

STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Service Delivery Overview & Scrutiny Panel

16 September 2020

TITLE:	COVID 19 - Pandemic Reinstatement of Services and Economic Recovery
PORTFOLIO HOLDER:	Councillor Sybil Ralphs - Council Leader SMDC
CONTACT OFFICER:	Alicia Patterson- Head of Environmental Health Sarah Porru - Head of Regeneration
WARDS INVOLVED:	(All Wards);

Appendices Attached:

Appendix 1 – COVID-19 Impact on Services and Associated Recovery Action

Appendix 2 - Summary of Town Centre Actions (including measures requested by Town Councils, Voluntary Organisations and Community Partners)

1. Reason for the Report

- 1.1 The purpose of this report is to identify the impact of COVID-19 on service delivery and note the plans that are being put in place for recovery.

2. Recommendations

- 2.1 It is recommended that the Service Delivery & Scrutiny Panel:

- Note the details of the Council's recovery to the COVID-19 pandemic as outlined in the report
- Support the proposed recovery plans outlined in the report
- Identify any areas of activity which require further consideration

3. Executive Summary

- 3.1 Whilst some elements of the COVID-19 response continue to be ongoing, a recovery response was initiated so services would be ready as lockdown restrictions began to be eased. Work therefore commenced in the planning of the Council's recovery in late April.

3.2 The proposed response has been categorised into five work streams. These work streams are:

- Reinstating services;
- Economic recovery;
- Community recovery;
- Financial recovery; and
- Taking advantage of the positive legacy.

3.3 The purpose of this report is to consider the recovery process as it has been developing so far for the following work streams relative to this committee's area of activity:

- Reinstatement of Services,
- Economic Recovery,

3.4 The report sets out the recovery work that has been undertaken to date and the planned work going forward. The Committee is encouraged to highlight any areas that require further consideration.

4. How this Report Links to Corporate Priorities

4.1 The successful delivery of all corporate priorities is dependant upon effective delivery of services in line with the targets established in the Council's performance framework.

4.2 Concerning the impact of COVID-19 on performance indicators, in a small number of cases, the effect has been positive, e.g. carbon emissions, social media activity. The overall position, however, can be summarised as follows:

- Negative impact – 61%
- No Impact – 28%
- Positive impact – 11%

4.3 There will also be disruption to the individual actions committed in each of the service plans to deliver the priority actions set out in the Corporate Plan.

4.4 It has been agreed to bring forward the annual review of the Council's Medium Term Financial Plan to begin in July. The impact on service plan performance and priority actions will need to be understood in more detail alongside this to ensure that this review is effective.

5. Options and Analysis

5.1 There are no options to consider at this stage.

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)

The Council has been and will continue to support agencies in ensuring compliance with social distancing regulations including the monitoring of parks and open spaces and housing complexes.

6.2 Workforce

The COVID-19 pandemic has impacted significantly on the working arrangements for the Council's employees.

The response to the pandemic has seen the following changes in working practices:

- Where possible staff are working from home;
- Frontline staff are working safely with the appropriate PPE;
- Staff have been redeployed from time to time in order to support the additional demand created by several new service functions, e.g. small business and discretionary grant processing; providing support for vulnerable people etc.

The Council has maintained and continues to maintain a good dialogue with staff representatives and trade unions and they have and continue to be supportive of the Council's approach.

The Council must now establish a recovery plan that ensures the safety of staff as we look to reinstate services.

6.3 Equality and Diversity/Equality Impact Assessment

This report has been prepared in accordance with the Council's Equality and Diversity policies.

It is particularly important during the current crisis to ensure the safeguarding of our most vulnerable residents. It is also noted that the scope of vulnerabilities has widened from the usual cohort of individuals to include financial health/clinical and the impact of isolation, especially for those with care and support needs. The Council cannot deliver such a comprehensive and flexible support package on its own.

A risk based approach has therefore been developed to balance the need to bolster the community and neighbourhood efforts and managing any risks to the individuals most at risk of their vulnerabilities being exploited. This approach is aligned to and supported by the County Council and the NHS response.

An Equalities Impact Assessment (EIA) will need to be developed to identify specific implications for protected groups moving forward.

6.4 Financial Considerations

The crisis is having a significant financial impact on the Council's General

Fund. The financial impact is arising from additional expenditure in dealing with the crisis both externally and organisationally, lost income and savings targets that will not be met within the same timeframe due to resources being diverted elsewhere.

Costs and reductions in income are being monitored and updated on an ongoing basis in line with a full financial risk assessment. Details of the potential impact have been presented in a separate report

The financial impact on the Councils General Fund in 2020/21 is currently predicted to be up to £2.3m – this will be continually reviewed via the quarterly review process. This impact will be partially offset by emergency government funding of approximately £1,021,594. Government have also announced a further funding package on 2nd July. With this government support, it is anticipated that the financial effect on the current financial year will be able to be managed with the use of the Authorities contingency reserves.

The longer term financial impact will be reviewed via an early update of the Medium Term Financial Plan.

6.5 Legal

There have been and continue to be a significant number of regulatory changes during the response and recovery from the pandemic. These are highlighted throughout the report.

6.6 Climate Change

The COVID-19 response has resulted in some positive benefits in respect of carbon reduction, including:

- Reduced employee travel during lockdown;
- Reduced energy consumption in public buildings due to building closures and reduced use; and
- Improved air quality due to general reductions in travel.

It is important that these areas are reviewed to identify potential new ways of working as part of the recovery process that will have a positive legacy on the climate change challenge.

Although there is a positive environmental impact on the borough due to reduced emissions, there has been an increase in environmental crime which the Council is continuing to monitor and enforce if necessary.

6.7 External Consultation

The implementation of the Council's recovery plans will need to include extensive engagement with residents and communities.

The Council has consulted with and have agreed the Risk Assessments for staff returning to work with union representatives.

6.8 Risk Assessment

The pandemic has resulted in an number of risks that need to be assessed and managed these include:

- Inability to deliver critical services due to loss of staff,
- Inability to maintain the financial stability of the Council,
- Failure to deliver health and safety responsibilities,
- Safeguarding issues arise through the enhanced level of community support,
- Staff are at increased risk of the disease in certain services,
- Increased risk of fraud and cyber security,
- Lack of PPE for key workers,
- Increase in community safety issues which are difficult to respond to due to capacity,
- The economy is deflated post-recovery leading to ongoing economic problems in town centres and the broader economy,
- Increased demand on certain services e.g. Benefits and economic support.

Risk assessments have been completed for all services and mitigation measures have been built into the Council's recovery plans.

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**Web Links and
Background Papers**

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7 Introduction & Background

- 7.1 At its meeting held on 16th June the Cabinet considered a report which detailed the Council's response to COVID-19 and provided an initial outline of the plans that are being put in place for recovery.
- 7.2 Whilst some elements of the COVID-19 response continue to be ongoing, a recovery response was also needed as lockdown restrictions began to be eased. Work therefore commenced in the planning of the Council's recovery in late April.
- 7.3 The proposed response has been categorised into five work streams. These work streams are:
- Reinstating services;
 - Economic recovery;
 - Community recovery;
 - Financial recovery; and
 - Taking advantage of the positive legacy.
- 7.4 The recovery process will need to be a significant focus for the Council in both the short and longer term. A large amount of decision-making will consequently flow from this. The Cabinet will regularly need to consider both changes in and the implementation of policy to address the impact on residents and communities. Similarly the work programmes for the Council's Overview and Scrutiny Panels need to reflect the recovery and involve the engagement of all councillors in this significant programme of work.
- 7.5 As a starting point it was agreed that each of the Overview and Scrutiny Panels receive a report on each of the work streams that are relative to their area of business at the first cycle of meetings that follow the reintroduction of meetings.
- 7.6 The purpose of this report is to consider the recovery process for the following work streams relative to this committee's area of activity:
- Reinstatement of Services
 - Economic Recovery

8 Reinstating Services

- 8.1 The key issues that were initially identified for this work stream are set out below:
- Re-establishing a baseline of current service provision;
 - Planning for re-providing services that have been stopped during the lockdown;
 - Planning for a relaxed but continuing lockdown;
 - Dealing with backlogs of work e.g. food safety inspections;

- Planning for increased service demands e.g. housing benefits;
- Planning for new service demands;
- Restarting projects after the enforced delays; and
- Rehousing homelessness clients

Impact of COVID-19 on Service Delivery

- 8.2 This work has involved all Heads of Service and has been structured by them all identifying the following:
- Detail of the service activity or projects that have been affected as a result of COVID-19,
 - The impact on the service/project e.g. full service suspension, delay in delivery,
 - The risks to the Council should the service/project not return to normal promptly,
 - Any anticipated backlog of work as a result of returning to normal e.g. applications to process, visits to make,
 - Provisions that are in place to deal with expected increase in demand or backlog when services can restart,
 - Additional resources or work arounds that will be required to deal with a return to normality, the increased demand or backlog during recovery.
- 8.3 The report to Executive set out the impact of the response to COVID-19 on the Council's services. The Council has also supported a number of new functions that have been required as a result of the national response to the pandemic.
- 8.4 Services are to be reintroduced gradually in line with national guidance and this process has already commenced.
- 8.5 Heads of Service have also completed risk assessments for the return of services. In reinstating services the Council has reiterated its commitment to work safely in a statement outlining the five steps that have been undertaken to ensure safer working, which will be promoted and displayed in Council buildings. The steps are:
- We have carried out COVID-19 risk assessments and shared the results with the people who work here.
 - We have cleaning, handwashing and hygiene procedures in line with guidance.
 - We have taken all reasonable steps to help people work from home.
 - We have taken all reasonable steps to maintain a 2m distance in the workplace.
 - Where people cannot be 2m apart, we have done everything practical to manage transmission risk.
- 8.6 The impact on each of the Councils' services is summarised in Appendix 1. The additional service functions are also detailed along with the recovery work that has already commenced.

Key Recovery Work

- 8.7 The Council supported the multi-agency work that was necessary for the re-opening of town centres on 15th June. This work included:
- The development of re-opening plans for each of our towns including Leek, Biddulph and Cheadle - this has involved significant input from the county council with their highways responsibilities – these are still a work in progress and finalisation of them will include consultation with ward members.
 - Planning for the re-opening of public conveniences and markets,
 - Developing measures to ensure that our car parks operate safely,
 - Discussions with the town and parish councils to include their input,
 - Discussions with other stakeholders.
- 8.8 Managers have worked very closely with Parkwood Leisure with regards to the re-opening / recovery plans for the leisure centres. The Government originally advised Active UK (the organisation that represents the leisure industry nationally) that leisure centres - gyms (not pools) should prepare to re-open on the 4th July. However Government later confirmed a revised reopening date of the 25th July, this is when our facilities reopened, with pools opening a week later on the 1st August.
- 8.9 An agreement on support for Parkwood has been agreed by the Council. On the 24th July 2020, the Portfolio Holder for Leisure and Sports, considered and approved a report with regards to an ongoing financial package to aid the re-opening of the Council's leisure facilities. Inevitably as a result of anticipated reductions in footfall, Parkwood will be reviewing their operational arrangements, including staffing.
- 8.10 All member meetings are now being re-established on a virtual platform, the Cabinet, Planning and Overview and Scrutiny Panel meetings have now all recommenced on a virtual basis.
- 8.11 There has been significant progress with planning for the opening offices and receptions. Work is well progressed to ensure all buildings are COVID secure this includes signage, screens etc.
- 8.12 Playgrounds, outdoor gyms and outdoor sports facilities reopened on the 4th July, following confirmation by Government that such facilities were safe to reopen and the installation of signage, and a full safety inspection of each site and equipment.
- 8.13 The COVID-19 pandemic has resulted in a number of significant changes to the way the workforce delivers services. Additional requirements for PPE have been assessed and actioned. There will be a backlog of annual leave to be taken as some holidays have been cancelled during the pandemic.
- 8.14 As more businesses have now reopened since July 4th, the Authority is working hard with its partner agencies to ensure that business and residents remain safe and that all the government advise in relation to social distancing

and track and trace are being adhered to. Enforcement visits have been made to establishments across the district to ensure that businesses are supported and understand the legislation and their role in ensuring business can remain open and safe.

8.15 Businesses that have reopened now include:

- Pubs, bars, cafes, restaurants,
- Hairdressers and barbers,
- Holiday accommodation such as hotels, hostels, bed and breakfast accommodation, holiday apartments or homes, cottages or bungalows, campsites, caravan parks or boarding houses. However shared sleeping spaces (i.e. dormitory rooms) should not open to any groups, except those travelling within the current government guidance on social mixing outside of household groups,
- Some leisure facilities and tourist attractions – this includes outdoor gyms and playgrounds, cinemas, museums, galleries, theme parks, arcades and bingo halls,
- Libraries, social clubs, places of worship and community centres.

8.16 The Council's communications effort has been stepped up to make residents and potential visitors aware of the situation. The Council has attempted where possible to have details of the shops and businesses that are open and details of opening times. The communications messages continue to stress the national narrative about the requirements of social distancing in line with national messaging.

Pavement Licences

8.17 The new process is now in place and allows the Authority to introduce a streamlined and cheaper route for businesses such as cafes, restaurants and bars to secure a licence to place furniture on the highway. This will support them to operate safely while social distancing measures remain in place. This will provide much needed income over the summer months and protect as many hospitality jobs as possible.

8.18 Business which currently use (or proposes to use) premises for the sale of food or drink for consumption (on or off the premises) can apply for a licence. Businesses that are eligible include: public houses, cafes, bars, restaurants, snack bars, coffee shops, and ice cream parlours.

8.19 A licence permits the business to use furniture placed on the highway to sell or serve food or drink and/or allow it to be used by people for consumption of food or drink supplied from, or in connection with the use of the premises.

8.20 If the local authority does not determine the application before the end of the determination period (which is 5 working days beginning with the first day after the public consultation period (excluding public holidays), the licence is deemed to have been granted for a year (but not beyond 30 September 2021)

and the business can place the proposed furniture such as tables and chairs within the area set out in the application for the purpose or purposes proposed

- 8.21 The Authority has received 3 formal applications to date, 1 of which has been issued and 2 further applications are currently pending.

Test & Trace

- 8.22 The Food Safety Team continues to support Staffordshire County Council and Public Health England in accordance with the funding received work is continuing within the district in relation to developing and tailoring outbreak control plans, .
- 8.23 Work plans are in progress, and these plans are focusing on identifying and containing potential outbreaks in places such as workplaces, housing complexes, care homes and schools, this work is ongoing, a small number of isolated cases have been reported across the Moorlands however numbers are being monitored
- 8.24 As part of this work, local authorities will also need to ensure testing capacity is deployed effectively to high-risk locations. Local authorities will work closely with the test and trace service, local NHS, PHE, County and other partners to achieve this.
- 8.25 Data on the virus's spread will be shared with local authorities through the Joint Biosecurity Centre to inform local outbreak planning, so teams understand how the virus is moving, working with national government where necessary to access the testing and tracing capabilities of the new service.
- 8.26 Local communities, organisations and individuals will also be encouraged to follow government guidance and assist those self-isolating in their area who need help. This will include encouraging neighbours to offer support and identifying and working with relevant community groups.

Planning System Changes

- 8.27 The Government recently announced the new Planning Bill which is making its way through parliament. It includes a number of measures including:
- Automatic extensions of planning permissions due to expire to 1st April 2021;
 - Speeding up planning appeals by allowing the Planning Inspectorate to use more than one procedure;
 - A fast track route for developers to apply to the planning authority to amend conditions or approved documents setting out restrictions on construction working hours. The temporary amendments expire on a date set by the planning authority no later than 1 April 2021.
- 8.28 The extension of planning permissions is to be welcomed and will be beneficial for our housing land supply. It is not anticipated that any of the

changes will have any significant implications for the way that the Council operates its planning functions. Some minor changes and new processes will be required for the fast track condition amendments but these can easily be accommodated within existing functions and no significant resource implications are anticipated.

Service Backlogs and Proposed Action

- 8.29 Food safety - There is a current backlog of 150 routine inspections and 40 new business inspections that have built up during the lockdown. Officers are now fully operational again with appropriate PPE, additional officer capacity will be required to clear the backlog of inspections. .
- 8.30 Planning applications – Now that the virtual meeting process has been implemented, the normal cycle of planning meetings will be reintroduced which will provide for more regular processing of applications. The new arrangements will need to be considered in more detail to consider whether changes need to be made to reduce the length of agendas and the possibility of some additional meetings may need to be considered.

9. Detail - National Economic Impact

- 9.1 UK monthly gross domestic product (GDP) fell by 20.4% in April 2020 (the largest fall since the series began in 1997) This decline is three times greater than the fall experienced during the 2008 to 2009 economic downturn. (ONS)
- 9.2 Looking beyond the second quarter, the UK is predicted to see a decline in gross domestic product of up to 14% during 2020. Percentage-wise food, drink and accommodation is likely to see the greatest decline in economic output whilst, the greatest monetary decline is predicted to be in manufacturing and construction and retail/wholesale. Longer term there is consensus that the UK economy will return to growth in 2021, although there is uncertainty over the pace and the scale of this.
- 9.3 The impact on our High Streets is also significant.COVID-19 has led to a substantial reduction in consumption, the largest component of the UK economy. Retail sales were 23% lower in April than in February. Social consumption (e.g. spending on restaurants, travel and entertainment), typically worth around a fifth of total consumption, had fallen by around 80% at its lowest point. The Grimsey Report Review 2020 suggests that 47% of retailers are at significant risk of failure with 59% of pub and club operators at significant risk of failure. Between 2014 and 2018, the UK had already seen a 42% drop in retail property investment and at the outbreak of the COVID19 crisis 52% (71,163) of retail and hospitality businesses were at serious risk of failure
- 9.4 The Corona virus pandemic is likely to accelerate this decline. The Grimsey Report Review predicts that, notwithstanding business failures, there will be a massive cull of outlets. Retail experts at KPMG previously expected high

street retail space to shrink by 25 per cent by 2025, but now see that happening by 2022-23. Online retailing, they believe, could reach 50 per cent of the UK total by 2025 — five years earlier than previously anticipated.

- 9.5 The hospitality sector is amongst the highest employing sector in the UK, with over 2.4 million workers in hospitality, accommodation and attractions, equivalent to 8% of the entire UK workforce. They have also been among the hardest hit by the pandemic and necessary restrictions. Whilst restaurants and food and drink began to re-open on 4th July, The restaurant guide, Harden's predicts that no more than 70% of hospitality sites will go back into operation following COVID19.
- 9.6 The housing market has been severely affected by the pandemic, with activity and construction both slowing sharply. Estimates suggest that UK residential transactions in May 2020 were nearly 50% lower than in May 2019. According to Nationwide, UK house prices fell in the year to June 2020 for the first time in almost 8 years. The construction industry experienced a strong decline in output of 40.1% during April 2020. This is the largest fall since monthly records began in January 2010. The coronavirus (COVID-19) pandemic had a significant and broad-based negative impact on construction output during April 2020. (ONS)
- 9.7 The services industries were most heavily impacted by social distancing, for example, travel and tour operators, accommodation and food and beverage services. Of the 50 services industries sectors, (growth fell by) 40 fell by 10% or more, 27 by more than 20% and 8 more than 50%.(ONS)
- 9.8 As lockdown is eased, the focus for the government's economic and fiscal strategy is now on ensuring that it continues to support workers and businesses as the UK recovers from the COVID-19 pandemic. The range of measures outlined in the Government's Summer Economic update (8th July 2020) now aim to support to support employment through the recovery period and initiatives such as the kickstart scheme, 'Eat out to help out' and infrastructure investment packages will help support the recovery of public services, businesses, and workers.

10. Local Economic Impact

- 10.1 The Office for Budget Responsibility predicts that certain sectors faced a loss of income of more than 50% from April to June, including accommodation and food services, construction and manufacturing – sectors that are extremely significant to Staffordshire Moorlands economy.
- 10.2 This impact is reflected in a comparison of UK districts where Staffordshire Moorlands is identified in the top 50 local authorities across the country likely to see the biggest reduction in economic output in quarter two. Staffordshire Moorlands is ranked 47th on the list and is estimated to see a 42% decline in quarter two.

- 10.3 Recent analysis by Staffordshire Chamber of Commerce shows that the biggest impact on businesses has been a reduced cash flow or reduction in cash reserves. Many have reduced staff hours to manage the reduction in trade or furloughed staff. A large number of Staffordshire Moorlands businesses have made use of the job retention scheme and have said this has been 'very useful'
- 10.4 In Staffordshire, it is already clear that coronavirus is leading to a loss of jobs in some workplaces, and a hold on recruitment and apprenticeship places. The multi agency County Redundancy Task Group is in regular contact with 13 Staffordshire businesses (including JCB) who have already announced, or are facing redundancies with the sector mainly affected being manufacturing..
- 10.5 Workers in the sectors most affected, including hospitality and retail, are more likely to be low paid, younger and female. Younger households are also likely to be disproportionately hit in the longer term, as evidence suggests that, following recessions, lost future earnings potential is greater for young people.
- 10.6 This has been recognised in the recently announced national Kickstart Scheme aimed at those aged 16-24 who are on Universal Credit and are deemed to be at risk of long-term unemployment as well as the pledge to provide high quality traineeships for young people and provide further payments for employers who hire new apprentices. At a local level, The County Redundancy Task Group are also increasing training provision for people facing redundancy with a particular focus on those aged 18-24 year olds
- 10.7 The number of people claiming Jobseeker's Allowance and similar benefits in the Staffordshire Moorlands has increased by 50 per cent compared to last year. Approximately 2,270 people were making claims in the district in May 2020 - an increase of 760 from 1,510 this time in 2019. The increase means 3.9 per cent of people in the Staffordshire Moorlands aged between 16 and 64 are making claims - up from 2.6 per cent in May last year
- 10.8 Research shows that people's willingness to return to town centres and tourist destinations is tempered with concern about the ability to manage crowds and nervousness about a second wave of infection. The percentage of adults in Great Britain worried about the effect of the coronavirus (COVID-19) on their life was 64% between 18 and 21 June 2020 (ONS). This is acknowledged by businesses who want more guidance of what is safe and what do they need to do.

11. Staffordshire Moorlands Emergency Response

- 11.1 Strong partnership working will be essential to successful recovery and there is obvious potential to build on the existing delivery networks that are in place to ensure joint working continues and duplication of effort is avoided. Officers meet regularly with Staffordshire County Council and Staffordshire Districts to share information, develop regional recovery plans and understand the impact of COVID19 across all sectors.

- 11.2 The initial focus of the recovery team has been to implement emergency or short term measures to support businesses, town centre retailers and market traders, and to manage movement in our town centres. SMDC have also been working with SCC to support new, innovative ways of working - permitting take away delivery or the use of public space for trading.
- 11.3 As part of the emergency response, Town Councils, along with local community organisations, were asked to identify any areas of concern within their town centres. These were then shared with SCC Highways and actioned as appropriate. Any medium or long term measures have been included in the Regeneration Recovery Strategy. A full list of the suggested actions is contained at Appendix 2.
- 11.4 Short term temporary measures have included the following actions:
- Work with County Council & Town Councils to implement and promote any relaxation of planning restrictions that limit where food and drink can be served/consumed
 - Reopen car parks and toilets allowing for social distancing and additional cleaning regimes.
 - Work with partners to deliver temporary town centre measures outlined at Appendix 1
 - Consider changes to layout of markets and additional signage to maintain social distancing -sharing NABMA guidance
 - Provide a range of online guidance and advice on safe working practices for businesses

12. Regeneration Recovery Strategy

- 12.1 Economic recovery will take place over an extended period of time and will require agreed programmes of work for long term renewal, supported by partners and stakeholders. The Regeneration Recovery Strategy considers measures to ensure long term regeneration, routes for delivery and funding opportunities across the following areas:
- Housing Delivery
 - Employment& Business Growth
 - Tourism
 - Town Centres
 - Markets
 - Climate Change

13. Housing Delivery – Key actions

- Develop ongoing dialogue with land owners, developers and registered providers to understand sector confidence and activity at a local level.

- Continue to work closely with Homes England to feed back local knowledge and the impact on local programmes
- Work with Homes England to identify opportunities for investment (i.e. Cornhill)
- Develop AHDP for sites following adoption of SM Local Plan
- Consider next steps to in delivery of Wharf Road and Tunstall Road Masterplans
- Ongoing support for the development of Neighbourhood Plans

13.1 While the immediate feeling across the housing market might be one of uncertainty, there was a huge amount of investment in the sector prior to the outbreak. The imbalance between the supply and demand in the UK's housing stock remains and, in the longer term, housing, construction and infrastructure development remain high on the political agenda with recent announcements including support for new affordable Homes and a short-term home building fund extension to support small- and medium-sized housebuilders that are unable to access private finance. In addition, the government introduced new legislation in summer 2020 to make it easier to convert buildings for different uses, including housing, without the need for planning permission.

13.2 There is an opportunity for the Council to benefit from the above schemes and build on our positive relationships with developers and Registered Providers in our areas to maximise investment in the district on private development sites. The increase in people being able to work from home may also lead to rural areas becoming more desirable places to live. Demand for homes in areas that promote health and wellbeing could increase the popularity of Staffordshire Moorlands towns even further offering green, sustainable, walkable places with local shops and amenities.

14. Employment & Business Growth -Key actions

- Work to ensure grant funding support to all eligible SM businesses
- Encourage regular dialogue with key employers and businesses.
- Agree process of signposting, referral and feedback with partner organisations promoting the recently announced Kickstart and apprenticeship schemes
- Support the work of the Countywide Redundancy Task Group.
- Work closely with partners to ensure effective communications to business and share local intelligence with partner agencies.
- Lobby for improved digital infrastructure to support business

14.1 Over recent months the Government has developed a number of schemes to provide funding support to employers and the self-employed in the form of loans, tax relief and cash grants The Council supported 1, 825 Staffordshire Moorlands businesses through the small business and retail grant scheme, totalling £20,620,000 It is estimated that 91% of eligible Staffordshire Moorlands businesses received a grant through this scheme. In addition, the Council managed the delivery of the Staffordshire Moorlands discretionary grant scheme. At this time 111 discretionary grants have been paid totalling

£680,000. A further 45 applications are currently being assessed and if approved will total a further £203,500 of payments

- 14.2 A large number of businesses have also benefitted from the Self-Employment Income Support Scheme (SEISS). A second and final payment is now available to eligible applicants whose businesses have been adversely affected by COVID-19. This is worth 70% of their average monthly trading profits, paid in another single instalment covering three months' worth of profits (Aug-Oct), capped at £6,570
- 14.3 Staffordshire Moorlands has a large number of manufacturing businesses, many of whom are key employers in the district. Thankfully, recent liaison with our key employers shows that the majority of manufacturers in HP continued to operate during the crisis (albeit at a reduced capacity)
- 14.4 However, rising unemployment is a major concern for our key businesses. Changes to the job retention scheme from September 2020 mean employers will be expected to contribute to payments for furloughed staff. Partners anticipate an upturn in unemployment following this change with a further rise expected when the scheme ends on 31st October. Stoke-on-Trent and Staffordshire Growth Hub and Chambers of Commerce are considering how to respond to this and anticipate a focus shift from support for long term unemployed to assisting with getting skilled unemployed back to work. Local authorities have been asked to assist with signposting to local and national provision.
- 14.5 In May announced a Redundancy and Recruitment Triage Service for businesses and employees experiencing redundancies as a result of the coronavirus, The service is delivered by the National Careers Service West Midlands including Staffordshire and aims to match those recently made redundant with new work in sectors currently experiencing growth. The service will also engage with employers facing redundancies to ensure a smooth transition for employees into new work
- 14.6 In addition, Staffordshire County Council launched the Staffordshire Start-up Programme aiming to build on and complement existing support for new businesses, with a focus on helping them to be robust in overcoming future challenges. The aim is to aid the creation of 200 start-up business in key sectors in Staffordshire each year, with the programme set out over three years.
- 14.7 Nationally, the job retention bonus will introduce a one-off payment of £1,000 to UK employers for every furloughed employee who remains continuously employed through to the end of January 2021. The government will also provide investment to drive forward delivery of local infrastructure projects, creating local growth and jobs. This could include the development and regeneration of key regeneration sites in Staffordshire Moorlands and investment to improve transport and digital connectivity.
- 14.8 It is yet to be seen what the impact of increased home working will have on the demand for office space in the Moorlands. For some businesses, social

distancing measures may lead to an need for additional space; whilst others may continue to adopt more flexible work patterns, encouraging work from home arrangements, leading to existing provision becoming redundant.

- 14.7 Going forward, it will be important to build close relationships with our key employers, to understand their needs and plans for recovery. This intelligence along with an 'open for business' message can then be used support growth and help bring forward employment sites identified in the Staffordshire Moorlands Local Plan.

15. Tourism – Key Actions

- Encourage take up of discretionary grant to eligible tourism businesses
 - Promotion of DMO marketing campaigns to tourism business and residents to support 'holiday at home' message.
 - Promote take up of 'stay safe' charter mark amongst SM businesses.
 - Work to implement and promote any relaxation of planning restrictions that limit the season under which some organisations to operate
 - Identify SM businesses with limited season permissions.
 - Promotion of cycling and local transport networks to reduce car use.
- 15.1 Visit England and Visit Britain are working with a number of industry bodies to promote the 'We're Good to Go' Campaign – a UK wide industry standard and charter mark for businesses to build consumer confidence. This allows businesses to demonstrate that they are adhering to the respective Government and public health guidance, have carried out a COVID-19 risk assessment and have the required processes in place. This has been promoted to all tourism businesses in Staffordshire Moorlands in partnership with Destination Staffordshire.
- 15.2 The reduction of overseas travel and a trend in Staycations is an opportunity to boost tourism in the Staffordshire Moorlands. In partnership with Destination Staffordshire we are currently running a marketing campaign (Time to Enjoy Staffs Safely). This is a follow on from the 'Safe Shopping' campaigns run through the Growth Hub. We aim to target visitors within an hour drive away from the Staffordshire Moorlands, with the aim of encouraging visitors back for the day, maybe staying overnight. This campaign will cover a 4 week period of radio and digital activity.
- 15.3 Destination Staffordshire have also held a series of webinars for tourism businesses and recently conducted a survey of tourism businesses to measure the impact of COVID19 on the tourism sector across Staffordshire. The results of this survey are due shortly and will be used to shape future support and campaigns.

16. Town Centres – Key actions

- Consider development of trader networks - bespoke 'totally locally'/'love where you live' projects for each town
- Training packages to include digital trading options and resilience planning

- Delivery of Cheadle High Street Task Force project to kick start recovery
- Delivery of Cheadle Town Centre options appraisal project as part of long term funding package
- Work with community partners and stakeholders to design and deliver local town centre recovery programmes

- 16.1 Small towns are expected to recover faster than large cities and towns with a greater number of independent traders are likely to be more resilient. This is good news for towns in Staffordshire Moorlands, many of which have a high number of independent traders. Recovery will depend on building more local capacity for action, making the most of increased support for local suppliers and businesses, and developing effective mechanisms for coordinating this.
- 16.2 Delivery of Cheadle High Street Task Force initiative and the Cheadle Town Centre options appraisal will offer additional critical support to Cheadle retailers and help to transform the town centre by diversifying the high street offer. Whilst delivery of bespoke trader support packages and 'shop local' type schemes across all towns will help build local capacity and encourage people to return to the town centre in the short to medium term.
- 16.3 It is recognised that engagement with local partners and stakeholders will be key to delivery of the town centre recovery programmes. Many town councils, community and voluntary organisations are already delivering local support packages and have worked closely with the Council to implement temporary measures to allow town centres to open safely. This engagement and collaboration should be continued and built upon to ensure customers feel confident returning to town centres and local businesses can thrive.
- 16.4 A process for engagement with the three town councils in respect of the recovery arrangements in the Staffordshire Moorlands town centres has recently been established. The Leader of the Council has opened a direct dialogue with each of the town mayors and deputy mayors and has established a forum to consider the issues and responses moving forward. The make up of this forum is as follows:
- Leader – Cllr Ralphs
 - Portfolio Holder for Communities – Cllr Bowen
 - Portfolio Holder for Planning & Property – Cllr Wain
 - Mayor and Deputy Mayor – Biddulph Town Council
 - Mayor and Deputy Mayor – Cheadle Town Council
 - Mayor and Deputy Mayor – Leek Town Council
 - Cllr Deaville – representing Staffordshire County Council
- 16.5 The scope of discussion within the forum is as follows:
- The ongoing town centre management response to COVID-19 recovery
 - The recovery focus for the town centres
 - The actions required to support traders and other businesses with sustained recovery
 - The strategy for parking on other town centre support services

- Supporting the visitor economy
- 16.6 An early action in response to requests from the town mayors is the introduction of free parking on all SMDC car parks during August.
- 16.7 The wider considerations of the forum will be developed in more detail with a view to developing a comprehensive and focused action plan.

17. Markets - Key Actions

- Consider changes to layout of markets to maintain social distancing - sharing NABMA guidance
 - Support Market Traders through the sharing of good practice, information and advice through NABMA and NMTF communication channels
 - Support traders to implement delivery services, click and collect and to implementing social distancing measures
 - Deliver options appraisal for refurbishment of Leek Market Hall
 - Review marketing and events programmes and Leek Markets
 - Work to support promotion of safe trading at Biddulph Market and share good practise
 - Review Market Trader training programme proposals
- 17.1 Indoor and Outdoor markets in Staffordshire Moorlands closed on 24th March in line with Government lockdown measures. The Council suspended the collection of all rents during the close down. Leek outdoor market reopened on the 14th July, the Butter Market on the 17th July and Leek Market Hall on 26th July. The market at Greyhound Walk in Cheadle reopened on Friday 19th June. The majority of the traders at all markets have now returned and any fees for June have been waived.
- 17.2 A recent NABMA survey suggests traders immediate asks are for marketing and promotion (including the use of social media) along with start up business advice and training for existing traders to present a modern market environment, complementing the town centre offer. Whilst large footfall generating events will be one of the last things to come back on stream, we need to develop marketing and event plans for market to give confidence and encouragement to customers to return. Planned investment in Leek Market Hall will help reassure traders and customers that markets remain a priority for delivery and investment.

18. Climate Change – Key actions

- Completion of the Green Infrastructure Delivery Plan with Staffordshire Wildlife Trust
- Promote Green Infrastructure delivery to support safe walking and cycling for short journeys
- Develop Green Infrastructure delivery proposals that support people's journey to work on foot or by bicycle

- Work with developers to bring forward schemes that facilitate access to green spaces and the surrounding countryside
- Consider opportunities for enhancing open spaces as part of town centre recovery programmes
- Work with partners to support the development of a public electric vehicle charging network

18.1 The pandemic has prompted a wave of critical reflection with issues of sustainability and longer term consumer behaviour being considered in greater depth. The issue of clean growth is likely to return to prominence and there are likely to be more demands for our high streets, town and city centres to be better places – safer to walk, with better air to breath, with more community uses and local businesses and more opportunities for local employment.

18.2 A recent poll suggested 85% of people want some personal and social changes to continue after lockdown with many people wanting to make greater use of local centres and green spaces. Delivery of the green infrastructure plan will help ensure future developments in Staffordshire Moorlands recognise this and ensure greater connectivity. This is supported by the new green Jobs Challenge Fund for environmental charities and public authorities to create and protect 5,000 jobs in England. The jobs will involve improving the natural environment, including planting trees, restoring habitats, clearing waterways, and creating green space for people and wildlife.

APPENDIX 1

COVID-19 Impact on Services and Associated Recovery Action

Service	Function	Service Impact	Additional Functions	Recovery Action
OD & Transformation	HR	<ul style="list-style-type: none"> Recruitment suspended Training suspended Staff Appraisals / PEPs postponed 	<ul style="list-style-type: none"> Set up and co-ordinate staff testing for C19 Assess all workforce for vulnerability to C19 and make provisions for ongoing safety of all staff Liaison and agreement with Unions for all changes to working practices Postpone/rearrange all planned training Co-ordinate the Council participation with the LRF 	<ul style="list-style-type: none"> Working with Recovery Group to ensure safe return Advertisement of vacancies internally recommenced
	ICT	<ul style="list-style-type: none"> ICT projects delayed Mobile phone upgrades postponed 	<ul style="list-style-type: none"> Set up and roll out homeworking provision for all staff Set up and roll out provisions for contact centre to operate remotely Investigation and implementation of virtual meeting capability 	<ul style="list-style-type: none"> Re-commenced office 365 and windows 10 project
	Communications	<ul style="list-style-type: none"> Significantly Increased communication activity 	<ul style="list-style-type: none"> Participation in LRF work streams 	<ul style="list-style-type: none"> A communications plan has been developed as part of the recovery phase.
	Performance	<ul style="list-style-type: none"> C19 Impact on performance 	<ul style="list-style-type: none"> Monitor and report the impact on performance 	<ul style="list-style-type: none"> Process to revisit targets and project delivery has commenced
Audit		<ul style="list-style-type: none"> 2020/21 Audit Plan delayed Recommendations follow-up suspended Annual Governance Statement delayed 	<ul style="list-style-type: none"> Business grants monitoring/checking 	<ul style="list-style-type: none"> Revised plan to be agreed Follow up of recommendations has now commenced
Communities	Community Safety	<ul style="list-style-type: none"> CCTV cameras upgrade and monitoring station upgrade delayed Anti social behaviour response Partnerships and planned projects delayed Environmental enforcement and investigations limited 		<ul style="list-style-type: none"> Risk assessments in progress and awaiting the final sign off by unions and insurance company. PPE sourced and levels of protection agreed commensurate with role and duties required Individual risk assessments in progress for our clinical and vulnerable staff Expected to be fully operations again on routine Enforcement Duties by the end of July

Service	Function	Service Impact	Additional Functions	Recovery Action
	Democratic Services	<ul style="list-style-type: none"> Member meetings postponed 	<ul style="list-style-type: none"> Investigation and implementation of virtual meeting capability Support Councillors to access and use TEAMS for virtual meetings 	<ul style="list-style-type: none"> Virtual meetings implemented
	Community Support		<ul style="list-style-type: none"> Support to vulnerable people 	<ul style="list-style-type: none"> Continue to support the communities
Legal	Elections	<ul style="list-style-type: none"> Elections postponed 	<ul style="list-style-type: none"> Virtual meeting capability Support given to other service areas (benefits) 	<ul style="list-style-type: none"> Canvas to commence
Environmental Health	Food Safety Pollution Housing disrepair	<ul style="list-style-type: none"> Restrictions on compliance visits Suspension of inspections/monitoring 	<ul style="list-style-type: none"> New requirements under the emergency legislation in particular around enforced closures. Increased Multi-agency working 	<ul style="list-style-type: none"> Risk assessments updated and awaiting the final sign off by unions and insurance company. PPE sourced and levels of protection agreed commensurate with role and duties required Individual risk assessments in progress for our clinical and vulnerable staff Expected to be fully operations for routine inspections and enforcement by Mid July
	Licensing	<ul style="list-style-type: none"> Full suspension of enforcement visits and multi agency visits 	<ul style="list-style-type: none"> Pavement Licences 	<ul style="list-style-type: none"> Risk assessments updated and awaiting the final sign off by unions and insurance company. PPE sourced and levels of protection agreed commensurate with role and duties required Individual risk assessments in progress for our clinical and vulnerable staff Expected to be fully operations for routine enforcement by Mid July
	Land Charges	<ul style="list-style-type: none"> Dramatic reduction in local searches received 	<ul style="list-style-type: none"> Additional Planning updates and data cleansing 	<ul style="list-style-type: none"> The Service is operational however service demands have reduced considerably due to the property market issues, however we are now seeing the market recover slowly. Personal Searches will resume once the Reception Points reopen – End July/Aug
Service Commissioning	Leisure	<ul style="list-style-type: none"> Leisure centres were closed in late March. Financial support provided to leisure centre provider Parkwood Playgrounds closed, 		<ul style="list-style-type: none"> All leisure centres remain closed as Gov't has not yet permitted their reopening. Reopening plans have been produced by Parkwood but until Gov't announce a reopening date these can't be enacted. The financial support currently being provided to Parkwood is insufficient to cover a reopening of all the SM sites. A report is being produced for members to enable the plans/options to be considered. Playgrounds, outdoor gyms and outdoor sports facilities will all reopen on the 4th July, following the installation of signage, and a full

Service	Function	Service Impact	Additional Functions	Recovery Action
				<p>safety inspection of each site and equipment.</p> <ul style="list-style-type: none"> • Installation of a new play facility at Whitfield is due to start in mid July (and will take 2 weeks to complete), this project was due to be delivered at Easter but delayed due to C19.
	Waste collection, Street Cleansing & Grounds Maintenance	<ul style="list-style-type: none"> • Capacity reduced on street cleansing and grounds maintenance to support waste collection 	<ul style="list-style-type: none"> • Increase in fly-tipping 	<ul style="list-style-type: none"> • Increase in fly tipping • Waste and recycling services are all operating normally. Staff from other services are no longer being used to supplement crews. We are continuing to see higher than normal tonnages of recyclables presented for collection – averaging +26% higher than normal at this time of year. • Street cleansing – we are still seeing higher than normal volumes fly tipping despite the reopening of HWRC's. Litter levels is problematic in our parks and open spaces and higher than normal. • Grounds maintenance functions are all operating normally.
	Cemeteries			<ul style="list-style-type: none"> • Services are operating as normal. We have seen no increases in demand.
Regeneration	Business Support	<ul style="list-style-type: none"> • Additional support required by local businesses 	<ul style="list-style-type: none"> • Implementation of Local Discretionary Business Grant scheme which will involve distributing a further £1.2m of financial support to eligible businesses. • Work with partners to re open the town centres 	
	Markets	<ul style="list-style-type: none"> • Indoor and outdoor markets have remained closed during the lockdown period. 		<ul style="list-style-type: none"> • Safe re-opening of markets – signage, cleaning materials, information to traders.
Assets	Public Conveniences	<ul style="list-style-type: none"> • Public toilets across the borough closed 	<ul style="list-style-type: none"> • Additional requirements for cleaning • Additional alteration works may be required 	<ul style="list-style-type: none"> • Phased reintroduction from 15th June
	Commercial Properties	<ul style="list-style-type: none"> • The Council has been engaging with its commercial tenants on a one to one basis to provide support based on the individual circumstances of the businesses. 		<ul style="list-style-type: none"> • Payment plans will be agreed with tenants for any arrears that have built up to support tenants.
	Car Parks	<ul style="list-style-type: none"> • The arrangements in the Council's car parks have been maintained strictly in line with the British Parking Association guidance.. 	<ul style="list-style-type: none"> • The Council has recognised the national permit scheme for health and care workers and have also extended it locally 	<ul style="list-style-type: none"> • Enforcement is ongoing. • Parking machines are being routinely sanitised and signage erected.

Service	Function	Service Impact	Additional Functions	Recovery Action
	Capital Works	<ul style="list-style-type: none"> Capital projects postponed 	<ul style="list-style-type: none"> Works brought forward where buildings have been closed. 	<ul style="list-style-type: none"> Capital programme being re-prioritised due to risks and opportunities.
	Facilities / Public Buildings	<ul style="list-style-type: none"> Public Buildings closed to public, open to staff. 	<ul style="list-style-type: none"> Additional cleaning undertaken by caretaking staff. Reactive repair and maintenance works have been undertaken at buildings whilst "closed". 	<ul style="list-style-type: none"> Additional cleaning routing and resource will be required if more staff are to return to the buildings. One way systems agreed Hand sanitiser stations erected Work space, meeting room, facilities to be restricted to comply with social distancing. Receptions re-configured.
Development Services	Planning Applications	<ul style="list-style-type: none"> Restrictions on site visits Processing issues due to postponement of committee decision making processes. 		<ul style="list-style-type: none"> Virtual meetings now implemented Implement new legislation
Finance	Procurement	<ul style="list-style-type: none"> Some procurement activity placed on hold as consequence of suspended services / inability to deliver projects during lockdown. 	<ul style="list-style-type: none"> Payment of the Small Business and Retail, Hospitality and Leisure Grant Schemes 	<ul style="list-style-type: none"> Planned procurement activity recommenced Additional procurement activity/support in relation to the COVID-19 recovery process
	Finance	<ul style="list-style-type: none"> Closedown of accounts delayed. 	<ul style="list-style-type: none"> Additional financial planning workload Completion of Government financial returns Support with business grants process 	<ul style="list-style-type: none"> Early update of the MTFP report to identify potential longer-term financial issues Close budget monitoring of 2020/21 position Statement of Accounts draft produced July, external audit aiming to complete end of September
Revenues & Benefits	Revenues	<ul style="list-style-type: none"> Flexible payment plans for council tax Flexible payment plans for business rates Recovery action temporarily suspended Increased Council Tax & Business Rates arrears 	<ul style="list-style-type: none"> Rebilling of business rates due to additional reliefs Coordinating the business grants process Assessing Council tax hardship applications 	<ul style="list-style-type: none"> Post-event assurance in respect of grant payments Recommence recovery action Assess collection rates impact
	Benefits	<ul style="list-style-type: none"> Rebilling of eligible LCTRS claimants Increase in the number of council tax support and housing benefit cases 	<ul style="list-style-type: none"> Rebilling of LCTRS due to additional £150 award 	<ul style="list-style-type: none"> Monitor impact of a recession on benefit workload
Customer Services		<ul style="list-style-type: none"> Closure of Council offices in Leek, Biddulph and Cheadle. Appointments by telephone have been offered if required. Call centre staff able to handle calls from home Service access diverted to the on-line and telephone access channels. Increase in the number of service requests that are being accessed through the Council's website. Post and Print – reduced volumes as service areas communicate electronically 	<ul style="list-style-type: none"> Separate dedicated call numbers were set up to deal with the new functions such as supporting businesses and vulnerable people. Additional webforms created to enable customers to self serve Central post and print function handling incoming and external mail and printing – scanning docs to service areas 	<ul style="list-style-type: none"> Re-open receptions, but consider changes to the provision of these facilities Expecting increase in volumes of enquiries , change in circumstances , business' Continue with current post/print arrangements –removal of office equipment

Appendix 2 - Summary of Town Centre Actions (including measures requested by Town and, Voluntary Organisations and Community Partners)

Leek	Partners/Delivery Lead	Progress
Temporary removal of parking bays at Derby St to allow footpath widening. The barriers in place at Derby Street are unsightly and need replacing .	SCC Highways	Complete - temporary barriers installed at Derby Street to widen pedestrian footpath. Enforcement of parking restrictions in discussion.
Additional disabled parking bays in SMDC car parks	SMDC Assets	To be considered as part of parking review
Consider rent holidays for market traders	SMDC Regeneration	June market fees waived for all traders
Use of disc system for residents parking	SMDC Assets	To be considered as part of parking review
Free parking for first hour/3 months	SMDC Assets	To be considered as part of parking review
Additional support for retailers	SMDC Regeneration SSLEP Growth Hub Staffordshire Chamber of Commerce	Additional support options being considered.
Work to with County Council to implement and promote any relaxation of planning restrictions that limit where food and drink can be served/consumed	SCC SMDC licensing PoliceIn	In progress
Reopen car parks and toilets allowing for social distancing and additional cleaning regimes.	SMDC Assets	Complete
Provide a range of online guidance and advice on safe working practices for businesses	SMDC Regeneration	Complete
Consider development of trader networks - bespoke 'totally locally'/'love where you live' projects for each town	Leek Traders Leek TC	In discussion with Totally Locally High Streets on-line - proposal for Leek to act as pilot project

		sponsored by Visa before roll out to other Staffordshire Moorlands towns http://www.totallylocally.shop/
Consider changes to layout of markets and additional signage to maintain social distancing -sharing NABMA guidance	SMDC Regeneration	Complete. To be reviewed regularly considering customer/trader feedback
Training packages to include digital trading options and resilience planning	SSLEP Growth Hub East Midlands Chamber of Commerce	Promotion of current training packages offered by partners. Working with partners to agree future provision based on local need.
Biddulph		
TC to consider additional cleaning of touch points in the town centre along with cleaning stations	BTC	BTC to action
Pavement markings to encourage social distancing – use of clematis flowers linked to ‘Helping Biddulph to Bloom’ campaign.	BTC SCC	To be progressed
Encourage outdoor seating at pubs, restaurants and cafes	BTC SMDC Licensing SCC Police	In Progress
Offer free parking for six months to encourage residents and visitors to return – TC can subsidise cost	SMDC Assets	To be considered as part of parking review
Consider cashless payment systems for car parking	SMDC Assets	To be considered as part of parking review
Work to with County Councils to implement and promote any relaxation of planning restrictions that limit where food and drink can be served/consumed	SCC HPBC licensing Police	In progress
Reopen car parks and toilets allowing for social distancing and additional cleaning regimes.	SMDC	Complete
Provide a range of online guidance and advice on safe working practices for businesses	SMDC Regeneration	Complete
Consider development of trader networks - bespoke ‘totally locally’/‘love	BTC	In discussion with Totally Locally

where you live' projects for each town	SMDC Regeneration Trader Networks	High Streets on-line - proposal for Staffordshire Moorlands towns to act as pilot project sponsored by Visa http://www.totallylocally.shop/
Purchase and improve premises within the town centre, offering them at attractive rates to small/start up businesses	BTC	BTC to action
Introduce a shop-front grant scheme to improve the look of the town centre.	BTC	BTC to action
Promotion of town map.	BTC	BTC to action
Delivery of pocket park project and second phase of our Station Road project	BTC	BTC to action
Identify landlords of town centre properties / add window cling to empty shops	BTC	BTC to action
Training packages to include digital trading options and resilience planning	SSLEP Growth Hub East Midlands Chamber of Commerce	Promotion of current training packages offered by partners. Working with partners to agree future provision based on local need.
Cheadle		
Additional cleaning of car park pay machines, crossing buttons, bus stops, benches, etc..	DCC	To be progressed with partners
One-way areas to widen pavements	SCC	Discussed with SCC Highways. Need to consider bus route – difficult to implement
Free car parking for a period of time, Car parking permits for residents, higher parking charges for visitors	SMDC Assets	To be considered as part of parking review
Pavement markings to encourage social distancing	SCC CTC	To be progressed with partners
Consider cashless payment systems for car parking	SMDC Assets	To be considered as part of parking review
Town centre leaflet to highlight shopping offer	CTC	To be followed up by partners
Additional street cleaning	SCC	To be investigated
The road works at Tape Street to be reviewed – preventing adequate social	SCC	To be raised with SCC Highways

distancing.		
Consider additional car parking space for Bakers Arms to allow them to reopen safely	SMDC Assets	Assets to visit site to consider proposal
Work to with County Council to implement and promote any relaxation of planning restrictions that limit where food and drink can be served/consumed	SCC SMDC licensing Police	In progress
Reopen car parks and toilets allowing for social distancing and additional cleaning regimes.	SMDC Assets	Complete
Provide a range of online guidance and advice on safe working practices for businesses	SMDC Regeneration	Complete
Consider development of trader networks - bespoke 'totally locally'/'love where you live' projects for each town	CTC Traders networks	In discussion with Totally Locally High Streets on-line - proposal for Staffordshire Moorlands towns to act as pilot project sponsored by Visa http://www.totallylocally.shop/
Training packages to include digital trading options and resilience planning	SSLEP Growth Hub Staffordshire Chamber of Commerce	Promotion of current training packages offered by partners. Working with partners to agree future provision based on local need.