 2022/23.</li> <li>Working Balances maintained</li> <li>Comprehensive Service Review being undertaken to re-align resources to Corporate Plan</li> <li>Corporate Budget Monitoring</li> <li>Evaluation of consultations on changes to government funding regimes</li> </ul>			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Determine a Financial Recovery Strategy <ul style="list-style-type: none"> <li>Establish Recovery work stream</li> <li>Agree Terms of Reference</li> <li>Determine work programme</li> </ul>	Managing Director/ Head of Finance	Terms of Reference drafted

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Monitor Financial Impact of COVID-19	Head of Finance	
Implement Interim Financial strategy	Head of Finance	
Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding by a year	Head of Finance	
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance	
Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on SBC	Managing Director/ Head of Finance	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.
Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID-2019 on pool by authority on a month by month basis Liaise with S& SoT Business Rate Pool Members re options to maintain viable pool for 2021/2022 Prepare options report to Leaders and Chief executives	Head of Finance	
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	
Programme of service reviews to be undertaken to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be		

**Overall Progress Summary:**

Impact of COVID-19 on CCDC for 2020-21 is estimated to be £2.7 million with Government support to date only amounting to £1.1 million.

Medium Term impact cannot be determined at this stage however fundamental changes to Government Funding notably the implementation of 75% Business Rates Retention and Fair Funding and Business Rates Reset have been postponed to 2022/23

Details of whether Business Rates Reset will now take place and reforms to New Homes bonus are still awaited.

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

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants, Discretionary Grants.	Head of Finance / Head of Economic Prosperity	Significant progress made in distributing business support grants with 90% of funding distributed to local businesses.  Discretionary Fund to be launched June 2020.
Produce an Economic Recovery Plan	Head of Economic Prosperity	Terms of reference for Economic Recovery work stream drafted
Refresh the Economic Prosperity Strategy to take account of changing economic environment	Head of Economic Prosperity	
Revisit regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence.	Head of Economic Prosperity	Forms part of the Economic Recovery work stream.
Pro-actively work with WMCA, GBSLEP to promote the District and identify opportunities for growth during recovery phase	Head of Economic Prosperity	The Council continues to actively participate in the GBSLEP and Combined Authority and both organisations are leading on the region's response to economic recovery.
Revised Local Plan to be produced and delivered	Head of Economic Prosperity	Local Plan Review underway; the preferred option stage of the plan is due to go out to consultation later in 2020 but may be delayed due to COVID-19.

**Overall Progress Summary:**

The District's economy is highly likely to be severely impacted by the COVID-19 pandemic and lockdown and this will lead to a reduction in investment, closure of businesses and an increase in unemployment. The Council will need to develop an economic recovery plan to set out how the Council can support the economy, help businesses to survive and to support new businesses to start-up. Major investments such as the McArthurGlen Designer Outlet and Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District.

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

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Group being set up to support the Community Recovery work stream – this will look at: <ul style="list-style-type: none"> <li>• Lessons learnt</li> <li>• How the level of support can be sustained going forward</li> <li>• Planning for the future and development of an action plan</li> </ul>	Head of Housing & Partnerships	
Extend commissioned services that provide lower level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse	Head of Housing & Partnerships	
Supporting Vulnerable Residents – Follow up telephone calls	Head of Housing & Partnerships – May to June 2020	400+ calls completed (28.05.2020)
Housing 1 <sup>st</sup> Project – Secure permanent accommodation for the Rough Sleepers	Strategic Tenancy Services Manager	2 Year Contract Awarded to Spring Housing – accommodation secured for 3 Rough Sleepers (01.06.2020)
To maximise the benefit of any legacy from the increase in voluntary activity in the local community	Head of Housing & Partnerships	On-going meetings scheduled – work with Support Staffordshire on social prescribing
Work in conjunction with Inspiring Healthy Lifestyles to support individuals and communities to mitigate the impact of Covid-19 on health and well being	Head of Environment	On-going – family activity packs have been delivered to households
Further Development of the MARAC	On-Going (PCSCCTV Manager) Staffordshire Police	The Community Safety Team (CST) continue preparatory work around the new weekly local MARAC - an area of business which will become key as the lockdown starts to ease and the level of hidden domestic abuse becomes more apparent

<p>Establishing a strong link with the Community Vulnerability Hub</p>	<p>On-Going (PCSCCTV Manager)</p>	<p>CST will be the point of contact for any officers making safe and well calls where they feel that there may be a safeguarding concern. The CST will do the necessary re safeguarding be it a referral to the Community Safety Hub or signposting to safeguarding services.</p>
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**Overall Progress Summary:**

The Community Vulnerability Hub was established within days of the lockdown. Through Support Staffordshire links with the voluntary sector have been strengthened and residents have been supported with emergency food parcels. 11 Rough Sleepers have been rehoused in hotel accommodation during the pandemic and on-going support is in place to support the Rough Sleepers into permanent accommodation. The Council have sent 4,800 letters to vulnerable residents and this is being followed up with telephone calls to residents who have not made contact.

Throughout the transition period, Community Safety Hub (CSH) attendance has remained strong, with all key stakeholders (Police, Fire and Rescue, Adult Social Care etc.) dialling in. Recent weeks have also seen several other partners embracing the change, thus bringing attendance in line with pre-'lockdown' levels.

ITEM NO. 6.

Ref No: C4	Risk: <b>The Council's key contractors remain sustainable and continue to provide value for money</b>		
Risk Owner: Head of Environment & Healthy Lifestyles	Portfolio: Culture & Sport and Environment		
Consequences Of Risk: <ul style="list-style-type: none"> <li>• Potential for an individual contract failure resulting in a service not being delivered</li> <li>• Reputational damage and complaints</li> <li>• Financial loss</li> </ul>			
Links To Priorities: <ul style="list-style-type: none"> <li>• Supporting Recovery – Organisational work stream</li> </ul>			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 – RED</b>
Residual/Net Risk Score (ie with controls)	Likelihood: 3	Impact: 5	Total Score: <b>15 – RED</b>
Controls in Place <ul style="list-style-type: none"> <li>• Regular contact with key personnel for each contractor</li> <li>• Contract management</li> <li>• Any key issues are discussed with Leadership Team and Members as appropriate</li> <li>• Discussions with other authorities who have the same or similar contracts</li> </ul>			

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

Actions Planned	Timescale / Person Responsible	Progress/Comments
Financial assistance to be provided where appropriate to support key contractors	Ongoing during response and recovery as required / Head of Finance Head of Environment & Healthy Lifestyles	Payments being made in advance to assist with cash flow and 20% top up agreed by Cabinet for furloughed staff up until the end of June 2020.
Contact with other Councils, Local Government Association and Sport England	Ongoing during response and recovery as required / Heads of Service Contracts and Procurement Manager	Contact is being maintained with other Councils that have the same type of contracts and or contractors to share information on issues and support provided Interest logged on 10 <sup>th</sup> April with Sport England to receive any available support/consultancy to ensure that Council's, Leisure Trusts and Operators survive this period of uncertainty.
Lobbying of Ministry of Housing, Communities and Local Government (MHCLG) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on CCDC	Ongoing during response and recovery as required / Managing Director Head of Finance	Information provided regarding the financial impact of COVID-19 on contracted services
Monitoring Government guidance on COVID-19 on services that can be delivered as lockdown is eased	Heads of Service Service Managers Contracts and Procurement Manager	Recovery plans being developed by Contractors in consultation with the Council to respond to further lifting of restrictions. Golf course re-opened 23 May 2020.

**Overall Progress Summary:**

Regular contact is being maintained with the Council's key contractors. Recovery plans are being developed by Contractors, in consultation with the Council, to respond to further lifting of restrictions and re-instate services where possible.

Management of this risk is largely outside the control of the Council as it is a national issue and depends on the Government's plans for easing lockdown and support to businesses. However, the Council is working with its contractors to support them during lockdown and in implementing their recovery plans.

Ref No: C5	Risk: <b>The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, new Covid19 Government policies, key projects and support work on recovery</b>		
Risk Owner: Managing Director		Portfolio: The Leader	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> <li>• The Council's response during a declared Major Incident is not effective;</li> <li>• Services and projects are not delivered and this impacts on residents / the public;</li> <li>• The requirements of any new Covid19 related Government policies not implemented effectively;</li> <li>• Employees wellbeing affected, increase in absence due to stress</li> </ul>			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> <li>• Supporting Recovery – economic, organisational, community work streams</li> <li>• All Council Priorities</li> </ul>			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 - RED</b>
Residual/Net Risk Score (i.e. with controls)	Likelihood: 3	Impact: 5	Total Score: <b>15 - RED</b>
<p>Controls in Place</p> <ul style="list-style-type: none"> <li>• Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action.</li> <li>• Additional funding secured for Covid19 related policies e.g. Test and Trace, resettling rough sleepers etc.</li> <li>• Suspension of lower priority activities, meetings and projects.</li> <li>• Management capacity issues are monitored by Leadership Team; officer time reallocated to more important duties as required e.g. Vulnerability Hub. Day to day operational capacity issues addressed by managers e.g. sickness absence.</li> <li>• Regular monitoring of priorities</li> <li>• Provision of support to employees especially as majority remain working remotely.</li> </ul>			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action	Leadership Team	This is an ongoing daily activity at the current time due to the volume of Government policy announcements.
Review of existing priorities and PDP's in light of Recovery Planning work	Leadership Team / Cabinet	This is in progress and will be reported to Recovery Overview Board and Cabinet
Review of essential services and operational work plans to re-prioritise work	Heads of Service	Ongoing
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Leadership Team	Ongoing operational decisions

**Overall Progress Summary:**

The Council continues to respond to a declared Major Incident from March 2020 and this has had an immediate and direct impact on officer capacity as has the impact of Coronavirus on the workforce re remote working / self- isolating / cancellation of annual leave etc. It has placed considerable and continuing pressure on key service areas

Officer capacity has had to be prioritised to deliver an effective response to the Covid19 pandemic and this has meant the delivery of new programmes of work in compressed time periods e.g. business grant payments, supporting NHS Shielding / vulnerable people in the community with the voluntary sector, securing PPE, Test and Trace programme etc.

Work is in progress to review essential services to assess resilience over the next few months. Work has commenced on reviewing the Priority Delivery Plans for 2020/21 alongside the development of Covid19 Recovery work stream plans. At the current time, not all of the Council's PDP priorities can be taken forward due to the various and uncertain impacts of Covid19.

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

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing / Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing / Head of Technology	Annual Health check completed in August 2019. Follow-up check is planned for August 2020.
Application Security Assessment and Remediation action taken	Annually / Head of Technology	The healthcheck will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	January 2021 / Head of Technology	During 2020 we have been able to increase the number of corporate laptops that access the internal systems.
Exploring options to improve security for sharing information with external partners	Ongoing / Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	Ongoing / Head of Technology	Most of the email mailboxes are now held in the cloud. Data files will also be moved during 2021/22

**Overall Progress Summary:**

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

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

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Organisational Recovery work stream to oversee the development of a co-ordinated approach to ensuring the safe return on employees to the workplace	Head of Governance & Corporate Services	Sub-Groups set up and initial meeting held.
Workplace risk assessments to be completed in line with HSE and Government Guidelines and action plans developed	Corporate Asset Manager	Workplace risk assessments are being prepared

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Role based risk assessments to be completed in line with HSE and Government Guidelines, employee guidance prepared and employees briefed before returning to work	Service Managers	Risk assessments and guidance being prepared
Continue to monitor and review guidance issued by Government and communicate to managers as required	Chief Internal Auditor & Risk Manager	
Consult with trade unions and employees as required to ensure a joined-up approach is agreed and accepted	Head of Governance & Corporate Services and HR Manager	
Risk assessments to be published on website		
Review content of Health & Well-being Strategy to take account of impact of COVID-19 on the workforce	HR Manager	

**Overall Progress Summary:**

Risk assessments were prepared at the outset of lockdown and are being updated to reflect the latest Government Guidance. Work commenced on workplace risk assessments. Initial meeting held with Trade Union reps. Guidance on PPE has been issued and reflected in risk assessments – to be reviewed and updated.

<b>Report of:</b>	<b>Head of Housing and Partnerships</b>
<b>Contact Officer:</b>	<b>Nirmal Samrai</b>
<b>Telephone No:</b>	<b>01543 464 210</b>
<b>Portfolio Leader:</b>	<b>Housing</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 16/07/20</b>

**CABINET**  
**16 JULY 2020**  
**HOUSING REVENUE ACCOUNT – CREATION OF NEW POSTS**

**1 Purpose of Report**

- 1.1 To seek Cabinet approval for the creation of two posts within the Housing Property Services Team and the Neighbourhoods Team.

**2 Recommendation(s)**

- 2.1 To approve the creation of two new posts funded within the budgetary provision for the Housing Revenue Account:-
- Compliance Officer – Salary Grade H; 37 hours per week (£42,780 – including on costs)
  - Special Complex Case Officer – Salary Grade F; 18.5 hours per week (£16,400 - including on costs).

**3 Key Issues and Reasons for Recommendations**

Key Issues

- 3.1 The Housing department currently manage 5,115 properties across our district (as at 31 March 2020). Of these there are 35 blocks of flats with communal areas and 4 sheltered schemes.
- 3.2 A review of the compliance requirements has been undertaken by the Interim Housing Property Services Manager. He has identified that the key compliance tasks are dispersed into various posts across the wider Housing Team.
- 3.3 In recent history, the Grenfell Tower fire in 2017 evoked 'The Independent Review of Building Regulations and Fire Safety' Report (May 2018) highlighting recommendations from Dame Judith Hackett. Particular recommendations with regard to the responsibilities of the duty holder and on producing a reformed

building safety regulatory system add further depth to the Council's role in complying.

- 3.4 The Tenancy Services Team has seen how tenants with complex needs can have a negative impact on resources, neighbourhoods, communities and frontline Council Services because of the high levels of demand generated the tenants. This is demand is also impacting on locality, other public sector providers and wider Council services.
- 3.5 The current pandemic has highlighted that we have several Council Tenants who are challenging because of behavioural issues, complex support needs, mental health or are aggressive to staff. The individuals monopolise the patch based Officer's time, Council Services and other organisations times. According to our records there are currently 10 Council Tenants that fall within this category.

#### Reasons for Recommendations

- 3.6 The Housing Property Services Team is currently understaffed to deliver compliance across the board. To maintain and further develop the processes it is essential to recruit to a new Compliance Officer position so that focus on all areas can be retained.
- 3.7 The new post holder (Special Complex Case Officer) will ensure that services and teams are able to build resilience by tackling the individuals demand for services and will achieve this by providing a resident centred housing services and link in with other partners to ensure service delivery is coordinated.

## **4 Relationship to Corporate Priorities**

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The Council has a responsibility to ensure the wellbeing of its community. A role sustaining safe homes and providing a healthy environment to live will assist in contributing to community wellbeing.

## **5 Report Detail**

- 5.1 The Housing department currently manage 5,115 properties across our district (as at 31 March 2020). Of these:
- c.95% have asbestos containing materials (ACMs) which need to be managed and removed when damaged in accordance with The Control of Asbestos Regulations 2012;
  - c.25% have communal areas and all properties have a party wall requiring fire safety measures and regular risk assessments in accordance with the Regulatory Reform (Fire Safety) Order 2005; and
  - All void and communal facilities will require risk assessments with regard to water hygiene.

5.2 As a landlord Cannock Chase District Council has a responsibility to ensure all the above is adhered to inline with H&S at Work etc. Act 1974.

5.3 **Compliance Officer** - the creation of this role will ensure:-

- Centralised management, focus and engagement of health and safety risks;
- The coordination of cyclical testing and risk assessments for Asbestos management, fire safety and legionella risk;
- Recommendations are addressed in order to prepare and implement relevant work streams and remedial work, to remove and mitigate any risks;
- Expertise in Asbestos Management, with the ability to offer advise on corporate stock;
- Accurate, housing stock records relating to compliance;
- All remedial work and relevant work streams are monitored and therefore compliant.

5.4 **Special Complex Case Officer** - the creation of this role will aim to:-

- Provide an effective and efficient service; giving advice and assistance in relation to all matters concerning anti-social behaviour;
- Prevent homelessness by promoting sustainable communities and neighbourhoods and take a proactive role in the Council neighbourhood initiatives and regeneration activities by working closely with colleagues, tenants, the local community, and other agencies;
- Receive complex case referrals for casework from Line Manager within Tenancy Services and or external agencies;
- Cases be will investigated and appropriate action taken against perpetrators of anti-social behaviour, or challenging behaviour;
- Take a proactive approach to resolving tenant and neighbourhood disputes, and ensuring effective liaison with Police other services , Community partnership, Independent Mediation Service and other agencies;
- Build a rapport with the Council's Housing Needs team and work alongside partners from across the statutory and voluntary sectors to ensure each individual's support needs are identified and addressed effectively.

5.5 There is insufficient budget within the HRA Staffing Budget to fund the creation of these two posts. Cabinet are requested to approve an additional budget allocation of £59,180 to fund these two key posts within the Housing Section.

<b>6 Implications</b>
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6.1 **Financial**

As set out in the report above there is insufficient staffing budget to accommodate these posts. The principal on which the HRA budgets are based is that any amount above the minimum working balance is contributed as a Revenue Contribution to Capital Outturn (RCCO). This is then used to fund

capital works to dwellings. Therefore any additional staffing cost will reduce the amount contributed to fund capital works.

**6.2 Legal**

The legal implications are set out in the body of the report.

**6.3 Human Resources**

The posts of Compliance Officer and Special Complex Case Officer have been evaluated in line with the Council's Job Evaluation Scheme but at the time of writing these evaluations are subject to the outcome of final moderation. It is not anticipated however that the grades of these roles will be subject to change.

**6.4 Section 17 (Crime Prevention)**

None.

**6.5 Human Rights Act**

None.

**6.6 Data Protection**

None.

**6.7 Risk Management**

The council is responsible for compliance within the housing stock, the risk if funding is rejected for the role is non-compliance.

**6.8 Equality & Diversity**

None.

**6.9 Best Value**

None.

**7 Appendices to the Report**

None

**Previous Consideration**

None.

**Background Papers**

None.