

Please ask for: Matt Berry

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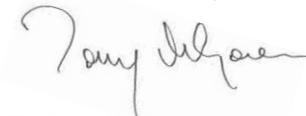
2 November, 2020

Dear Councillor,

Community Scrutiny Committee
4:00pm, Tuesday 10 November, 2020
Meeting to be held via Remote Access

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

Yours sincerely,



T. McGovern
Managing Director

To: Councillors

Bennett, C. (Chairman)

Jones, B. (Vice-Chairman)

Allen, F.W.C.

Sutton, Mrs. H.M.

Davis, Mrs. M.A.

Thompson, Mrs. S.L.

Dunnett, Ms. A.J.

Todd, Mrs. D.M.

Freeman, Miss M.A.

Witton, P.T.

Hewitt, P.M.

Woodhead, P.E.

Smith, C.D.

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 previous meetings held on 26 November 2019 and 13 January 2020 (enclosed).

4. Covid-19 Update

Verbal update from the Managing Director.

5. Improving Community Wellbeing (Environment, Partnerships & Community Safety) Priority Delivery Plan Performance Update – Q1 and Q2 2020/21

To receive the latest performance information (Item 5.1 – 5.6).

6. Covid-19 Recovery Strategy

A copy of the Council's Covid-19 Recovery Strategy, as approved by Cabinet on 15 October 2020 is attached, along with the relevant recovery action plans for the Committee's consideration (Item 6.1 – 6.15).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
COMMUNITY SCRUTINY COMMITTEE
HELD ON TUESDAY 26 NOVEMBER 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT:

Councillors

Woodhead, P.E. (Chairman)

Jones, B. (Vice-Chairman)

Davis, Mrs. M.A.

Dudson, A.

Freeman, Miss M.A.

Hewitt, P.M.

Layton, Mrs. A.

Muckley, Mrs. A.M.

Newbury, J.A.A.

Smith, C.D.

Sutton, Mrs. H.M.

Thompson, Mrs. S.L.

Todd, Mrs. D.M.

Also in attendance:

- Councillor J.T. Kraujalis, Housing Portfolio Leader (*Invitee*)
- Councillor Mrs. A.A. Fitzgerald, Shadow Housing Portfolio Leader (*Observer*)

9. Apologies

None received.

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

No declarations of interests or party whip declarations were received.

11. Minutes

RESOLVED:

That the Minutes of the meeting held on 22 July 2019 be approved as a correct record and signed.

12. Community Scrutiny Committee 2019/20 Work Programme Update

Correspondence – Chief Superintendent Moore

The Chairman advised that following the last meeting held in July, a letter had been sent to Chief Superintendent Moore summarising the comments and questions from the Committee regarding the proposed changes to the partnership

working structure and other matters, and that a broadly positive response to letter had been received from the Chief Superintendent. A Member commented that it was felt not all of the issues raised in the meeting had been addressed by the Chief Superintendent, but it was nonetheless pleasing that he had taken the time to attend.

The Managing Director advised that a new Chief Inspector would be starting in Cannock Chase shortly following the promotion of the current post-holder to a Superintendent position.

The Partnerships, Community Safety & CCTV Manager advised that the new Harm Reduction Hub was in place, working locally with the Council's Community Safety Partnership (CSP). Some of the work previously undertaken by the Hub was now being carried out by neighbourhood policing teams. Additionally, the former Partnership Manager for the Cannock Chase Local Policing Team (LPT) had commenced employment with the Council at the beginning of September as maternity cover for the Senior Partnerships Officer.

A Member suggested that a review of the new working model be undertaken at a later stage once it had had the opportunity to become fully active.

Another Member raised that parking issues occurring at night needed to be addressed as it was a District-wide problem. The Waste & Engineering Services Manager advised that civil parking enforcement was the responsibility of Staffordshire County Council, but he was aware that night-time enforcement action had previously taken place. Another Member commented that in respect of police powers, the only parking related issues they would deal with were cars parked dangerously or obstructing the Highway. The Manager Director further commented that this was a difficult matter for this Council as it didn't have the required powers available to tackle such issues.

New Partnership Working Model Task & Finish Group

The Chairman advised that the task & finish group had met with the Partnerships, Community Safety & CCTV Manager in October regarding the proposed new partnership working model in Staffordshire Police.

A Member requested that the flowchart presented in that meeting be circulated to the whole Committee for reference. The same Member also raised that at that meeting, the specific role of the Chairman at the Multi Agency Risk Assessment Conference (MARAC) had been queried. The Partnerships, Community Safety & CCTV Manager advised that the role had not yet been defined, but the CSP had earlier in the day agreed the proposed new working model structure.

Members of the task & finish group then raised the following points they had put forward in their October meeting:

- All those involved with the MARAC needed to be fully capable and qualified to support vulnerable people;
- Concern had been raised about the expertise of the Chair, given that it was proposed the position would be rotated amongst those bodies represented on the MARAC;

- The rotation of the Chair position was intended not to place additional burdens on just one individual;
- Need to be conscious of the impact the MARAC work may have on the mental health of those staff involved with it;
- Ensure the Council's Partnerships Team was being supported in its work.

It was then agreed that a further meeting of the task & finish group would take place early in 2020, in advance of the next meeting of the Committee.

Carbon Neutrality Task & Finish Group

The Chairman advised that two meetings of this group had been held, the first to discuss and agree what issues should be looked at, and the second one to consider the provision of 'carbon literacy' training for Members and Officers, the outcome of which was the proposed recommendations for the Committee to consider as detailed in item number 4.1 of the agenda. A Member of the group commented that this training would be a good starting point to help Members and Officers grapple with the difficult issues involved in the Climate Emergency work. The Managing Director advised that active discussions were taking place with regards to the provision of the training, with a view to it being delivered as early as possible in 2020. Clarification was also provided about which body (i.e. Cabinet or full Council) would be responsible for approving each of the individual recommendations proposed.

The Managing Director further advised that the first meeting of the Officer group for the Climate Emergency work had taken place, with a view to having a 'carbon baseline' in place for the Council by February 2020. The specifications for the Citizens' Assembly and action plan were being worked on, with a view to procurement taking place in early 2020. The task & finish group would be involved in seeing the full specification work.

Visit to the Biffa Materials Recycling Facility (MRF) in Aldridge

The Members who went to the MRF commented that the visits were very interesting and useful, and thanked the Officers in Waste & Engineering Services for making them happen. One of the Members specifically noted surprised that not all of the recycling collected by the Council was sorted at the Aldridge site. The Waste & Engineering Services Manager replied that all materials used to be sorted locally, but market changes meant this only applied to plastic recycling now. When the contract was due for re-tender, the Council would be looking to ensure that all materials could be sorted locally.

A Member noted that it was pleasing to see that Biffa wanted to sort as much waste in the UK as possible, rather than sending it overseas. More could be done locally however to combat contamination of recycling bins, as instances had occurred of bins not being checked before being emptied into the recycling collection lorries. The Waste & Engineering Manager replied that it would be useful to know where this had occurred, as during October, 3,600 recycling bins had been tagged for including non-recyclable items, and 8 collection loads rejected at the MRF due to contamination.

Another Member noted that when they attended the MRF visit, 8 tonnes of collection had been contaminated with straw, so asked whether areas that were causing these problems were being targeted. The Waste & Engineering Services Manager replied that this was the case, both through door knocking at specific properties, or putting advice/guidance out through the Council's social media channels.

Another Member queried if bins were also being specifically stickered with the waste and recycling information. The Waste & Engineering Services Manager replied that bins were last stickered approximately twelve months ago, with stickers being applied to both bins as some people were using the recycling bin as an additional waste bin.

Another Member then queried if 'tagged' bins were followed up. The Waste & Engineering Services Manager replied that this did happen, but the Council only had one Officer available to do so. If however a property became a repeat offender for contamination then as a last resort their recycling bin could be withdrawn, but this was not something the Council wanted to do. The issue of contaminated/rejected loads was not just affecting this District, as a number of other local authorities in Staffordshire were also experiencing this problem on a regular basis.

(The Head of Housing and Partnerships arrived at the meeting at this point.)

The same Member then queried if the Council incurred any costs for loads being contaminated or rejected. The Waste & Engineering Services Manager replied that as part of the 2016 contract the costs were handed to the contractor, but as a result, the Council would lose out on recycling credits from the County Council.

Another Member then queried if work was undertaken with local schools to educate them on waste and recycling matters. The Waste & Engineering Services Manager replied that this did happen, and in 2020 an initiative called 'bin world 2' would be launched at primary school level in conjunction with a local drama group. More information about this would be provided to Members early next year.

The Chairman then suggested that a visit take place to incinerator plant at Four Ashes so Members could better understand the whole process. The Waste & Engineering Services Manager replied that a visit could be arranged to a different MRF site located near Birmingham, which would help to give Members a better understanding of the challenges faced by Officers in dealing with waste and recycling issues. He also advised that a 'waste composition analysis' of residual waste bins in Staffordshire had been undertaken through a research project led by Keele University, the results of which could be reported to the next meeting for Members' information.

RESOLVED:

That the following recommendations in respect of 'climate literacy' training be submitted to Cabinet and/or full Council as appropriate, for consideration:

- (A) Source and promote the training opportunity as presented, with a preference that this be attended by all senior managers and Council Members.
 - (i) Depending on the availability of the free training and the timing, key officers should be prioritised, but in all cases this should be completed urgently.
 - (ii) If the organisational need for training is greater than the capacity of free training accessible by the Council, that Cabinet considers the costs and available budget to ensure all appropriate staff, all Members and ongoing induction requirements are fully funded.
- (B) The principles of this training be established within the organisation to ensure institutional memory is preserved and incorporated into the induction programme for all new staff at senior manager or above, and new Council Members.
- (C) The status of the knowledge and understanding of Climate Literacy be considered of equal importance as equality and diversity training.
- (D) The knowledge acquired from the training be used to introduce an additional parameter in section 6 of Council reports '6.10-Climate Emergency'.
- (E) That only Members who have received the Climate Literacy training, or equivalent through the new Member induction be permitted to vote on Council decisions which have a Climate Emergency implication.
 - (i) If this is not legally possible, then each vote having a Climate Emergency implication be a named vote, and each Member identified as having completed Climate Literacy training or awareness.
- (F) That the Council uses its resources to promote externally the Climate Literacy of its staff and Members as a positive commitment towards aiding the Council in the challenges ahead.

13. Passivhaus Housing Issues

The Chairman reported that the Housing Portfolio Leader and the Head of Housing & Partnerships had been invited to the meeting to provide an update on 'Passivhaus' housing issues. This item had been included on the agenda due to the Council having a large housing stock and the associated energy efficiency implications that came with that.

The Housing Portfolio Leader advised that an organisation called the 'Sustainable Housing Action Partnership' (SHAP) was working with the West Midlands Combined Authority to help local authorities in building new homes and renovating existing properties that would meet the Government's requirement of carbon neutrality by the year 2050. In respect of refurbishment schemes, methods such as thermal retro fitting and green heating were being looked into, but the SHAP was best placed to advise the Council on the most appropriate way forward.

The Head of Housing and Partnerships advised that available options would be researched over the next few months, with all aspects of the housing sector being looked into. A visit had been undertaken recently to a housing scheme in Halesowen. Consideration was being given to using a small former garage site in the District as a pilot scheme and Officers were actively working to increase their knowledge in this area. Planning applications submitted for new house building schemes met current planning obligations, and a ten-year approach to this work was being undertaken to fit in with the Council's Climate Emergency work.

The Housing Portfolio Leader further advised that it was important for the Council to look at all systems available on the market, not just Passivhaus schemes. A visit was being arranged to a site in Redditch that may provide an alternative approach, along with a visit in the new year to a factory that was focussed on modern methods of construction. This may be a visit that the Carbon Neutrality task & finish group wished to also attend.

(The Housing Portfolio Leader and the Head of Housing & Partnerships left the meeting at the conclusion of this item.)

14. Quarter 2 2019/20 Improving Community Wellbeing (Environment, Partnerships and Community Safety) PDP Performance Update

Consideration was given to the latest performance information (Item 6.1 – 6.7 of the Official Minutes of the Council).

The Managing Director reported that some actions were behind schedule, but it was not expected that any would not be completed by year end. Work on delivering a new cemetery for the District was progressing. Linked to this, a new crematorium was due to be built by a company called Horizon, and the Council was working with them operationally to benefit the public. The provision of these new facilities would be a significant additional resource for the District. A construction partner was due to be procured in 2020, but preparatory work was already underway onsite. Some elements of the originally proposed scheme had had been removed to ensure delivery within the fixed budget (e.g. the provision of a residential premises at the cemetery), but these changes would have no adverse impact on the public. Market testing was being undertaken to ensure delivery of the project within budget, as issues could arise if this wasn't achievable. The Council was exploring with Horizon ways to share costs on some aspects of the scheme, such as site access.

A Member noted the site being developed was adjacent to Five Ways island in Heath Hayes, at which high carbon monoxide levels had been monitored due to car fumes, so queried if any action was being taken to bring the level down and would it be further affected by this scheme. The Managing Director replied that he was not aware of any active measures in place to reduce the levels. The issue had been looked at by the County Council but nothing taken forward. There would be additional traffic as a result of the new scheme, but its impact limited as visits to the crematorium would be by appointment only. A Member further replied that Norton Canes Parish Council had received a presentation from Horizon on their proposed scheme, and they had advised that appointments would be held outside of rush hour so as to minimise impact on local traffic levels.

The Chairman noted that the Committee may wish to look at air quality management issues in the District at a future date. The Managing Director advised that this had been looked at by a previous Scrutiny Committee, but the information considered as part of that review could be circulated for reference.

A Member then queried if a project manager had yet been appointed for the delivery of priority S106 projects and the new cemetery scheme. The Managing Director replied that an internal candidate had been recruited and was already in post, covering both of these areas.

The meeting closed at 5:25 p.m.

CHAIRMAN

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CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
COMMUNITY SCRUTINY COMMITTEE
HELD ON MONDAY 13 JANUARY 2020 AT 10:00 A.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK
PART 1

PRESENT:

Councillors

Woodhead, P.E. (Chairman)

Jones, B. (Vice-Chairman)

Davis, Mrs. M.A.

Muckley, Mrs. A.M.

Dudson, A.

Newbury, J.A.A.

Freeman, Miss M.A.

Smith, C.D.

Hewitt, P.M.

Sutton, Mrs. H.M..

Layton, Mrs. A.

Todd, Mrs. D.M.

Also in attendance as invitees:

Name:

Organisation:

Mr M. Davis

Chief Operating Officer, Resources & Energy Division, Biffa

Mr D. Willett

Business Director, Biffa

Mr F. James

Environmental Compliance Manager, Biffa

Mr C. Blakeman

Site Manager-Poplars Landfill, Biffa

Mr A Lines

Area Environment Manager (Staffordshire and Shropshire),
Environment Agency

Mr S. Thomason

EPR Installations Team Leader, Environment Agency

Mr C. Wall

EPR Installations Officer, Environment Agency

Mr R. Pee

Technical Specialist, Environment Agency

Mrs. K. Morris

'Stop the Stench' Facebook Campaign Group

Mr B. Clark

Local Resident

15. Apologies

Apologies for absence were submitted for Councillor Mrs. S.L. Thompson

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

No declarations of interests or party whip declarations were received.

17. Poplars Landfill & Anaerobic Digestion Site

The Chairman advised that the meeting had been called in response to concerns about ongoing problems associated with odours emanating from the Poplars Landfill Site & Anaerobic Digestion Site at Lichfield Road, Cannock. All attendees present were then invited to introduce themselves in turn. The Chairman then advised the running order of the meeting would be as follows:

- Presentation / statements from Biffa;
- Statements from the Environment Agency;
- Presentation / statements from Mrs. Morris and Mr Clark.
- Questions from Members to invitees.

Mr Willett then delivered a presentation about the waste facilities at the Poplars site that covered the following:

- Location, layout and activities;
- Landfill gas;
- Odour management;
- Liaison (the role of the Liaison Committee and public visits);
- Odour control activities and progress as at 13 January;
- Health effects of landfill gas.

Mr C. Wall reported that typically, the Environment Agency (EA) received a low level of complaints in respect of the Poplars site. During the first nine months of 2020, approximately 60 complaints were received related to various issues. In October 2019, 30 odour-related complaints were received, 120 in November and over 500 in December. The numbers of complaints received so far in January 2020 were at a similar level to December 2019. As the site operated under the conditions of an Environmental Permit, the site had to be free of odour that would cause issues off-site at levels tested by the EA. Any complaints received by the EA had to be verified against the permit conditions and checks undertaken with Biffa to ensure issues were being dealt with accordingly. Types of odours from the site could be difficult for the public to explain when contacting the EA as there were a number of different site activities that could produce odours. Mr Wall then outlined the following timeline in respect of the odour-related complaints:

- Number of site visits undertaken by the EA had increased due to the upsurge in complaints received – eight visits took place in October 2019;
- Biffa identified around 9th October a landfill gas odour coming from the site;
- An action plan to deal with this specific odour was produced by Biffa and submitted to the EA on 4th November;
- Six visits were undertaken during November, and a faint landfill gas smell was picked up by Newlands Lane;
- During October and November the EA hadn't picked up any odours that were likely to cause an impact off-site, but the significant increase in complaints received had been noted.
- Liaison Committee meeting held on 29 November – actions agreed were

explained to those Councillors present for feedback to local residents etc. It had also been noted that the EA was not providing feedback as quickly as it should be;

- December 2019 – clear that actions taken to date hadn't addressed the issue, however the amount of landfill gas being collected on-site had increased. The action plan was reviewed and updated with further remedial actions agreed.
- Nine visits were undertaken in December and odours were finally picked up off-site, at levels that were likely to cause pollution or offence to residents.

Mr Wall then further reported that Biffa had worked hard to deal with the issues raised, and the reasons for why the odours started to happen in the first place still needed to be determined.

A Member commented that drone footage of the site had shown there to be excess water on site, so wanted to know if this had been a cause of the issue, and if so, was it being addressed. Mr Blakeman replied that any excess water on site shouldn't have an effect, and noted that any use of drones over the site should first be agreed with the site operators.

Another Member then queried if it was possible to expand on what the root causes of the odours were. Mr Wall replied that the EA was confident the off-site odours were landfill gas, but it had not been possible to yet establish why these problems had started happening over the past couple of months given there had been no such issues for the past two or three years.

Another Member commented that from a public point of view, it was important to understand whether the odours were coming from the Landfill site or the Anaerobic Digestion plan. Mr Thomason replied that the odours had been coming from the Landfill site only.

The same Member then queried if complaints submitted to the Liaison Committee were picked up by the EA. Mr Blakeman replied that complaints were first submitted to the EA and then reported to the Liaison Committee. The numbers of complaints had far exceeded the normal level, but were responded to in a timely manner. Mr Thomason further replied that any complaints received were reviewed by the EA and then submitted to Biffa (with personal information redacted), in accordance with the odour management plan.

Another Member then queried how the odours could be stopped if the underlying causes weren't known or understood. Mr Thomason replied that the increased levels of rainfall in recent months had had an influence as this changed the quality of the gas being emitted. Whilst there were a lot of controls in place, the infrastructure was not adequate to deal with the increase. The action plan produced by Biffa and agreed by the EA set out that plastic capping and sealing of exposed areas would be undertaken, something that did not ordinarily happen during the winter months due to the typically poor weather conditions. Mr Wall further replied that although the number of complaints had gone up, measures had been taken to increase gas capture on-site. Furthermore, it was hoped that the plastic capping and additional sealing would significantly reduce the levels of

odour emissions from the site.

Mrs. Morris delivered a presentation on behalf of the Facebook campaign group she had set up called 'Stop the Stench'. The group comprised of over 2,500 local people, and had been extremely active since being established in October 2019, with over 1,000 posts, 7,000 comments, 14,000 reactions and a BBC article shared over 25,000 times. The presentation outlined that the odours coming from the Poplars Landfill site had had a significant negative impact on the lives of people living nearby, in particular their health and wellbeing.

Mr Clark then outlined the issues the odours had caused for him and his family, providing background information since moving to his current property and referencing the health and wellbeing problems identified in Mrs. Morris' presentation. He considered that false promises had been made to reduce the site odours, and requested that the smell be eradicated or brought back down to levels experienced in 2002. Further to this, he considered that the action plan hadn't worked, and asked the EA to withdraw Biffa's operational licence or to request that no further waste collection happen on-site until the situation was resolved.

A Member thanked Mrs. Morris and Mr Clark for their stories, and commented that what residents had been going through was awful, with the numbers of people registered on the Facebook group testament to this. The Member further commented that the health impacts had to be a great consideration for the Committee, and having Public Health England (PHE) in attendance would have been useful for their perspective on the associated health risks and context. The Member also noted that off-site testing apparently only took place from within vehicles, so asked for clarity as to whether this was the case. Mr Blakeman replied that two forms of testing were undertaken, one from within the vehicle with windows down (this being the most successful method) and the second involved three separate readings being taken from outside the vehicle.

In respect of PHE, the Chairman replied that they hadn't been invited as information about the issue was constantly evolving and timing of meetings didn't align. Parish councils representing affected areas were however putting together a joint letter to PHE, which the Committee may wish to be a joint-signatory on. It was noted however that the role of PHE was to provide advice to statutory bodies rather than offer a liaison role to the general public.

A Member noted that the role of Staffordshire County Council in respect of certain health issues was to do with notifiable diseases and not environmental issues.

Another Member thanked Mrs. Morris and Mr Clark for their stories, advising that at the Liaison Committee meeting held on 29 November, attendees were told that the actions taken to date should have resulted in a reduction of the odour issue, and then queried how confident Biffa was that the additional actions taken would achieve the desired outcome.

Mr Davis apologised to all residents for what they had experienced so far, noting that investment had taken place on site to try and reduce the impact. With respect to the additional measures taken, he was confident that the situation

would be improved, but advised that odours couldn't be 100% eradicated. Long hours were being worked on-site to try and resolve the problem as the site operators wanted to good neighbours and so needed to show the actions taken had worked.

A Member advised that such issues had first been raised 6 or 7 years ago, and then queried how much profit Biffa was making from the electricity supply generated on-site. Mr Davis replied that this site was profitable in this regard, but such figures were not disclosed publicly.

The same Member then commented that the EA needed to get to grips with Biffa and would like to see an EA representative based at the site, paid for by the company. The Member then further commented that the issue only seemed to have occurred since the Anaerobic Digester was installed at the site. Mr Blakeman replied that the odours were not coming from the Anaerobic Digester, but from landfill gases. He had been the site manager for over 10 years and the odours were coming from flanks that were now in the process of being plastic capped. Clay capping had usually worked for this site but the level of rainfall from September to November 2019 had caused the clay to move and slip. Furthermore, the level of remedial works undertaken on site during October and November had been unprecedented for that time of year.

Mr Clark noted that flooding and heavy rainfall had happened in previous years, but the odour issue hadn't been as bad as compared to 2019. The Chairman further noted as a result of climate change, instances of intense rainfall were happening more regularly, so queried if such odour issues were likely to become more frequent in future years. Mr Davis replied that new working models and operational changes would be adopted, which would increase costs but this was not a problem. In response to an earlier request from Mr Clark, Mr Davis advised that not accepting new waste onto the site would be counter-productive as new waste helped to cap smells being released by existing waste.

(Councillor Mrs. A.M. Muckley left the meeting at this point and did not return.)

Mr Lines commented that the EA took sympathy with the residents, noting that all complaints received were taken seriously and replied to, and the EA was working with Biffa and enforced the requirements of its Environmental Permit. He then thanked Mrs. Morris for posting to her Facebook group any relevant updates. The EA was committed to putting appropriate resources in place to monitor the site and adherence to the permit.

Mr Wall advised that the EA had powers of suspension available if it considered that serious pollution was being caused, but such instances would have to be assessed and determined, as a strong legal basis was needed to apply such measures. It was not considered that applying a suspension would help resolve the issue any quicker as Biffa had been very co-operative so far. The measures taken to date had not cured the issue, but it was still being worked on.

The Chairman sought clarity as to whether compliance assessments for the site were being undertaken, and if so, was this on a routine basis and were they publicly available. Mr Wall replied that compliance assessment reports were

produced and available to read online.

Mrs Morris raised that a similar odour issue had occurred at a landfill site down south and dealt with using plastic cladding, so asked for clarity on when that had occurred. Mr Willett replied that specific issue had been resolved in November, noting that plastic capping had now only been used at the Poplars site as clay capping had always worked before and was readily available. Mrs Morris replied that the local odour issue had been ongoing for 105 days, and the company knew in November that plastic capping would have a reasonable impact on the issue, but it was not delivered to the site until after Christmas. Mr Willett replied that it had been expected that the actions previously taken would seriously reduce the odour impact, but unfortunately this hadn't been the case. Therefore, the plastic capping was ordered and delivered as early as possible, having to be sent from Germany. Mrs Morris then further queried if the plastic capping was referenced in the odour management plan in November. Mr Wall replied that it wasn't referenced in the first draft of the plan, but it was included in the version updated at the end of December. All actions in the plan had been completed but were not successful in reducing the odour levels.

A Member then raised the following questions/comments submitted by local residents:

1. The odours had increased noticeably since the site was extended toward Newlands Lane.
2. How low down could the site go, and would this cause a water table issue?
3. How high could the site go?
4. How much longer would the site be open for and operate as it does?

Mr Willett replied as follows:

1. It was acknowledged that as the perimeter of the site expanded it would be closer to residential properties than before.
2. The water table was well below the base of the site and cells for lining the site were produced. All measures taken were approved first by the EA.
3. There was a pre-settlement level and a post-settlement level for how high the site could go to.
4. It was anticipated the site would be open for another 8 to 12 years, but this was dependent on a number of factors including; government legislation, landfill tax, and market conditions.

The same Member then queried what measures were being put in place with regards to affected residents who bordered Newlands Lane. Mr Willett replied that a review was being undertaken of how those parts of the site were infilled, and the provision of site-screening. The Member requested an update on this review once more detail was known.

Another Member referenced a letter sent to the EA before Christmas by the Council's Environment Portfolio Leader that set out a number of queries in relation

to the odour issue and what action was being taken to address it. The Portfolio Leader had asked the Member to raise that he felt the responses to the letter weren't adequate and didn't recognise the concerns raised by the public. The Member further noted that there appeared to be a lack of public engagement by the EA and that no direct apology had been given to residents by them earlier in the meeting, or through their newsletter or site visits. This should have been at the forefront of people's minds and the EA should be more proactive and tailor its engagement methods. Mr Lines apologised if the sympathies of the EA didn't come across in its reply to the Portfolio Leader. The EA tried to use the Liaison Committee for first point engagement and always attempted to reply to complaints on a one-to-one basis. It had been noted that wider communication was needed, and that more should be done to promote what the role of the EA was. Councillors would be asked to share the relevant contact telephone numbers.

A Member queried if this same issue had occurred in other parts of the country. Mr Davis replied that it had happened elsewhere, and not just at sites operated by Biffa, so it appeared that something had changed in the climate. The same Member raised that this needed addressing as a matter of urgency if it had become a national problem.

Another Member raised that it appeared the measurements taken by the EA of the off-site odours differed from what residents had been experiencing, so suggested that static monitors be installed to monitor the issue in real time. Mr James replied that daily monitoring was undertaken and static monitors had been looked into, but their impact was reduced on larger landfill sites. The same Member replied that it should be possible to locate monitors on the parts on the site where most complaints were coming from. Mr Willett replied that a twelve-mile route around the site was in place for monitoring purposes, but this would be reviewed and available technology looked into. Biffa would also look into placing monitors at the Newlands Lane part of the site to see if early warnings etc. of odours could be detected.

Another Member applauded Biffa for trying to reduce the odours coming from the site, but queried with the EA what would happen if the issue wasn't resolved. Mr Thomason replied that Biffa was required to comply with its Environmental Permit, therefore the EA could take enforcement action if needs be. The EA recognised the work undertaken by Biffa to date and the action plan was being reviewed regularly. If the correct infrastructure and capping was in place then the odour issue should be resolved.

Another Member commented that there was still massive improvement needed from the EA in respect of its public engagement and complaints handling. In respect of this particular issue it seemed to be a slow process until public pressure had been applied. Mr Thomason replied that public contact could be made via the helpline number, and each case was given a unique reference number dependent on the type of complaint being made. Complaints were dealt with based on perceived severity, site visits undertaken and the issue given a scale rating and the location of the issue established. The time difference between receiving a complaint and attending the location also had to be accounted for.

Another Member referred to a meeting held on 3 January 2020 which had been called by the local MP. At that meeting Biffa representatives were asked about the capping process and problems elsewhere, noting that where capping had been applied the issue had dissipated. Accordingly, the Member asked if it was expected that capping would also be a success at the Poplars site. Mr Willett replied that this should be the case and a progressive improvement seen as more capping took place over the coming weeks. It was intended that a temporary plastic cap would be in place for the rest of the site's life.

Another Member queried why anti-odour spray used on site only appeared to be located next to the site office, and was it used elsewhere. Mr Blakeman replied that the spray was also used on the site periphery and moved around as needed. Usage of the spray was also being looked into as part of the review.

The same Member then queried how bad the situation would have to be for the EA to consider using its enforcement powers. Mr Thomason replied that such powers would be considered if it was felt that Biffa was not taking appropriate measures to deal with the issue, however this wasn't the case at present.

Another Member queried how reliable the testing process was after a complaint had been received, and what happened if no odour was then detected. Mr Thomason replied that an 'odour route' was followed, with testing taken downwind, but the odour still had to be substantiated for the EA to be able to request action to be taken. If no odour was identified the complaint was still kept on file for future reference if necessary.

Mrs Morris noted that the EA had complete responsibility for safeguarding air quality and water safety for the public, so asked how they had allowed Biffa to pollute residents and would safeguard against these issues going forward. Mr Lines replied that the EA needed to ensure that the permit regulations were being followed and that Biffa had the opportunity to resolve any issues raised. Further action could be taken if it was considered Biffa was being non-compliant. Wider health issues were for the local authority and PHE to provide advice on.

The Chairman thanked all invitees for their attendance at the meeting and requested the following:

- (A) An informal meeting of the Committee be arranged for week commencing 10 February 2020 to update on progress made to resolve the issues outlined in today's meeting. All invitees and the local MP to be invited.
- (B) All invitees in attendance at today's meeting and the local MP be invited to the next scheduled meeting of the Committee on 31 March 2020 to provide a further progress update.

Mr Willett noted that an on-site meeting with the local MP had been arranged for Friday 14 February.

Mr Blakeman reminded Members that visits to the site could be undertaken by prior arrangement.

The meeting closed at 12:05 p.m.

CHAIRMAN

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

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

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories / case studies (including social media platforms)	A	65	4	33	24		
Number of Community Protection Notice Warnings (CPNWs) issued	Q	58	New Indicator Last Year	4	1		
Number of Community Protection Notices (CPNs) issued	Q	11	New Indicator Last Year	1	0		
Number of Fixed Penalty Notices (FPNs) issued	Q	4	New Indicator Last Year	0	0		
Number of ASB complaints dealt with via the Community Safety Hub	Q	90	Measure (not target)	46	42		
Number of CCTV case reviews provided to Staffordshire Police	Q	505	Measure (not target)	73	101		

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	Q	262	Measure (not target)	87	77		
Increased number of safeguarding concerns cards referred to the Community Safety Hub – hard copy	Q	2	New Indicator Last Year	0	0		
Number of Community Safety Hub referrals escalated to the First Response Team (children safeguarding) including emails received via safeguarding email	Q	51	New Indicator Last Year	13	17		
Number of Community Safety Hub referrals escalated to the Vulnerable Adults Team (adult safeguarding) including emails received via safeguarding email	Q	107	New Indicator Last Year	31	36		
Number of tenancies sustained	Q	77	Measure (not target)	2	3		
% of Assessments completed for households presenting where the household is homeless or threatened with homelessness within 56 days	Q	93.3%	95%	94.7%	96%		
Number of Discretionary Housing Payments awards	Q	£96,264 184 cases	£141,262	£ 18,286 79 cases	£ 31,518 84 cases		
Promote attractive and healthy environments							
Retain 6 Green Flags	A	6	6	6			
Number of fly tipping incidents	Q	406	131 (average for a quarter)	186	166		

Projects being progressed during 2020/21

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Sustaining safe and secure communities</i>							
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Review responses to consultation on taxi policy	In March 2020, shortly before consultation on the revised policy was due to commence, Government announced their intention to publish national statutory taxi and private hire vehicle standards. These were published in July 2020. An Exercise is now being carried out to align our revised policy with the national standards, prior to consultation, which is now expected to commence in Q3.				
		With Stafford BC, update, and consult on, Statement of Licensing Policy under Licensing Act 2003	Revised Policy prepared and consultation exercise complete				
		Produce revised Policy for adoption by Council	See above. It is now expected that a revised policy will be presented for adoption in Q4.				X

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4	
<i>Support vulnerable people</i>								
We will work with colleagues, partners and residents to raise awareness of safeguarding vulnerable adults and children (See Something Say Something)	Prevent project	Funding for delivery of phase 2 (Primary Schools)	The Partnerships & Comms team are working with the provider to develop a virtual resource which will be delivered in the college and schools. SCC have secured funding and will be rolling out this successful pilot to targeted schools identified via the CTLP (Counter Terrorism Local Profile)					
		Identify schools to deliver phase 2	Secondary school Prevent initiative is due to be rolled out across the County					
		Deliver Phase 2	The Partnerships & Comms team and SCC are working together to develop phase 2 and the role of Prevent Ambassadors.					
	County Lines Initiative	Research good practice across Staffordshire and West Midlands						
		Secure funding to raise awareness regarding early intervention and prevention	1 st project meeting has taken place with really good attendance from key stakeholders					
		Develop initiative plan	A multi agency project group has been set up to lead this initiative.				X	
		Deliver County Lines initiative	Delivery of this initiative will be very much dependent on the Government's Covid policies, however virtual sessions are being explored with the provider					X

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
	SPACE 2020	Secure funding for targeted and universal offer	Space 2020 has predominantly been organised via the Commissioner's Office and was essentially agreed to go ahead last minute.	✓			
		Commission providers for diversionary activities	Funding secured and Achieving Goals & Dreams commissioned via the Commissioner's Office to deliver during the 6 weeks holiday		✓		
		Deliver project	Complete		✓		
<i>Promoting attractive and healthy environments</i>							
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	New Cemetery for the District.	Finalise Contractor appointment for civil works and Reception Building	Finalised after Cabinet Report on 21 May 2020 approved	✓			
		Permission to Spend Report to Cabinet	Cabinet considered and approved the recommendations on 21 May 2020	✓			
		Start on site – Civils	Works started on site in June 2020	✓			
		Start on site – Reception Building	Works started on the Reception Building (off site) and electrics and utilities works for the building scheduled for Q3.		✓		
		Completion of Works (Civils and Reception Building)					X
		Opening					

Approach	Key Project	Milestone(s)	Comments	Q1	Q2	Q3	Q4
<i>Promoting attractive and healthy environments</i>							
Car Parks Improvements	New and improved ticket machines	Prepare Specifications and Tender Documents	Specifications completed and relevant documents completed	✓			
		Procure, evaluate and contract award	Procurement process agreed with the County Council and following evaluation direct award confirmed to preferred provider (Ticket Machines and Pay by Phone option)		✓		
		Install machines				X	X
Undertake analysis and public engagement to prepare a costed 10 year climate change emergency action plan	Carbon Literacy Training	Complete Carbon Literacy training for all Elected Member and Senior Managers	Training has been put on hold following discussions with the training provider and to re-scheduled for Q3 and Q4	▲			
	Commission baseline study and technical assessment		Baseline study was commissioned during Q1	✓			
	Complete baseline study and technical assessment of options		Baseline study completed during Q2. Study findings to be reported to Cabinet in Q3		●		
	Commission Citizens Assembly and other engagement work to consider options and feed into action plan.		Discussions have been undertaken in respect of this work with commissioning to be confirmed in Q3 and completion re-scheduled for Q4		●		
	10 year costed action plan for the District	Climate Change Emergency action plan - Report to Cabinet	Some work has been undertaken on this as part of the baseline study but completion has been re-scheduled to Q4I				X

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

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

Cannock Chase District Council

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

COVID-19 Recovery Road Map and Strategy

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

Appendix 1 – Response and Recovery Roadmap Diagram

Appendix 2 – Financial Recovery Action Plan

Appendix 3 – Economic Recovery Action Plan

Appendix 4 – Community Recovery Action Plan

Appendix 5 – Organisational Recovery Action Plan

Appendix 6 – Dashboard of Indicators

1. Introduction

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

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

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

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

2. Objectives

The Council's Strategy for Recovery aims to:

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

3. Approach To Recovery

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

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

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

4. Planning for Response and Recovery

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

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

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

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

(i) Response

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

Timeline – short term - ongoing.

(ii) Restore

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

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

(iii) Reshape

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

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

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

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

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

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

5. The Council's 4 Work Streams for Recovery

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

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

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

(i) Financial Recovery

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

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

(ii) Economic Recovery

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

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

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

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

(iii) Community Recovery

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

(iv) Organisational Recovery

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

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

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

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

6. Action Plans

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

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

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

Financial Recovery Plan – Appendix 2

Economic Recovery Plan – Appendix 3

Community Recovery Plan – Appendix 4

Organisation Recovery Plan – Appendix 5

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

7. Dashboard of Indicators

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

8. Key Projects

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

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

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

9. Governance Arrangements

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

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

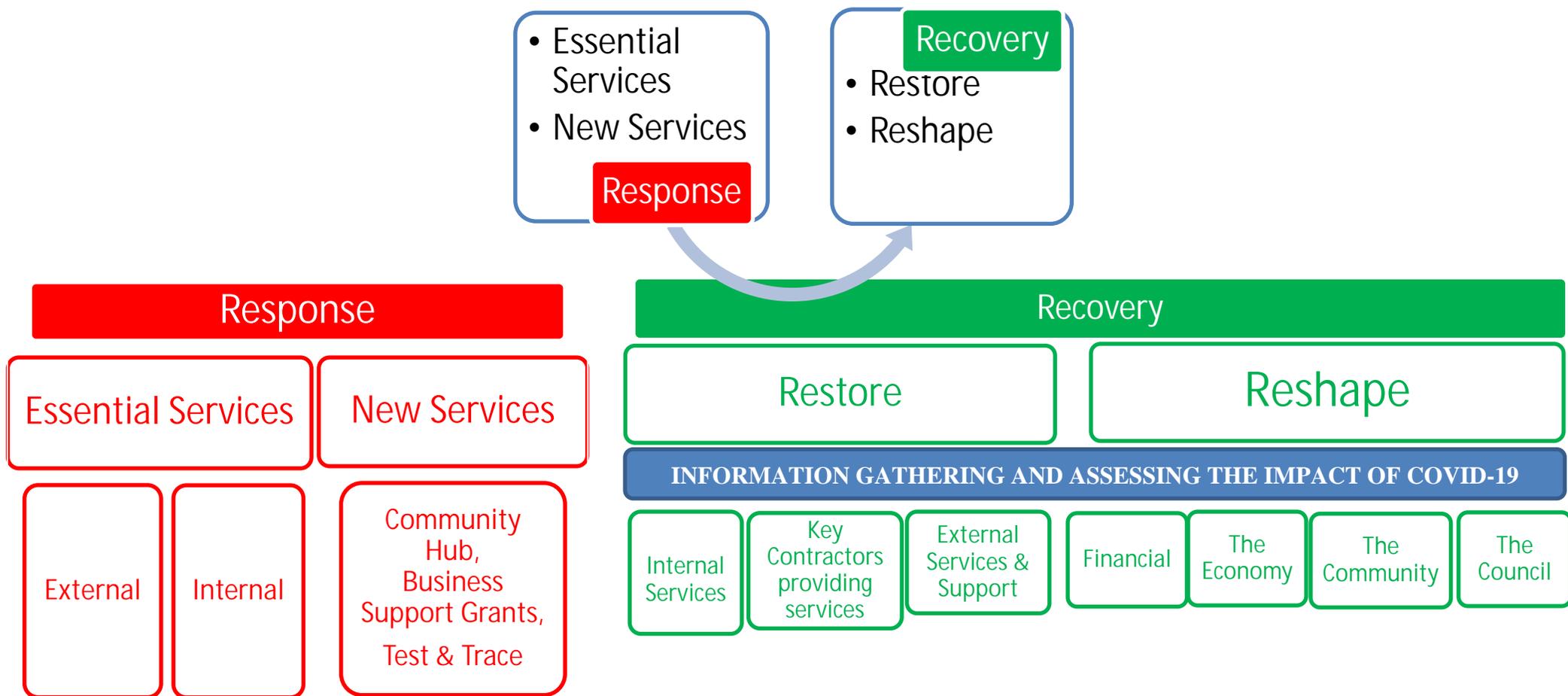
Key decisions are referred to Cabinet and/or Council for approval in accordance with the requirements of the Constitution.

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

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

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

COVID-19 Response and Recovery Roadmap



ITEM NO. 6.

COMMUNITY RECOVERY ACTION PLAN

SUPPORTING VULNERABLE PEOPLE AND THE COMMUNITY

Outcomes Required:

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

COVID-19 Impacts:

Pop up of multi aid groups (900+ volunteers) which have helped and supported huge numbers of individuals across the District with shopping, prescription collections, befriending etc.
The full impact on the community and individuals will not be known for some-time – situation will need to be monitored

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

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

ORGANISATIONAL RECOVERY ACTION PLAN

SERVICES – EXTERNAL / KEY CONTRACTS

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

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 1 - Response				
LEADERSHIP TEAM	Management of issues arising from impact of COVID-19 on the Waste Contract <ul style="list-style-type: none"> Tonnage restrictions at MRF Site 	Waste & Engineering Services Manager	The Council, in partnership with other affected Staffordshire LA's, rejected tonnage restrictions and together following the re-opening of the HWRC's, the restriction proposals were withdrawn.	Completed
	<ul style="list-style-type: none"> increase in contaminated and rejected loads 		Awareness sticker campaign on all recycled bins to be undertaken Mid-August 2020	Completed

Recovery Work Stream	Action	Lead Officer and Timescale	Comments	Priority RAG Rating High / Medium / Low
Phase 3 – Reshape				
Leadership Team	Determine interim strategy to realign waste contracts	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial	
Leadership Team	To determine a Waste Management Strategy following outcome of Government consultation and Waste Strategy	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial	
Leadership Team	To commence procurement process for waste collection	Head of Environment and Healthy Lifestyles Waste & Engineering Services Manager	Impact on operation of services and financial	